

THE ENCO JOURNAL

VOL: 15 , ISSUE: 3

JULY 2006

A QUARTERLY FORUM FOR PROFESSIONAL DEVELOPMENT



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40TH
ANNIVERSARY
PULL-OUT**

THE NCO JOURNAL



A Soldier from the 988th Military Police Company shows an Iraqi police officer the correct way to hold his weapon during training at Forward Operating Base Kalsu.

Photo by Petty Officer 2nd Class Katrina Beeler

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Photo by: Dave Crozier



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Spc. Joseph Edmondson



HONOR ROLL

In every issue we list the names of the men and women who have given their lives in current operations around the world in order to pay tribute to their sacrifices.

Dave Crozier



THE NCO JOURNAL

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From the SMA

There are many heroes among us

My staff and I have traveled many miles during the past year, visiting Soldiers and their families. You just don't know how big our Army is until you try to visit every place where we have Soldiers deployed or stationed. Our Soldiers continue to impress and amaze me by their work at home and while deployed. I trust all of you had a safe Memorial Day weekend and celebrated the Army's 231st birthday at all your posts, camps and stations around the world. I want to talk to you about those two days and how they define who we are as Soldiers.

Americans first observed Memorial Day on May 30, 1868 to honor those who made the ultimate sacrifice in the defense of our nation. Our Army formed on June 14, 1775, to defend our great nation. Memorial Day and the Army's Birthday honor our service as Soldiers and remind us that freedom is never free.

There are many heroes today who continue to defend that freedom. The first hero I would like to recognize is the individual Soldier, carrying the heavy load for our nation today. Soldiers in units across our Army have deployed one or more times to defend our nation in this Global War on Terrorism.

Soldiers like Spc. Aaron Ziegler. Spc. Ziegler serves with the 3rd Armored Cavalry Regiment (ACR) stationed at Fort Carson, Colo. Spc. Ziegler and his unit just returned from Operation Iraqi Freedom. Spc. Ziegler's father and grandfather both served in the Army.

"For me, I wanted to continue the lineage of men in my family who have served in the military for our country," he said. "Also, when I look back at what the 3rd ACR accomplished in Iraq, I am just extremely proud to be a part of something special." Spc. Ziegler just took part in a mass reenlistment with his unit at Fort Carson. He knows the potential for more deployments ahead, but he believes in the mission of defending our nation. Soldiers from the 3rd ACR observed Memorial Day at Fort Carson, honoring the sacrifice of those who paid the ultimate price during their deployment to Tal Afar, Iraq, this past year.

Right now we have

more than 237,000 Soldiers deployed to more than 120 countries around the world. Those of us who are not deployed are now supporting those in the forward theater. Soldiers are answering the Call To Duty, knowing that they will most likely deploy again in the Global War on Terror.

The next heroes I would like to recognize are the families of our deployed Soldiers. Mothers, fathers, wives, husbands, children and relatives of our troops spend long days and nights separated from their loved ones. The families support long hours of pre-deployment training, then stay strong as their Soldiers leave for a year-long deployment. They communicate through e-mail, video teleconference or phone calls, and maintain a positive attitude through all the tough times. I am very proud of all the families who keep morale high and support all of our Soldiers deployed.

American Citizens who support our deployed Soldiers are heroes too. I visited the Dallas-Fort Worth Airport a few months ago to witness how the citizens of those communities support our deploying and returning Soldiers. I met with Maj. Jeff MacAfee and Sgt. Maj. Victor Allen from the Airport's Personnel Assistance Point. Those two leaders have the responsibility of processing Soldiers returning or deploying from Rest and Recuperation leave in Iraq and Afghanistan. Their nine-man team processes



Photo by Master Sgt. Terry Anderson

Sergeant Major of the Army Ken Preston listens as Fort Bliss, Texas, Soldiers recite the Soldiers Creed May 18.



Courtesy photo

Families and loved ones are heroes as well for having to endure long periods of separation from their Soldiers.

about 400 Soldiers a day.

The special reception for the Soldiers begins with what is called a “shower of appreciation.” Two airport fire trucks line up facing each other on each side of the taxiway. When the airplane taxis between them, the fire trucks use their water cannons to create a shower of water above the plane. In the past this recognition was done to honor pilots returning on their final flight before retirement. The airport staff does this everyday for our Soldiers coming home.

Once the Soldiers receive their baggage and clear customs they move on to their connecting flights or meet waiting families from nearby locations. As the Soldiers go through the doors into the main terminal, a cordon of more than 200 volunteers, airport officials, and veterans line their exit with screams, cheers, hugs and many, many thanks. This is a heartwarming experience for all of our Soldiers. I was humbled watching this reception take place for our returning heroes. More than 100,000 Soldiers have had that “Welcome Home” at the DFW airport since June of 2005. Those who volunteer their time to welcome home our troops are heroes in my book.

In closing, I’d like to thank each and every one of you for your service. You have chosen to serve America in a time of war



Photo by Capt. Sonise Lumbaca

Spc. Kerry-Ann Simpson, aviation items manager from 1st Corps Support Command, greets her father and a family friend upon returning to Fort Bragg, N.C., from a tour in Iraq.

and your nation will be forever grateful. Remember those who have given their lives in the defense of America, and celebrate the storied history of our United States Army in our 231st year. Hooah!

SMA Kenneth O. Preston



Courtesy photo

Troops returning from deployment and arriving at Dallas/Ft. Worth Airport are greeted by a multitude of citizens. These volunteers take time out of their busy day to ensure no returning servicemember comes home without a warm welcome. For that, they are heroes as well.

“[The] Warrior Ethos has been the common thread that has tied us as Soldiers together for the last 229 years. From Valley Forge, to the battlefields of Gettysburg, to the Argonne Forest, to the shores of Normandy, to the mountains of Afghanistan, the streets of Baghdad—that Warrior Ethos is the fiber of which we as Soldiers live by, and an enduring value for all of us that wear the uniform.”



SGLI premiums change

Effective July 1, the monthly premium rate for basic SGLI increased by 5 cents per month for each \$10,000 of coverage, from 65 cents per month per \$10,000 to 70 cents per month per \$10,000. On the same date, Family SGLI premiums will decrease across the board.

The most recent SGLI premium change occurred in July 2003 when the monthly premium rate for basic SGLI was reduced from 80 cents per \$10,000 of insurance to 65 cents per \$10,000. That change was made to reduce surplus reserve funds in the program. A small increase in the SGLI premium rate is now necessary for the program to remain in sound financial condition, while covering the cost of peacetime claims. It is important to note that the cost of wartime SGLI claims is borne by the uniformed services, not by service members.

As a result of this increase, members who have the maximum \$400,000 of SGLI coverage will see their monthly SGLI deduction from service pay increase by \$2 a month, from \$27 to \$29, beginning with their July 2006 pay. This monthly SGLI premium includes a \$1 per month charge for Traumatic Injury Protection coverage, which took effect Dec. 1, 2005 and provides payments of up to \$100,000 for serious traumatic injuries.

Also effective July 1, Family SGLI monthly premium rates were reduced for all age groups by an average of 10 percent. The new rates reflect better-than-expected claims experience for each age group in the Family SGLI program. The current and revised premium rates are shown in the table. The last column

FAMILY SGLI RATES EFFECTIVE JULY 1			
AGE GROUP	CURRENT RATES PER \$10,000	REVISED RATES PER \$10,000	REVISED RATES FOR \$100,000 COVERAGE
UNDER 35	\$.60	\$.55	\$5.50
35-49	.75	.70	7.00
40-44	1.00	.90	9.00
45-49	1.90	1.40	14.00
50-54	2.80	2.70	27.00
55-59	4.20	4.00	40.00
60 & UP	5.40	5.20	52.00

For more information about VA life insurance programs, visit: www.insurance.va.gov

contains the monthly premium rates for the maximum coverage of \$100,000.

THE NATIONAL ARCHIVES ARCHIVES.GOV National Personnel Records Center, St. Louis

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Access to DD-214s now online

The National Personnel Records Center (NPRC) has provided the following website for veterans to gain access to their DD-214s online: <http://vetrecs.archives.gov/>. This may be particularly helpful when a veteran needs a copy of his or her DD-214 for employment purposes. NPRC is working to make it easier for veterans with computers and Internet access to obtain copies of documents from their military files.

Military veterans and the next of kin of deceased former military members may now use a new online military personnel records system to request documents. Other individuals with a need for documents must still complete the Standard Form 180, which can be downloaded from the online web site. Because the requester will be asked to supply all information essential for NPRC to process the request, delays that normally occur when NPRC has to ask veterans for additional information will be minimized.

The new Web-based application was designed to provide better service on these requests by eliminating the records center's mailroom processing time.

Army awards campaign participation credit, streamers for GWOT

The Army began recognizing the heroic contributions of its units supporting the Global War on Terror June 15 with the award of campaign participation credit to units that served and/or are serving in the theater of operations supporting the GWOT.

Three new streamers are being awarded to those units who qualify: one for service in Afghanistan, embroidered "AFGHANISTAN;" one for service in Iraq, embroidered "IRAQ;" and one for service in other such geographic regions as Kuwait, Qatar or the Horn of Africa, embroidered "GLOBAL WAR ON TERRORISM."

This brings the total number of campaign streamers displayed on the Department of Army flag to 178.

This is the first time since the Kosovo Defense Campaign in 1999 that the Army has awarded campaign participation credit and streamers to eligible units.

More than 616 unit awards have been processed for GWOT to date, and 497 have been approved. To receive campaign credit, eligible units must submit applications.

For eligibility criteria and application instructions, visit the Military Awards Branch Web site at: <https://www.hrc.army.mil/SITE/ACTIVE/TAGD/awards/>, or call (703) 325-8700

Heat injuries easily prevented

By J.T. Coleman
U.S. Army Combat Readiness Center

Taking a drink of water when thirsty may be too little, too late in some cases.

"You may already be 1-2 percent dehydrated at this stage, which could result in impaired performance, coordination and concentration," said Dr. John Campbell, U.S. Army Combat Readiness Center Command Surgeon. "Coffee, tea, juice and sodas are not substitutes for water. In fact, some of these are diuretics and can cause you to lose more body fluids."

More than 1,700 heat injuries occurred Army-wide in FY05, according to Brig. Gen. Michael B. Cates, commander of the U.S. Army Center for Health Promotion and Preventive Medicine. Of those injuries, 258 people suffered from heat stroke and 1,467 suffered from heat exhaustion.

"Steps could have been taken to reduce these injuries," said Campbell.

Staying hydrated is critical because it helps maintain proper blood volume, which allows the body to perspire and regulate heat, according to the U.S. Army Center for Health Promotion and Preventive Medicine Web site.

According to Army Technical Bulletin MED507, titled Heat

Stress Control and Heat Casualty Management, people performing routine activities should drink six to eight quarts of water a day. People in hot environments, or who perform strenuous activities, should increase to between nine to 12 quarts.

"Heat injuries can be preventable," said Campbell. "Leaders, supervisors and Soldiers must keep an eye on each other and look for the early warning signs."

Early warning signs of heat stress include dizziness, headache, nausea, unsteady walk, weakness or fatigue, and muscle cramps.

USACHPPM cautions that over-hydration, or water intoxication, can also be harmful. Some of the symptoms include confusion, weakness and vomiting. Individuals who exhibit these symptoms but are still eating, drinking and urinating should seek emergency treatment.

Heat injury prevention is a command, leadership and personal responsibility. Proper use of Composite Risk Management will help reduce the likelihood of heat injuries.

For more information the following resources are available online: <http://www.crc.army.mil>; [chppm-www.apgea.army.mil/heat](http://www.chppm-www.apgea.army.mil/heat); http://www.army.mil/usapa/epubs/pdf/r40_5.pdf; http://www.army.mil/usapa/med/DR_pubs/dr_a/pdf/tbmed507.pdf; and https://akocomm.us.army.mil/usapa/doctrine/DR_pubs/dr_aa/pdf/fm21_20.pdf.



Courtesy photo

The human body needs water to maintain proper blood volume, which helps the body to regulate heat and perspire, according to the U.S. Army Center for Health Promotion and Preventive Medicine.

How to get the *NCO Journal*

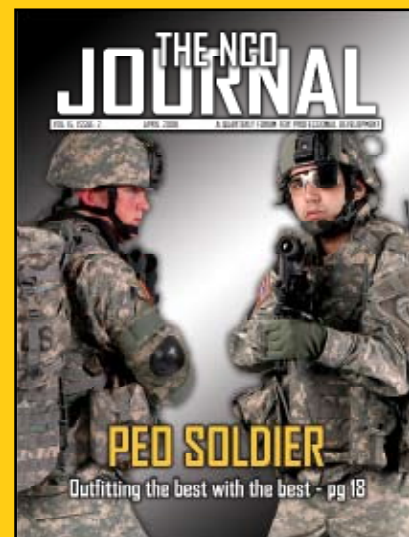
Individual subscriptions to the *NCO Journal* are available through the Government Printing Office at the annual cost of \$16 for domestic and Army Post Office (APO) addresses or \$22.40 for delivery to foreign addresses. The subscription price covers four issues. The subscription program is open to all individuals and non-government organizations. Individual copies are available for \$5 domestic or \$7 foreign.

To order online, visit the GPO Bookstore at <http://bookstore.gpo.gov>

and type "*NCO Journal*" in the search field. After the search completes, click on the shopping cart next to the title and follow the instructions provided.

The GPO also accepts orders by calling toll-free at 1-866-512-1800.

Any unit with a publications account can update their 12 series to request the *NCO Journal* using the same procedure they use to request all other publications. They can update their 12 series at the <http://www.usapa.army.mil> Web site. The IDN for the *NCO Journal* is 050041.



Stolen VA laptop found

Officials believe information wasn't compromised

By Steven Donald Smith
American Forces Press Service

The stolen Department of Veterans Affairs laptop computer and hard drive containing the personal information of more than 26 million veterans were turned in to the FBI yesterday, the Veterans Affairs secretary said before Congress today.

Reports indicate that the FBI has made a preliminary determination that data contained on the computer and hard drive has not been accessed.

There have been no reports of identity theft or other criminal activity related to the stolen computer, R. James Nicholson



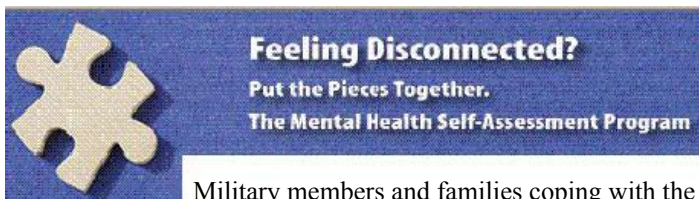
told the House Veterans Affairs Committee. He added that the VA would still honor its promise of free credit monitoring for a year.

An unnamed individual turned over the laptop and hard drive to FBI officials in Baltimore. No persons are in custody at this time, officials said.

The laptop and hard drive were stolen from the Montgomery County, Md., home of a VA employee on May 3. Government officials do not believe the data on the laptop was the target of the burglary, and consider the break-in a random theft.

"This has brought to the light of day some real deficiencies in the manner we handled personal data," Nicholson said. "If there's a redeeming part of this, I think we can turn this around."

Military, families can get online mental health screening



Military members and families coping with the stress of overseas deployments and other potential health-threatening issues can log onto the Internet to get help, a U.S. military psychologist said.

Servicemembers from all components and their families can obtain a mental health self-assessment or screening through a Web site co-sponsored by DoD and Screening for Mental Health Inc., a nonprofit organization, said Air Force Col. Joyce Adkins, a psychologist with the Force Health Protection and Readiness directorate at the Defense Department's Health Affairs office.

"The (online) screening actually gets you to where you need to be in terms of counseling," Adkins said. "Once you do one of the screening checklists, it will give you the benefits that are available to you."

The Web site, brought online in January, augments other DoD mental health assistance resources, Adkins said. People logged onto the site are asked to answer a series of questions. The program "grades" the completed survey and gives people an evaluation of their present mental health and provides assistance resources, if deemed necessary.

Other DoD-endorsed health sites tell customers how to access mental health counseling services, but do not provide an online mental health screening program, Adkins said.

National Guard and reserve members returning from overseas deployments also are authorized to use the Web site, Adkins said. Returning reserve-component members have two years of health benefits provided by the Department of Veterans Affairs.

Such services are especially important today, she said, because of the potential stressful effects deployments can have on both military and family members.

The mental health screening Web site and other related programs available to servicemembers and their families provide "a level of benefits and a level of service to help them understand what services are available to them for mental health issues," Adkins said.

To access the mental health screening, go to <https://www.militarymentalhealth.org/welcome.asp>.

Master Sergeant Selection Board

The MSG Selection Board will convene in Indianapolis, Ind., on October 3. The document cutoff date is September 15. Now is the time to make sure your records are in order. Do not wait until the last minute to prepare your records. If you do, it may be too late to make critical changes. It is extremely important to make sure your record is as complete as possible.

Army streamlines service uniforms

ARNEWS - Army service uniforms will be streamlined to one blue Army Service Uniform, the Army announced yesterday.

“World-class Soldiers deserve a simplified, quality uniform. The blue Army Service Uniform is a traditional uniform that is consistent with the Army’s most honored traditions,” said Sgt. Maj. Of the Army Kenneth O. Preston.

“We have all of these variations of uniforms – green, blue and white,” said Army Chief of Staff Gen. Peter J. Schoomaker. “It makes sense for us to go to one traditional uniform that is really sharp and high quality and which Soldiers will be very proud to wear. And that’s what we’ve done by adopting this blue Army Service Uniform that reflects simplicity, quality, utility and tradition.”

Many Soldiers already own an Army blue uniform (now to be called the Army Service Uniform) and may continue to wear it. Improvements will be made to the fabric and fit.

“What we want to do is design the uniform so it’s tailored to the Soldier, so it fits his or her physique better,” said Preston.

The new uniform will also be wrinkle-free.

“One of the materials that’s been selected is a higher quality material than what is in the Army Green Uniform and will maintain its wearability and its looks,” said Schoomaker.

The uniform will also include a gold braid on the trousers for E-5’s and above. Additionally, the service cap will be authorized for wear by NCOs as well as officers.

Reduction of the number of uniforms

will reduce the burden on Soldiers for purchases and alteration cost, officials added.

Introduction in the Army Military Clothing Sales Stores should begin in fourth quarter of fiscal year 2007. Introduction in the Clothing Bag should begin first quarter 2009. The Mandatory Possession Date is expected to be fourth quarter fiscal year 2011.

A wear-out date for the Army Green Class A and White dress uniforms will be determined at a later date.

The consolidation of Army service



The new Army Blue Service Uniform

uniforms is part of a streamlining process. In 2004, the Army reduced the number of battle dress uniforms from three to one when it adopted the Army Combat Uniform in place of the Woodland Green Battle Dress Uniform (winter and summer

versions) and the Desert Combat Uniform. That uniform consolidation has been a resounding success in terms of soldier acceptance and reducing the variety of combat uniforms with which they must deal.

Army Blue as a uniform color traces its origins back to the National Blue and was first worn by Soldiers in the Continental Army of 1779.

Preston said the change reflects Soldiers’ wants. “I’ve talked to Soldiers and asked them what their thoughts were on the Army green, blue and white uniforms,” he said. “It was always about 85-90 percent of hands that showed support for the Army blue uniform.”

Besides tradition, the Army Service Uniform reflects utility, simplicity and quality.

- In utility, the blue Army Service Uniform provides a basic set of components that allow Soldiers to dress from the lowest end to the highest end of service uniforms with little variation required.

- In simplicity, the blue Army Service Uniform eliminates the need for numerous sets of green Class A uniforms, service blue uniforms and, for some, Army white mess uniforms (and tunics, for women). Streamlining various service uniforms into one Army Service Uniform reduces the burden on Soldiers in the same manner that the Army Combat Uniform (ACU) did for the field utility uniform.

- In quality, the blue Army Service Uniform is made of a durable material that is suitable for daily use without special care.

Information about the blue Army Service Uniform and is available at <http://www.army.mil/symbols/uniforms>.



U S ARMY PARACHUTE TEAM

Golden Knights

Announces its Assessment and Selection Program

Applications are found on the website. (AKA tryouts)
Click the downloads link. Applications are due by 30 Jul 06

<http://www.armygoldenknights.com>






Lifelong Learning: Going beyond the classroom

By Sgt. 1st Class Krishna M. Gamble

Ensuring that Soldiers are given the best possible opportunity for personal and professional development is a trademark of the Army. However, while the Army actively engages in executing the Global War on Terrorism and becoming more mobile, Soldiers' pursuit of college and career training usually gets shelved.

Realizing this, the Army is gearing its educational and training programs to allow Soldiers to pursue education from the day of their enlistment until the day they leave the military, regardless of where they serve.

"It is very important that learning extend beyond the classroom because training and education must be available to Soldiers at any time," said Tyrone Presley, directorate of training, University of Information Technology Division, Fort Gordon, Ga.

To realize this goal, Training and Doctrine Command initiated Lifelong Learning, a program started in 2001 at the U.S. Army Signal Center and Fort Gordon, Ga. It is a mix of traditional schoolhouse education and training and personal experiences giving Soldiers easy access to training, education and resource materials whenever or wherever required. The delivery method is adaptive to Soldier location and level of learning. The overall goal of this program is to provide the best training and education to all Soldiers at any given moment, thus completing the Army transformation of the total Soldier, according to Army doctrine.

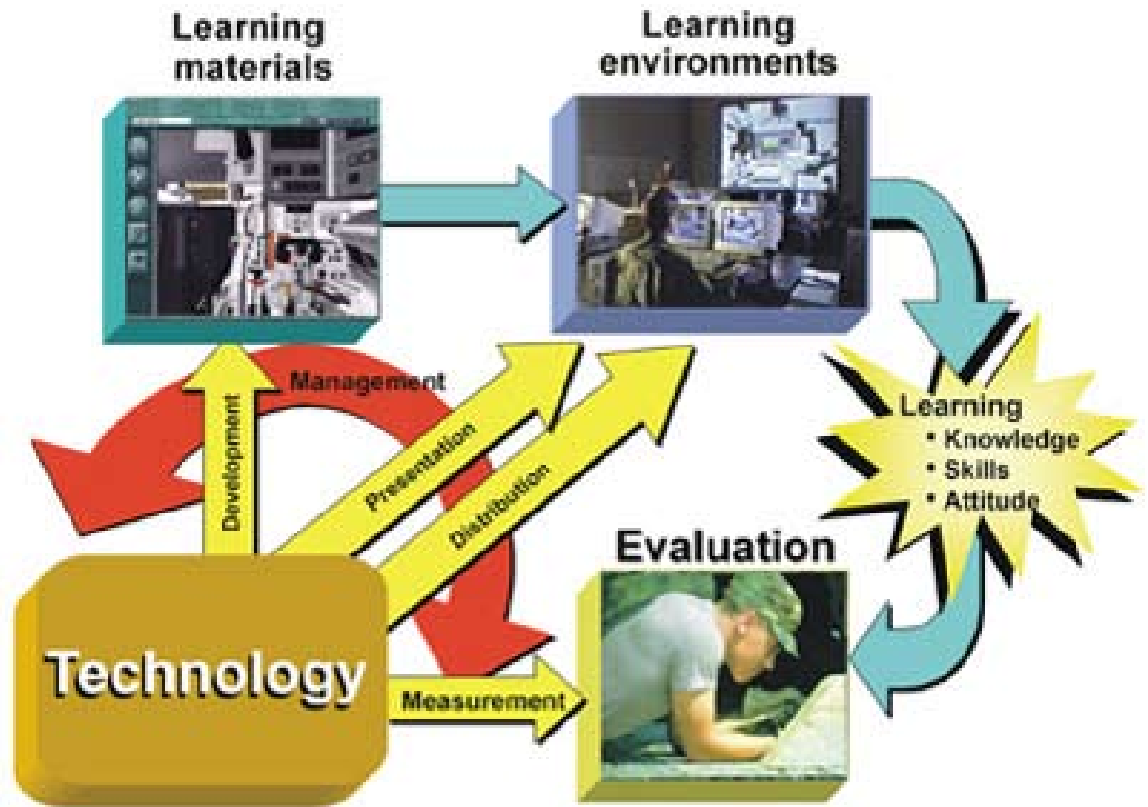
TRADOC's intent was to "be able to export training to a Soldier anywhere, anytime, said Col. Bill Wilson, director, Directorate of Training at the Signal Center.

"The concept of Lifelong Learning is one where the Army teaches and reaches the mindset that every Soldier and civilian

employee is a lifelong student," Wilson said.

The difference between today's operations and future operations is that the technical nature of military occupational specialties must be continuously developed to support an evolving Army at war during the war rather than years afterward, Wilson said. New tactics, techniques and procedures are being written daily by Soldiers and units involved in the Global War on Terrorism.

Soldiers must be confident, competent, self-aware and adaptive to form the core of lethal and effective future force units.



The Army is reaching out to all Soldiers to get them into a mindset that learning is a lifelong process and does not have to be conducted in the classroom. Through the use of advanced technologies, distance learning and bringing the classroom to the Soldier, the Army hopes to keep Soldiers in a friendly learning environment.

Lifelong Learning fits this new structure of learning, growth and achievement across personal, professional and organizational domains, said Lt. Col. (Ret.) Keith Beurskens, division chief, Center for Army Learning (CAL), Fort Leavenworth, Kan.

"Lifelong Learning provides the framework necessary to support a modular, expeditionary Army at war and meets the training and education challenges for the Future Force," he said.

While the entire Army works to transform, leaders recognize a professional military education must also remain fo-

cused on core areas of leading, training, maintaining standards, caring for Soldiers, technical competencies and tactical warrior skills. The increased deployments of units have exposed the need for current, relevant training and education to be delivered to Soldiers wherever they are located, Presley said.

“The Lifelong Learning process is a response to Army transformation,” he explained. “[Lifelong Learning] is a realization that resident instruction alone was not sufficient to meet the training and education requirements of Army Soldiers and leaders.”

There are four tenets of the Lifelong Learning process. The first tenet is assignment-oriented training, which tailors advanced individual training to the Soldier’s first duty station. Soldiers are only trained on those skills and equipment needed for their first assignment. Additional training is learned via the Internet and computer programs.

“Our objective is to use technology to provide that training to the Soldier virtually, without having to bring him or her back [to the schoolhouse],” Barbara Walton, chief, Directorate of Training, University of Information Technology Division, Fort Gordon.

Soldiers will also learn through shared experiences and integrated training opportunities.

At the Warrior Leader Course, Soldiers receive detailed squad-level combat leader training. The course has been redesigned to better prepare them for lopsided warfare and now includes lessons learned in Iraq and Afghanistan, said Brig. Gen. James M. Milano, director of training for the Army G3. The course will also prepare Soldiers for promotion to sergeant and for assignments in teams, crews and squads.

The newest user of Lifelong Learning, the U.S. Army Sergeants Major Academy (USASMA) at Fort Bliss, Texas, is rapidly developing content and delivering relevant NCO training and education from the academy to the field.

“USASMA is [using] new Army guidance to develop training content more rapidly in the distributed learning and schoolhouse environment,” said Joy Jacobs, Distance Learning Chief, Directorate of Training and Doctrine (DOTD), USASMA. “In the distributed learning arena, we now are implementing lesson-based development of distributed learning products.”

Lesson-based development allows for distance learning courseware to be fielded by lessons. It supports Army Force Generation (or ARFORGEN) and allows for shorter development time. Soldiers can be taking critical lessons within three months instead of having to wait the traditional 12 months or more for an entire distributed learning course to be fielded.

The Army has also adopted a new learning model that emphasizes the Guided Experiential Learning (or GEL) Model and Lifelong Learning.

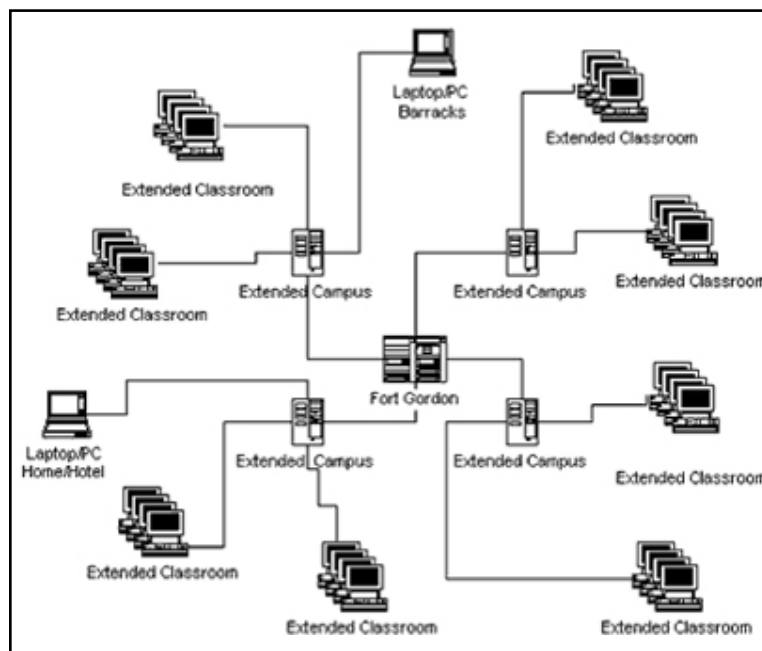
“It uses lessons learned as well as the personal experiences of the Soldiers themselves,” said Sgt. Maj. Agnes Bennett-Green, chief, course management development division, DOTD, USASMA. “The GEL Model increases the amount of information learned; learners like it as well as pure immersion. It involves ‘authentic’ settings and tasks, and it transfers to the field and reduces application errors.”

Simulations, considered the second tenet, are computer-based replications of equipment and environments created to enhance the learning process. As an example the training, done

on a computer can be accomplished anytime, anywhere. The use of simulations makes educational courseware portable and reduces the school’s requirements for actual equipment for hands-on validation of training, according to Maj. Larry Stephens, CAL.

Lifelong Learning Center, as the third tenet, will allow Soldiers access to the training required for their next assignment without them having to return to the schoolhouse.

The plan is that Soldiers anywhere in the world can log into necessary materials because they are linked to Army Knowledge Online, Walton said. They can do this at any time and can also receive help from a subject matter expert at



The Signal Center at Fort Gordon, Ga., serves as the central or “home” campus, connecting to extended campuses of webserver farms. The extended campuses connect in turn to extended classrooms, which can be formal classrooms or a hookup in the barracks, at home or in a hotel room while on temporary duty.

any time. Soldiers attending this additional military occupational specialty training will only attend a track of training when it is determined necessary for their next assignment.

The final component of this system involves virtual campuses. These learning environments connect through personal computers, Army Distance Learning facilities, unit learning centers, or any number of other locations. Today, much of the content is being incorporated into Army programs through structured professional forums, like the Battle Command Knowledge System and the proponent forums through school Lifelong Learning Center Web portals.

“No longer is the training institution’s influence tied to a geographical location,” Presley said. “With information technology, distributed learning and adaptive training methodologies, TRADOC schools become classrooms without walls, capable of providing the right blend [of] education and training on demand, to the right Soldier, at the right time, regardless of location.”

Warrior Skills

Every Soldier is a first responder

By Sgt. 1st Class Krishna M. Gamble

For every 10 Soldiers who die from battle injuries, nine never make it to a field hospital. Statistics reveal these nine Soldiers either bleed or choke to death from lack of immediate care.

“All Soldiers are taught to [provide proper medical treatment to] stop bleeding as a common task, including applying a pressure dressing and a tourniquet if needed,” said Lt. Gen. Kevin C. Kiley, MD, the U.S. Army Surgeon General. “[But] about 50 percent of those who die on the battlefield bleed to death in minutes – before they can be evacuated to an aid station.”

Army leaders have realized this need for immediate care and are demanding new training for all Soldiers as the first to provide immediate life-saving aid to buddies.

The new first-aid curriculum, along with a new individual first-aid kit or IFAK, is being taught to all Army basic training recruits. The IFAK contains a modern combat application tourniquet, emergency bandage, roll of gauze to stop bleeding and a rubber tube that is inserted in the nostrils to keep the airway open. Other components of the IFAK include a plastic wrapper that can be used as an occlusive bandage for sealing open chest wounds, a roll of tape and exam gloves.

These are the first improvements in basic training medical aid in 50 years, according to Donald Parsons, Department of Combat Medic Training, Fort Sam Houston, Texas.

“The only piece of medical equipment carried into combat



Photo by Sgt. 1st Class Krishna M. Gamble

Pvt. Shane Jones, left, 79th Basic Combat Training Brigade, practices applying the new tourniquet to the wrist of Pvt. Daniel Evans during the classroom portion of medical training of Initial Entry Training at Fort Sill, Okla. in May.

which should take an estimated two years to outfit the entire Army. This training does not replace the usual combat life saver training, but many of these skills are the same. The goal is to train every Soldier to be a first responder.

Real First Aid Kit

“We are teaching things now in the initial training first aid class that three years ago weren’t even being taught to medics in advanced individual schools,” said Staff Sgt. Michael Day, combat medic, Company C, 1st Battalion, 79th Basic Combat Training Brigade, Fort Sill, Okla.

Soldiers still suffer from the same age-old bleeding, choking and penetrating chest wounds on the battlefield, but Army medical officials say modern medicine and equipment make them preventable causes of death. The new first aid kit addresses all of these conditions.

“The components of the new IFAK were established to support this training and to ensure Army Soldiers were finally equipped with a real first aid kit,” said Col. J. Gregory Jolissaint, command surgeon, Training and Doctrine Command.

The Soldier IFAK includes a next-generation, small, light-weight tourniquet that allows a Soldier to stop the bleeding in an arm or leg using only one hand. It also comes with a metal rod that can be torqued tight enough to completely block arterial blood flow in an extremity.

The emergency bandage supplied with the kit effectively controls bleeding. Approved by the U.S. Food and Drug Ad-



Photo by Sgt. 1st Class Krishna M. Gamble

All components of the new IFAK – tourniquet, bandage, gauze, rubber tube, a plastic wrapper, roll tape and exam gloves – are securely wrapped for sterility, and fit onto a Soldier’s Load Carrying Equipment belt just as ammo pouches or water canteens do.

by the individual Soldier prior to the IFAK was a battle dressing that was not much more than a device to cover wounds,” Parsons said. “We know what the preventable causes of death in combat are. The old first aid kit was not adequate to treat these conditions.”

One IFAK is being issued to every four initial entry Soldiers,

ministration, it is designed to stabilize blood flow from traumatic hemorrhagic wounds in pre-hospital emergency situations. The sterile, non-adherent bandage is used to apply pressure to the site. It is easily wrapped, secured and can also act as a tourniquet in cases of severe bleeding. Like the tourniquet, the emergency bandage can be used by an injured person with only one good hand.

The nasopharyngeal airway, also known as trumpets, is inserted through one nostril to create an air passage between the nose and the upper part of the nasal passages.

‘Equipment Alone Not Enough’

Officials recognize equipment and medicine alone are not enough.

“On the battlefield, it will always be a plus when you have more knowledgeable Soldiers that can save lives,” said 1st Sgt. Carl Berg, 1st Combat Training Brigade, Fort Jackson, S.C.

“Every Soldier who comes into basic training is trained on how to use these pieces of equipment,” Parsons said. “There are not enough formally trained medics available on the battlefield so by issuing and training every Soldier in the Army to treat these injuries, regardless of military occupational specialty, we can save more lives.”

Leaders admit that training Soldiers on the proper use of these kits is one of their greatest challenges. Not only are the new Soldiers being trained, Soldiers who went to basic training prior to April 2001 will also have to be trained, have their skills validated and receive periodic training to sustain these skills, Parson said.

“My fear is that units will issue Soldiers the kit, but not adequately train them on how to use it,” he said. “If Soldiers are not trained on what the components of the kit are used for and how to use them, they will be carrying this new kit around but have no clue what to do when a Soldier is injured.”

Consistency and quality of training must overcome training challenges, the leaders said.

“As leaders it is our job to overcome those challenges so we can deploy our units in accordance with its capabilities, but limited time and resources is always a major concern when you only have nine weeks to transform civilians into Soldiers,” Berg said.

Officials say the same materials will be taught to all Soldiers, but the way they are described and implemented throughout the Army will be different. This could pose problems when different



Photo by Sgt. 1st. Class Krishna M. Gamble

Initial Entry Soldiers with 79th Basic Combat Training Brigade, Fort Sill, Okla., learn how to carry a casualty with the new pole-less litter carry.

units combine for missions, but the end result is expected to allow for quicker and easier treatment of those injured.

“Soldiers I’ve trained were done so in many different environments – classroom instruction, field exercises and on the job when the mission allowed – but this new system will ensure that all Soldiers, regardless of rank or position, are able to save the lives of their comrades,” said Staff Sgt. Craig R. Andrews, instructor/writer, first aid committee at the 1st Armor Training Brigade, Fort Knox, Ky.



Photo by Sgt. 1st Class Krishna M. Gamble

Initial Entry Soldier Pvt. Drew Rickett applies a tourniquet to a casualty during the testing phase of medical combat training May 2 at Fort Sill, Okla., as Sgt. 1st Class David Friedrich observes. Friedrich is a drill sergeant with Company C, 1st Battalion, 79th Basic Combat Training Brigade.

Proof is in the pudding

Battlefield health care for Operation Enduring Freedom and Operation Iraqi Freedom has been honed and enhanced by state-of-the-art surgical and medical care. Improved equipment is proving vital in saving lives, often within minutes after injury, Kiley said. In the confident hands of well-trained Soldiers, he estimates that these actions can help to save at least 10 percent of those who previously would have died on the battlefield in Afghanistan and Iraq.

“More Soldiers with knowledge, as well as a better survivability rate for the force on the battlefield, will have a positive affect,” Berg said.

Wounded Warriors needed

Army goes extra mile to ensure continued service

By Sgt. 1st Class Krishna M. Gamble

They walked tall, stepping in precise unison just as they were taught in basic training. American Soldiers who vowed to “destroy the enemies of the United States of America in close combat” boarded aircraft bound for foreign lands to perform their duties in support of war.

Like past wars, this Global War on Terrorism has taken its toll on several warriors. More than 2,500 Soldiers have paid the ultimate sacrifice to it; thousands of others have been forced to leave the battlefield because of wounds. For the wounded warriors, the high price of war is a constant reminder, not just to them but also to the nation’s leaders. These warriors’ sacrifices have not gone unnoticed by Army leaders.

“The nation owes a debt of gratitude to these Soldiers,” said Sgt. Maj. of the Army Kenneth Preston. “Their courage and sacrifice continues to inspire our troops at home and downrange.”

‘I will never leave a fallen comrade’

The Army is finding new ways to say “thank you, we value your selfless service.” One way is through the Wounded Warrior Program.

The Wounded Warrior Program is not a new concept. Soldiers have returned to active duty and even to the battlefield despite sustaining injuries that resulted in amputations. Advances in prosthetics and changes in Army policy have allowed many Soldiers to continue the mission, according to Sgt. Maj. Willis McCloud, chief of reenlistments, retirements and reclassifications, U.S. Army Human Resources Command.

Since April 2004, this program has assisted Soldiers who’ve been severely injured while supporting the Global War on Terrorism by providing them and their families with a system of advocacy and follow-on support as they transition back to military service or into the civilian community. More recently, Training and Doctrine Command partnered with the Civilian Army Recruitment of Exceptional Soldiers (CARES) program to help Soldiers who have a 30-percent or higher disability. TRADOC is

giving them the opportunity to continue contributing to the Army by offering them jobs in the military and the defense department.

“Their service is still important, and we want them to know that they are wanted for continuous service in uniform or as a civilian,” said Lt. Gen. Robert Van Antwerp, commanding general of the U.S. Army Accessions Command and deputy commanding general of Initial Military Training, Fort Monroe, Va.

‘I will never quit’

On Nov. 24, 2005, Thanksgiving Day, Pfc. Marissa Strock was the gunner in a humvee on patrol in southern Baghdad when an improvised explosive device detonated under the vehicle. The blast killed everyone inside except Strock, who was partially shielded by the gun turret. The blast catapulted her backward, knocking her unconscious. She sustained major injuries to her



Photo by Sgt. 1st Class Krishna M. Gamble

Lt. Gen. Robert Van Antwerp, commanding general of the U.S. Army Accessions Command and deputy commanding general of Initial Military Training, Fort Monroe, Va., talks with 21-year-old Pvt. 1st Class Marissa Strock and her mother about her future in the military. Strock, a military police woman with the 42nd Military Police Brigade, Fort Lewis, Wash., lost both of her legs as a result of injuries she sustained in southern Baghdad in November 2005.

shoulders and arms, lost her left foot and ankle, and her right leg was badly mangled. After multiple surgeries, Strock decided to have the leg amputated below the knee – she holds no grudges.

“As much as it makes me sound weird, I had a good time in Iraq. I liked helping the people and doing what I was doing,” said the 21-year-old military police woman with the 170th Military Police Company, 504th Military Police Battalion, 42nd Military Police Brigade, Fort Lewis, Wash.

“I want to stay in and do my job, but if I can’t, or if I become a danger or hindrance to someone else’s performance, then I’m not going to stay. That would be selfish,” the Lansingburgh, New Yorker said.

Strock and several others like her are seeking ways to continue serving in the Army despite loss of limbs, extreme burns and even brain damage. They say they are proud of their decisions to join the Army.

“Physically, I can’t do what I want to do in the military, but I enjoyed the military and I have no regrets. I would do it again if I had to,” said Sgt. Nathan Potts, a medic with 3rd Infantry Division, Fort Benning, Ga. “If I can find something that can facilitate me in a different field, I would like to stay.”

Originally from East Texas near Texarkana, Potts lost his right leg to amputation above the knee as a result of injuries he sustained from an improvised explosive device while serving in Iraq. He had been accepted to Officer Candidate School and was 33 days from coming home.

Some are so proud to serve that they have decided to continue in the Army.

“I’m staying in,” said Sgt. 1st Class Denis Viau, a platoon sergeant with 1st Brigade, 25th Infantry Division Striker Brigade Combat Team, Fort Lewis, Wash. “I can’t see myself telling Soldiers to run when I can’t do it myself, but I plan to do something else.”

Viau lost his lower right leg to a mortar round in Mosul, Iraq on Dec. 8, 2004, but went skiing in Colorado in 2005.

“It was a little difficult, I’ve got one side that doesn’t move as well as the other,” he said. “I was impressed with how well I did.”

‘I will never accept defeat.’

Soldiers like Strock, Viau and Potts seek ways to continue to serve even in the face of defeat. Their successes highlight the

success of two others who came before them and took advantage of the Wounded Warrior program.

Sergeant 1st Class Joseph Briscoe of the 5th Special Forces Group at Fort Campbell Ky., lost his left arm and suffered severe damage to his right arm in a grenade attack near the Syrian border

town of Al Qaim, Iraq, on Oct. 31, 2003. He now works as a military science instructor at the University of Texas at San Antonio. Back then, some Army leaders were unsure of his ability to succeed.

“I did have some reservations at first, but after meeting him, this was the best decision I ever made,” said Command Sgt. Maj. Major Washington, command sergeant major, U.S. Army Cadet Command, about Briscoe’s participation in the program at Cadet Command.

“He does [physical training] and interacts with the cadets daily. He has fully embraced the opportunity, the location, and has done dynamic things for this command.”

Another Soldier who continues to serve despite his injuries is 1st Lt. Scott Smiley, who works with the initial entry training program at the U.S. Army Accessions Command, Fort Monroe, Va. Smiley received serious injuries in April 2005. While searching a suspicious vehicle, a bomb inside the car exploded and he suffered shrapnel injuries to his head, neck and face, losing one eye. The injuries sustained to his other eye caused him to lose vision entirely. To date, Smiley is the only blind officer in the Army.

“The Army has helped me so much and has so much to offer,” Smiley said. “This is something Soldiers should take part in if they can.”



Photo by Sgt. 1st Class Krishna M. Gamble

Sgt. 1st Class Denis Viau, left, a platoon sergeant with 1st Brigade, 25th Infantry Division Striker Brigade Combat Team, Fort Lewis, Wash., talks with 1st Lt. Scott Smiley, who works with the initial entry training program at the U.S. Army Accessions Command, Fort Monroe, Va., about Smiley’s decision to stay in the Army despite having lost his sight as a result of injuries sustained in support of the Global War on Terrorism. Viau, who wears a prosthetic leg, is also planning to stay in.

‘I am an expert and I am a professional’

Experience is the best teacher when NCOs train Soldiers, according to Command Sgt. Maj. Anthony Aubain, command sergeant major, U.S. Army Combined Arms Support Command

and Fort Lee, Va. He is convinced giving these wounded service members the chance to share their experiences will put true experience back in the schoolhouse and help to make the Army a more effective fighting force.

“If we are able to bring back one of these Wounded Warriors to our Warrior Leader Course and train Soldiers – that’s the ultimate trainer,” he said.

One of the first opportunities to infuse experience back into the schoolhouse will be at the U.S. Army Sergeants Major Academy this fall. Class 57 will begin in August and 675 senior noncommissioned officers from the U.S. Army, Navy, Air Force, Coast Guard and several allied forces will have the chance to learn first-hand from a Wounded Warrior.

Sergeant Maj. Brent Jurgensen lost his leg in an ambush in Iraq while deployed there with a cavalry unit out of Germany. His approval for continuation of service has been granted and he is looking forward to attending the course.

“I love the Army. I’m still having fun and I think I still have a lot to contribute,” Jurgensen said. “The biggest thing I can bring to the class is that there is a new generation of Soldiers out

there; not the [men and women] that just graduated high school – I’m talking about Wounded Warriors who are allowed to remain on active duty. They may not be able to do everything they once did, but they can still contribute to the Army in some way.”

Regardless of a Soldier’s desires to remain on active duty, there are a few things that must happen. All Soldiers who have lost limbs or suffered debilitating injuries must go before a Medical Evaluation Board and then a Physical Performance Evaluation System. The process for this is outlined in Army Regulations 40-501, Standards of Medical Fitness; 600-60, Physical Performance Evaluation System; and 635-40, Personnel Separations; DOD Directive 1332.18, Separation or Retirement for Physical Disability; DOD Instructions 1332.38, Physical Disability Evaluation; and 1332.39, Application of the Veterans Administration Schedule for Rating Disabilities; Chapter 61, Title 10 USC, Retirement or Separation for Physical Disability; and all new policy guidance and directives from Headquarters Department of the Army concerning retention/ separation of Soldiers injured as a result of hostilities in support of Operations Iraqi Freedom and Enduring Freedom. Soldiers seeking information should consult their local military personnel office.



Photo by Sgt. 1st Class Krishna M. Gamble

Specialist Noah Bailey, with the 173rd Airborne Brigade in Vicenza, Italy talks with Hazel Proctor, enlisted strength manager with the U.S. Army Cadet Command, about the opportunities for him to stay in the military. Bailey, who is 21 years old from Grass Valley, Calif., lost both legs below the knee as a result of injuries sustained in Afghanistan in December 2005 when a roadside bomb exploded near his humvee.

TRADOC is hosting a Wounded Warrior Job Fair to offer military and defense department job opportunities to wounded servicemembers. Dates and locations for upcoming events are Aug. 9 at Fort Gordon, Ga., and Sept. 19 at Fort Sam Houston, Texas.

For more details on the Wounded Warrior program, log onto www.aw2.army.mil or call 1-800-237-1336.

A lesson in leadership

Stryker Brigade Combat Team experiences rough beginning

By Dave Crozier

When Army units reorganize, stand up or down, they normally do so with a wealth of experience in the leadership, specifically in NCO ranks at all levels. Since the Army began transforming into a modular force and increased its brigades by 10 – from 33 to 43 and eventually 48 brigades – the new units standing up today are finding it increasingly difficult to fill leadership positions.

“Any time you take an Army that has 33 brigades and stretch it out to 43, to get the new skill level one Soldiers you just put more in the Army. But for noncommissioned officers, you have 33 brigades worth of NCOs stretched across 43 brigades,” said Command Sgt. Maj. John Troxell, command sergeant major, 4th Brigade, 2nd Infantry Division. “So with that shortage of sergeants you have to get privates first class and specialists to fill those voids.”

Filling those voids became a lesson in leadership for the new unit as they stood up the Army’s latest Stryker Brigade Combat Team (SBCT) – the 2nd Cavalry Regiment.

In 2004, the 2nd Armored Cavalry Regiment was identified to move to Fort Lewis, Wash., from Fort Polk, La., and transform into the 2nd Cavalry Regiment SBCT. On June 1, the unit was re-designated the 4th Brigade of the 2nd Infantry Division.

Since moving to Fort Lewis, the unit has worked to overcome many challenges, including a lack of mid- and junior-level NCOs, weapons to train with, supply funds, equipment, and a unit filled with “green” Soldiers straight out of basic training. Troxell said that when he took over the unit in September 2004, he inherited a regiment in major flux – 75 percent of the Soldiers were leaving through permanent change of station and 20 percent through expiration of time in service. Because of that the regiment spent the majority of its time focused on the Soldiers and families transitioning and not on a regiment that was gearing up for transformation.

“The first time I looked at my personnel strength, I had 200 Soldiers in the entire regiment. Today we are up to almost 3,900,” Troxell said. “In Alpha Troop we had a first sergeant and only two other NCOs amongst 60 Soldiers – brand new privates out of

basic training. So right there is a bunch of challenges.”

Troxell said the unit confronted those challenges by establishing training courses which prepared some of the young Soldiers for roles of increased responsibility.

“We had private first classes that were fire team leaders, specialists that were squad leaders. So how do you teach a private first class to be a team leader?” Troxell asked. “You can say, ‘You are a team leader,’ but what does he really know, he’s just a private. So each of our squadrons have come up with a team leader course to teach these Soldiers what they need to know – leadership style, leadership philosophy, how to take care of Soldiers.”

Troxell said since the early beginnings of the unit they have gotten more NCOs on board, but he added that when you go from the first sergeant to the platoon sergeant and the next guy below is a private first class, there will normally be some challenges with management of the unit. He also noted that he sees this as a by-product of the strains of the Global War on Terrorism.

“We have got to train Soldiers so fast that we can’t take time



Photo by Dave Crozier

Command Sgt. Maj. Phillip Pandey instructs a group of Soldiers on the finer points of NCO leadership during a Team Leader Development course created by the 4th Brigade, 2nd Infantry Division to overcome shortfalls in leadership positions of the new Stryker unit.

to slow the training base down. We have got to stay on the glide path and get them trained.”

In addition to the Team Leader Course that Troxell and his NCOs developed, the unit also has a Pre-Ranger Course, a Pre-

Advanced Reconnaissance and Surveillance Leader Course, Arabic language courses, and an extensive Expert Infantry Badge course.

Besides the training in leadership challenges Troxell and his unit faced, the majority of the unit was made up of Soldiers straight out of basic training with minimal skills.

The Charlie (Commanche) Troop first sergeant, 1st Sgt. Johnathan Seegrist who helped to stand up the Army's first Stryker Brigade – 3rd Brigade, 2nd Infantry Division – said that standing up this brigade combat team was particularly challenging because at first they had Soldiers, but no weapons – Soldiers, but no equipment.

“When we stood up, there was just me, my company commander, who was a lieutenant at the time, and one platoon sergeant. Then we got an influx of 80 Soldiers and as far as NCOs there was only myself, a sergeant first class and a staff sergeant to manage all these soldiers,” Seegrist said. “And that was a big hurdle trying to develop training for them.”

Seegrist said he is not a firm believer in making busy work for Soldiers – cutting grass, sweeping sidewalks, etc. – but rather having Soldiers conduct training. But without weapons or equipment, what do you do?

“We would go to the TASC (training and audiovisual support center), and get rubber ducks (hard plastic, non-functional training weapons) and do battle drills over and over just to get the Soldiers some training. We didn't have the weapons to do disassembly, reassembly and function checks on,” Seegrist said. “It was kind of like putting the cart before the horse. So we trained on all the battle drills and then we got the weapons. Now we have to go back and teach them how to shoot – basic rifle marksmanship and advanced rifle marksmanship. That was one of the biggest hurdles – the lack of weapons and NCOs.”

Other hurdles Seegrist points out are the fact that when standing up a new unit there is not a base of continuity. He was accustomed to being in units where they would see maybe one or two new privates a month fall in the ranks.

“Here everybody is just thrown in together and that makes training more significant,” Seegrist said. “In my old unit if I saw a bad guy, he's called a ‘Tango.’ In another unit he may be called something else. So having all this different terminology, different



Photo by Dave Crozier

Soldiers from the 4th Brigade are given cultural-centric training and some also attend language courses to learn Arabic as shown above. Command Sgt. Maj. Troxell's focus on training has allowed the unit to mature at all levels of leadership.

hand-and-arm signals, having to get everyone on the same page. It even means having to train NCOs so that we all have standard operating procedures (SOPs) to ensure we are all on the same sheet of music.”

Another issue Seegrist points out is that when standing up a new unit from scratch with “green” Soldiers, training becomes more difficult, yet mutually beneficial.

“When we stood up the 3rd Brigade, the Soldiers there at least had experience of being in infantry or a mechanized unit. Here, we are trying to get our Soldiers all the way through – team, squad, platoon and the Stryker,” Seegrist said. “It is more difficult based on the fact they don't have the standard infantry training before coming here. However, it may be more difficult and may take more time, but you get two things knocked out at once – infantry training and Stryker. You learn them both at the same time.”

Another wrench in the works is the fact that 4th Brigade is the first unit that will field the Army's Land Warrior System, something Seegrist said also has its challenges.

“I think it is a good system, but having to teach everybody about this as well as the other things we train on, I think we are going to have our challenges with it,” he said. “It adds a whole other piece of technology and I think it has great capabilities, but we are still working on outfitting and training right now – in the learning stages.”

Charlie Troop company commander Capt. Patrick Roddy agreed about the challenges of standing up a new unit with brand new Soldiers, but said that having all new Soldiers made training easier in his mind.

“The Soldiers showed up here and they knew absolutely nothing. They had gone through their one-station unit training at basic and that's all they knew,” Roddy said. “I am used to having a unit where there is a small change every month and there is a fundamental knowledge of SOPs, and you just train a couple of guys each month. Here, there was none of that and there was no conflict on the way we did our training.”

Roddy said that unit leaders had time to sit down before the equipment arrived to determine how training would be conducted, how courses would be developed and how the day-to-day

This story continues following the special insert



Photo by Dave Crozier

Fort Lewis has an extensive Expert Infantry Badge qualification course that tests the Soldiers abilities. Above, a Soldier from 4th Brigade attempts to throw a grenade to a specified target area.

THE SERGEANT MAJOR OF THE ARMY

40TH ANNIVERSARY



Office of the Sergeant Major of the Army

By CSM Dan Elder

First printed in the Fall 2001 NCO Journal

For today's Soldiers, the position of Sergeant Major of the Army is as natural as a squad leader. But just 40 short years ago it was not so. It was on the Fourth of July 1966 that the Chief of Staff of the Army Gen. Harold K. Johnson approved the establishment of the position of Sergeant Major of the Army, and a week later on a reviewing stand near the Pentagon Mall Entrance the first enlisted man, Sergeant Major William O. Wooldridge, was sworn in as the first Sergeant Major of the Army.

The sergeant major was a part of the fledgling Continental Army of 1775 and served at the head of the noncommissioned officers of the regiment.

In Baron von Steuben's instructions (the Blue Book) he noted that the sergeant major should be well-acquainted with management, discipline of the regiment and of keeping rosters and forming details.

Though their numbers and placement would vary over the years, it took a cost-reduction measure by Congress in June 1920 to eliminate the grade of sergeant major when enlisted members were grouped into E-1 through E7.

Though the position of sergeant major would informally be given to a senior master sergeant (E-7), it would not be until the Military Pay Bill of 1958 that the grade of sergeant major was restored. In April 1959, the first NCOs were promoted into the newly created rank.

In 1964 and again in 1965, the U.S. Army Pacific Command representative at the annual Personnel Sergeants Major of the Army conference recommended establishing a Sergeant Major of the Army position and the Office of the Deputy Chief of Staff for Personnel initiated a study.

In 1957 the Marines had established a Sergeant Major of the Marine Corps position, and the enlisted assistant to the Chief of Staff of the Army, Sgt. Maj. George Loikow, had recommended to Johnson that the Army should follow suit.

Johnson believed that "If we were going to talk about the noncommissioned officers being the backbone of the Army, there ought to be established a position that this was in fact the case."

In May of 1966 Johnson notified the field commanders of the major commands that he intended to appoint a Sergeant Major of the Army and solicited their nominations asking that it be a personal recommendation and should not be considered a contest or retirement-type assignment.

Johnson listed seven duties and functions he expected the SMA to perform, including service as a personal advisor and assistant to the chief of staff on those matters pertaining to enlisted men.

Johnson whittled the 4,700 candidates down to

21 nominees and then selected the only one then serving in Vietnam, the sergeant major of the 1st Infantry Division, William O. Wooldridge.

A highly-decorated veteran of World War II and Vietnam, Wooldridge had served the majority of his career as an infantryman, with 16 years spent overseas. He was quickly dispatched to the Pentagon in Washington, D.C.

Johnson signed General Orders #29 officially establishing the position on July 4, 1966, with a tenure to correspond with the Chief of Staff of the Army.

Wooldridge soon arrived from Vietnam, still in his fatigue uniform, and reported to Gen. Johnson, who announced he was to swear Wooldridge in as the first Sergeant Major of the Army on the 11th of July. Wooldridge was to lay low until the official announcement and was fitted for a proper dress uniform.

At 11 a.m. on Monday, the Secretary of the Army, Chief of Staff, and other distinguished guests participated along with the ceremonial troops from the 3rd U.S. Infantry (the Old Guard) in the official swearing-in ceremony of the first Sergeant Major of the Army. Gen. Johnson administered the oath to Wooldridge on the Pentagon Mall.

Since no special rank insignia had yet been developed, Mrs. Wooldridge and Johnson affixed to the sergeant major's uniform a specially designed collar insignia.

This new badge of the office, improvised by Gen. Johnson's special projects officer, Col. Jasper J. Wilson, and approved on July 4, 1966, was devised by attaching the shield (minus the eagle) of the Aide to the Chief of Staff to a standard enlisted brass disk.

The Sergeant Major of the Army was to wear a pair of these insignia in place of the branch and U.S. insignia normally worn by enlisted men. It would not be until the fall of 1978 that the Army would adopt a distinctive insignia of rank for the office.

Special Orders #142 appointed Wooldridge as the Sergeant Major of the Army with a date of rank of July 11, 1966, directing him to serve as principal enlisted assistant to the Chief of Staff, Army.

In his brief instructions, Johnson included on a 3 x 5 card that he presented to Wooldridge that he was to advise the Chief of Staff on "all matters pertaining primarily to enlisted personnel, including ... morale, welfare, training, clothing, insignia, equipment, pay and allowances, customs and courtesies of the service, enlistment and reenlistment, discipline and promotion policies."

Since that July day 40 years ago, 12 other of the most qualified senior noncommissioned officers have held the top position within our Army.

Editor's note: This article was edited for length to fit this page.



William O. Wooldridge - 1st Sergeant Major of the Army

July 1966 - August 1968

William O. Wooldridge was born in Shawnee, Oklahoma, on August 12, 1922. SMA Wooldridge entered the Army on November 11, 1940 at Fort Worth, Texas. His early assignments were with the 23rd Infantry Regiment, 2nd Infantry Division and detached service with British forces in Iceland in 1941 and 1942. In 1942 he was assigned to the 1st Infantry Division in Europe and participated in the North Africa and Sicily Campaigns and the D-Day landings on June 6, 1944.

In October 1944 he was wounded during the battle for the fortress city of Aachen and was awarded the Silver Star for gallantry in action. He received his second silver star in the Battle of the Bulge Campaign in December 1944.

He has served in nearly every position of leadership from squad leader to first sergeant to command sergeant major. His military career saw him through three wars – World War II, Korea and Vietnam and several assignments with 1st Infantry Division.

Upon completion of his term as Sergeant Major of the Army in 1968, he returned and was assigned to Vietnam as Sergeant Major of the Military Assistance Command-Vietnam. Upon his return stateside he was assigned to the White Sands Missile Range in the Fall of 1969, and after 30 years and 10 months of service he retired at Fort MacArthur, Calif., on February 1, 1972.



In his own words...

With my selection as the Sergeant Major of the Army in 1966 I had the opportunity of recommending actions to the Chief of Staff of the Army which would make the noncommissioned officer corps a more respected, valued and visible part of the Army. I convened the first major Command Sergeants Major Conference whose members I credit for many of these recommendations. Among the accomplishments during my two year term were the concept proposals for the Sergeants Major Academy and the Noncommissioned Office Education System, recommending and seeing implemented a Standardized NCO Promotion Process and Centralized Assignments for E-8s and E-9s, the Noncommissioned Officer Candidate Course and the Command Sergeant Major Program. In addition, I made a personal recommendation that unit clerks at company, troop, battery, etc. levels be upgraded from E-4 to E-5

to reflect the importance of this position to the units.

One of my most memorable events was to stand with the Chief of Staff of the Army and be honored with a 19-gun salute during my swearing-in ceremony as Sergeant Major of the Army; it was the proudest moment of my military career.

Then of course I could never forget going to the White House and meeting with President Lyndon Johnson in the oval office, being introduced, by the president, to the Cabinet members and then traveling with the president on Air Force One to Fort Campbell, Ky.

When General Johnson was retiring he came by my office to say goodbye and to give me my final performance appraisal. He said that I had “shouldered a heavy burden” and that he had been very pleased with my performance. He said that I was a good problem solver but I was prone to use a cannon when a rifle may have been a better choice of weapon.

I learned early on that expectations among the troops of what I could do as Sergeant Major of the Army were extraordinary and that when a Soldier has a problem one day is a long time. As I recall, I had made a statement that “Soldiers and Soldier problems are my business. If a Soldier has a problem that has not been addressed at the local level to his satisfaction I want to hear from him.” So one day I received a letter from a private first class who was not happy with the response of his local command regarding several issues that he considered problems. The following day, as I worked his issues, I received another letter from him saying “I wrote you a letter some time ago regarding some problems and I have not had a response.”



Wooldridge is a frequent visitor to the U.S. Army Sergeants Major Academy. He enjoys talking to the students of the Sergeants Major Course.



George W. Dunaway - 2nd Sergeant Major of the Army

September 1968 - September 1970

George W. Dunaway was born in Richmond, Va., on July 24, 1922.

After attending the Airborne Course in August 1943, Sergeant Major Dunaway remained at Fort Benning, Ga., as an Airborne School Instructor until January 1945 when he joined the 517th Combat Team in France as a Platoon Sergeant. He returned to Fort Benning in December 1945 with assignment to the 501st Parachute Infantry Regiment where he served as first sergeant of Company "A". In March 1948, Sergeant Major Dunaway was reassigned to the 82nd Airborne Division at Fort Bragg, N. C. There, he became a member of the 505th Parachute Infantry Regiment as operations sergeant, ascending to the regimental sergeant major position in 1952.

In early 1954 he transferred to the 187th Regimental Combat Team as the combat team sergeant major. He continued in that position for seven years. Departing Fort Campbell in 1961, he took the reins of the 1st Special Forces Group, 1st Special Forces in U. S. Army Pacific and later moved to the 5th Special Forces Group in Vietnam, where he remained until June 1967.

He re-joined the 101st Airborne Division and returned to Vietnam with the Commanding General's Command Group on December 13, 1967. In February 1968, he moved to Camp Eagle in the I Corps Tactical Zone where he remained until July 1968 when he was selected as the 2nd Sergeant Major of the Army.



In his own words...

I was a "Sergeant Major" for 16 of the 28 years I served before becoming the second Sergeant Major of the Army. That period spanned three wars: WWII, Korean War, and the Vietnam War. I was appointed Regimental Sergeant Major of the 505th Parachute Infantry Regiment in 1952, some six years before the Army added the E-8 and E-9 "super" grades to its rank structure in 1958, and served in consecutive sergeant major positions from then until becoming SMA in 1968.

Throughout those first 28 years, I stayed in continuous daily contact with Infantry Soldiers. I took care of my men from my first assignment as an NCO until I retired and beyond. My life was with Soldiers, it was about Soldiers,

and it was for Soldiers. I knew them, they understood me and I always looked out for their best interests within the confines of the organizational mission.

As SMA, I believe that one of my biggest successes was because of my harmonious rapport with General William Westmoreland which resulted in many improvements benefiting enlisted men (the Women's Army Corps wasn't integrated into the Army until after he retired). For example, DA staffers preparing to launch the new U. S. Army Sergeants Major Academy had planned from the very beginning to send students to Fort Bliss in a TDY status without dependents, but I persuaded the CSA to make Academy attendance a PCS move with dependents. I also arranged for the SMA's wife to travel with the SMA periodically, and meet with Soldier's wives to seek ways to improve family life for soldiers. On many trips I also took the Enlisted Personnel Directorate Sergeant Major with me to root out and rectify cases where soldiers were mal-assigned outside their MOS fields. I always knew that a happy Soldier is a good Soldier, and that the Army works best when Soldiers work at jobs in which they are most proficient.

Having begun my career with a brief stint in the National Guard, I visited many National Guard units as I traveled around the country and globe. Those who knew me and/or served under me hasten to confirm that I took care of the men, first and foremost. Some say I am remembered as the Omar Bradley (Soldiers' general) of the enlisted corps.



SMA Dunaway and his wife Mary at the January 2006 Command Sergeants Major Nominative Conference, Fort Bliss, Texas.

Silas L. Copeland - 3rd Sergeant Major of the Army

October 1970 - June 1973

Silas L. Copeland was born in Embryfield, Texas, on April 2, 1920, and died December 4, 2001. He was inducted into the Army on October 28, 1942 in Huntsville, Texas. At the time he was 22 years old, married with one baby daughter.

After serving at various posts in the United States, he was sent overseas in January 1945 and served with 2nd Armored Division as a tank commander and later a tank platoon sergeant. In late 1945 he was stationed at Fort Hood, Texas, where served with the 67th Tank Battalion and 82nd Reconnaissance Battalion. In 1950 he joined the 1st Cavalry Division, then located in Japan. From there, his unit was moved into Korea.

He has served as a senior ROTC instructor with Texas A&M (1953) and Centenary College of Louisiana, (1957). His other assignments include stints with 22nd Infantry Regiment, Germany, 1953; 1st Armored Division, Fort Hood, Texas, 1954; 8th Infantry Division, Germany; 2nd Armored Division, Fort Hood, Texas, 1962; 4th Armored Division, Germany, 1966; 1st Infantry Division (Big Red One), Republic of Vietnam, 1969; and as the division command sergeant major of the 4th Infantry Division located in the Central Highlands of Vietnam until he was selected as the 3rd Sergeant Major of the Army in 1970.

He has held various leadership positions to include tank commander, platoon sergeant, operations sergeant, first sergeant, sergeant major, division sergeant major and brigade sergeant major.



In his own words...

Editor's Note: The following is an excerpt of the Oral History taken by Sgt. Maj. Erwin H. Koehler at Sgt. Maj. Copeland's home in Huntsville, Texas on 13 October 1993.

INTERVIEWER: It took the Army a long time to develop levels and say to the soldier, "This is what you're going to be trained at this level. Now when you get to this level, this is how you're going to be trained." And the Soldier had his training broken down by his grade, his duty.

SMA COPELAND: It took us so long to do it. You go back to yesteryear, our methods "stunk," and we knew

it, and there wasn't much we did, in those days, to correct the deficiency. Usually when you received a quota to send a Soldier to school, you picked the Soldier you could best do without. Consequently, that Soldier went to school, with very little knowledge, and he returned the same way. Therefore, you were not enhancing the morale, the prestige, and the efficiency of the unit. We went on year, after year, after year, through that system until, finally ... we decide that we were going to make this thing work ... it began functioning during that modern volunteer army era, and you all continued to make it work. I sat up there at the Sergeants Major Academy during graduation, after graduation, and I witnessed and heard the Chief of Staff of the Army address the graduates and tell them, unequivocally, that, "This Academy is here to stay. That it has done wonders, not just this Academy, but all the other entities leading up to, and culminating, here at this Academy. It's here to stay." Because the Army has recognized that this is the only way to go. If you're going to have a professional, highly articulate army, we're not talking about just getting an education. We could send them to the university and bring them back with doctorates, if we wanted to do that ... But they need military knowledge ... and today, when those sergeants are graduated from that Academy they know their stuff; they're highly educated; they're articulate. I missed [going to the Academy]. But I was there for the first graduation. I could see that we were getting results.



This picture of SMA Copeland, right, hangs in the halls of the U.S. Army Sergeants Major Academy where each of the past 12 SMAs have their place of honor.



Leon L. Van Autreve - 4th Sergeant Major of the Army

July 1973 - June 1975

Leon L. Van Autreve was born in Eeklo, Belgium, on January 29, 1920 and died March 14, 2002, in San Antonio, Texas.

He entered the Army in August 1941 from Delphos, Ohio. After basic training at Fort Belvoir, he served overseas with the 9th Infantry Division and participated in the invasion of Port Lyautey, Africa. He was discharged in August 1945 and enlisted again in March 1948. After a tour in Germany from 1950 to 1954, he served as an instructor with the ROTC at the University of Toledo until 1958. From ROTC duty he was assigned to CONRAC Armor Board at Fort Knox, Ky., remaining there until reassignment to Korea in 1960. Upon completion of his tour in Korea, Sergeant Major Van Autreve returned to Fort Belvoir and was promoted to Sergeant Major in 1962. He served as Sergeant Major of the 91st Engineer Battalion from 1962 until 1963.

From 1963 to 1964, Sergeant Major Van Autreve was stationed in Indonesia, 1964 to 1967 in Germany as Sergeant Major, 317th Engineer Battalion, and 1967 to 1969 in Vietnam as Sergeant Major of the 20th Engineer Brigade. In July 1969 he was selected for assignment to Alaska as the Command Sergeant Major, where he remained until he was selected as the Sergeant Major of the Army in 1973.



In his own words...

Editor's Note: The following is an excerpt of the Oral History taken by Sgt. Maj. Erwin H. Koehler of Sgt. Maj. Van Autreve in San Antonio, Texas on 3 February 1994.

"I had a philosophy that, you know, I finally found out that I had direct access to the Chief of Staff of the Army. But I did not feel it was my job to go see him about any problems. I did that with the Vice Chief of Staff. And I did not want to see him, because I felt that 90 percent of the problems that I encountered in the field, 95 percent I should

be able to take care of by going to action officers.

We had a Colonel Geise, whom I worked with. He came up to see me one day. He said, "You know something?" He said, "All you talk about is noncommissioned officers." I said, "Well, that's right." I said, "We're going to get the Noncommissioned Officers Corps rolling and we're going to get this Army rolling because of the noncommissioned officers." He said, "I've got something to show you." So he came up, armed with about twenty 201 files. I went through them -- Child molestation, five Article 15s, six Article 15s, courts martials. These were command sergeants major and sergeants major in the Army. I was really furious.

He said, "I've given you twenty, but I can give you another twenty more, if you like." So I had facsimiles made, and I erased the name and any information that might elude to a specific individual, and I took them with me.

I'd get up in front of a group of noncommissioned officers and I would read off some of the violations and some of the background on some of these senior people. Then I'd throw the 201s out in the audience and I'd say, "It's your fault that you allow these people to survive."

Well people used to think it was pretty funny. They knew what was coming and they'd start ducking, because I'd throw them damn things out there and I'd really get hostile about the fact we tolerated those incompetent, those people who had perpetrated these deeds against children, wives, and other illegal things that they had done, and still survived the system and became an E-9. It worked, [I got their attention].



Leon Van Autreve takes the oath of office of Sergeant Major of the Army. Standing beside him is Army Chief of Staff General Creighton Abrams.



William G. Bainbridge - 5th Sergeant Major of the Army

July 1975 - June 1979

William G. Bainbridge was born in Galesburg, Illinois, on April 17, 1925.

He entered the Army in June 1943. Following basic training Sergeant Major Bainbridge was recalled to active duty in January 1951. Following assignments at Camp Atterbury, Indiana; Fort Sheridan, Illinois; Fort Riley, Kan.; and Fort Leonard Wood, Mo.; he was reassigned to Europe and served as the Operations Sergeant with Headquarters, VII Corps. In 1962 he returned to Fort Riley, Kan., where he served with the 1st Infantry Division as Sergeant Major of the 1st Battle Group, 28th Infantry, later reorganized as the 1st Battalion, 28th Infantry. In 1965 he accompanied the battalion to Vietnam. Midway through his tour in Vietnam, Sergeant Major Bainbridge was appointed Command Sergeant Major of the II Field Force.

From September 1966 through August 1967 he was Command Sergeant Major of the U.S. Army Infantry Training Center, Fort Benning, Ga. He then was appointed the Command Sergeant Major of the First United States Army at Fort George G. Meade, Md., and later selected to serve as Command Sergeant Major of the United States Army, Pacific located in Fort Shafter, Hawaii. In October 1972 Sergeant Major Bainbridge became the first Command Sergeant Major of the United States Army Sergeants Major Academy at Fort Bliss, Texas and remained there until his appointment as Sergeant Major of the Army on 1 July 1975.



In his own words...

Two actions during my tour as SMA that I believe were significant were: I developed the office of the SMA into a viable part of the Army Staff through which actions affecting the enlisted force had to be routed. I also was able to convince then Maj. Gen. Maxwell Thurman, director of Personnel, Arms and Equipment that NCOES funding that was being diverted to other programs should be fenced, or NCOES could be in jeopardy.

Editor's Note: The following is an excerpt of the Oral History taken by Sgt. Maj. Erwin H. Koehler of Sgt. Maj. Bainbridge in Palm Bay, Fla., on 10 March 1994.

What do you think were the major problems within the Army, during your tenure, and how were they solved?

SMA Bainbridge: It's not evident to the whole Army,

but my contribution was to the NCOES system. We had, what General Myer talked about, the "Hollow Army, and we did have a hollow army. We didn't have enough money for this and enough money for that. But we were in a transition period for NCOES. We started at the top with the Academy, and we had some other things coming on-line after that.

In my visits to the field, I found out that there was money being used by commanders--that should be used for educational purposes--that was going into field exercises, and people weren't going to school.

So I knew this was going to be a problem down the road. I got an audience with General Maxwell Thurman [in the Chief's office] and I spent about two hours with him. I laid all of this out and told him what the problems were, as I saw them. ... I said, "My problem is, General Thurman, if we don't do something now, and if that money isn't fenced for NCOES, three years down the road, and is left vulnerable for some other program that seems more important at the time, we're going to throw the baby out with the bath water."

When the conversation was all finished, he said, "Sergeant Major, your money will be fenced. NCOES is not going to go away because of the money."

That two hours, out of my whole four-year tour, I think was worth it to the Army, and at least to the NCO Corps, by having them keeping that money long enough for the NCOES to become something that wasn't going to go away.



SMA Bainbridge at the 2006 Command Sergeants Major Nominative Conference, Fort Bliss, Texas

William A. Connelly - 6th Sergeant Major of the Army

July 1979 - June 1983

William A. Connelly was born in Monticello, Ga., on June 2, 1931.

Ordered to active duty in March 1954, he was a Tank Crewman, Tank Commander, Platoon Sergeant and First Sergeant in the 761st Tank Battalion, 3rd Armored Division at Fort Knox, Ky. The first of his four tours in Europe was with the 826th Tank Battalion at Hammelburg and Schweinfurt, Germany, from January 1955 – November 1956. The 826th returned to Fort Benning, Georgia, where he served as an Operations Sergeant and Platoon Sergeant until August 1958. He returned to Europe, serving as Platoon Sergeant with the 4th Armored Division in Furth, Germany, until September 1961. He was back in CONUS at Fort Stewart, Ga., with the 32nd Armor as that unit was being sent to Germany as part of the build up during the Berlin crisis.

Other assignments include: 1962-64, 32nd Tank Battalion, Munich, Germany; 1964-67, 2nd Infantry Division, Fort Stewart; Dominican Republic; Fort Knox; 1967-68 Chief Enlisted Adviser, Georgia National Guard, Griffin, Ga.; 1969-70, 1st Cavalry Division, Republic of Vietnam; 1970-73, Reception Company, 1st Training Brigade, 1st and 2nd Battalion, Fort Knox; 1972 Student, Class #2, Sergeants Major Academy, Fort Bliss, Texas; 1972-75, 1st Armored Division, Erlangen, Germany; 1975-76, Seventh Army Training Command, Grafenwoehr, Germany; 1976-77, 1st Armored Division, Ansbach, Germany; 1977-79, U.S. Army Forces Command, Fort McPherson, Ga.; 1979-83 Sergeant Major of the Army.



In his own words...

When I became SMA in July 1979, I knew that I wanted to preserve and make NCOES better. All SMAs before me had done that and I was a product of the NCOES system as I was the first SMA that graduated from the Sergeants Major Academy.

With NCOES always on my mind the CSA told me to write an Army regulation on NCO development. I met with one of the generals in G3 and told him that I didn't want an Army regulation that told the commander how to suck eggs. I wanted a regulation that required an NCO Development program down to Battalion level that would develop



1st Sgt. William Connelly on duty in the Dominican Republic, 1965.

the NCO and assist the commander in a successful command. He understood and in about a year we published a regulation.

My next endeavor was to see if I could eliminate the specialists rank in the Army. I didn't like it when it was instituted in the mid 50s. If you think it is difficult to get the Army to do something, try and get it to undo

something. It got done, but not on my watch. I only planted the seed. It finally happened with the exception of SP4 and in my opinion, it was a great day for the NCO Corps.

The Chief and I were in a conversation about the Army having a pullover sweater. This was in July and he said he wanted a black pull over sweater that every Soldier could wear by October of that year. I got in touch with the staff officer of the uniform board. He and I designed the sweater in my office and I never talked to the chief about it again until I wore it in his office. He liked it and I wore the first sweater to speak at the AUSA European conference in October.

Sometime in early 1982 I discussed with the CSA and G1 about the possibility of establishing a medal to honor achievements, somewhere between the Bronze Star and the Army Accommodation medal; a medal for successful completion of AIT; a medal for overseas duty, and a medal for completion of NCOES. It would give a soldier a chance to serve a tour of duty of 3 to 4 years and depart the service with 4 to 5 ribbons on his chest. The G1 took that and ran with it. I did nothing to make that happen, but plant the seed

During my 30 years the NCOES has meant more to the NCO Corps and the Army than anything I know. Each SMA has made it better and it should always be a program that the SMA be extensively involved.

SMAs can't do much without the support of the Chief of Staff of the Army and the Army staff. I had their support and that is why SMAs can say and not feel boastful that "they planted the seed."



Glen E. Morrell - 7th Sergeant Major of the Army

July 1983 - July 1987

Glen E. Morrell, was born in Wick, W.V., on May 26, 1936.

He served in the United States Army for more than 31 years. Since his entry on active duty in November 1954 he has served in virtually every noncommissioned officer leadership position. His career has taken him through many Continental United States assignments, two tours in Europe, three tours in the Republic of Vietnam and two tours in Panama.

His units of assignment include the 6th Infantry in Berlin; 14th Armored Cavalry Regiment, Germany; 82nd Airborne Division, Fort Bragg, N.C.; 5th Special Forces Group at Fort Bragg, N.C., and three tours in the Republic of Vietnam; two tours with the 7th and 8th Special Forces Group, Panama; 1st Infantry Division, Fort Riley, Kan.; Reserve Officer Training Corps instructor duty with St. John University, Minn.; 1st Ranger Battalion, 75th Infantry, Fort Stewart, Ga., Special Forces Detachment (AIRBORNE) Europe; United States Army Recruiting Command, Fort Sheridan, Ill.; and the United States Army Forces Command, Fort McPherson, Ga.

Glen E. Morrell, the 7th Sergeant Major of the Army, was sworn in on July 1, 1983 and served until his term ended in July of 1987.



In his own words...

It was an honor to be selected as the Seventh Sergeant Major of the Army by General John A. Wickham in 1983. It was a privilege to serve as the representative of the Enlisted Force, and the U.S. Army. Anything I accomplished was done by the outstanding support of my administrative personnel, the staff noncommissioned officers of the Department of the Army, and the outstanding MACOM command sergeants major with whom I worked during my tour of duty. I also appreciated the institutional knowledge and support from the former Sergeants Major of the Army on matters which I solicited recommendations on. All the above enabled me to make

timely decisions and recommendations to the Chief of Staff of the Army, to better all aspects of Soldier training, promotion, assignments, family issues, and a million other things that had an impact of the Enlisted Force of the Army.

I do not dwell on any one thing as being more important than the other. What was done during my tenure was with the support of those I have mentioned. I know for a fact that the U.S. Army has the best Soldiers, and noncommissioned officer corps that will always accomplish the mission in a successful manner. It was an honor to serve them.

Editor's note: During an oral history interview conducted by SGM Erwin Koehler at SMA Morrell's home in Port Saint John, Cocoa, Fla., March 31, 1994, he was asked what is an American Soldier? Here is his reply.

Well, to me an American Soldier is a person that has been trained and has the desire to be the best that there is whatever their job might be; and can do any damn thing under the sun, provided their needs are taken care of and they've got good leadership. They'll go the extra mile every time and time again. Hopefully we'll always have those kind of American Soldiers, who will always be successful in carrying out whatever the United States does in the way of foreign diplomacy and foreign policy. I hope the hell we always have that type of person serving in the United States Army.



SMA Morrell, right, talks with Command Sgt. Maj. John J. Leonard, CSM National Guard Bureau during the 2006 CSM Nominative Conference, Fort Bliss, Texas.



Julius W. Gates - 8th Sergeant Major of the Army

July 1987 - June 1991

Sergeant Major of the Army Julius (Bill) William Gates, native of North Carolina, entered the United States Army on August 12, 1958 and attended initial training at Fort Jackson, S.C. He served three tours in Germany, two combat tours in Vietnam, and a tour in the Republic of Korea.

His stateside assignments include duty with the 101st Airborne Division at Fort Campbell, Ky., the United States Army Infantry School at Fort Benning, Ga., the 1st Ranger Battalion at Fort Stewart, Ga., the Virginia Military Institute of Lexington, Va., and Fort Bliss, Texas. Sergeant Major Gates has served in numerous noncommissioned officer leadership positions. Highlights of his assignments are: command sergeant major of the 2nd Armored Division (Forward), the command sergeant major of the 3rd Infantry Division (Mechanized), command sergeant major of the U.S. Army Sergeants Major Academy, and the command sergeant major of U.S. Forces Korea/Eighth Sergeant Major of the Army.

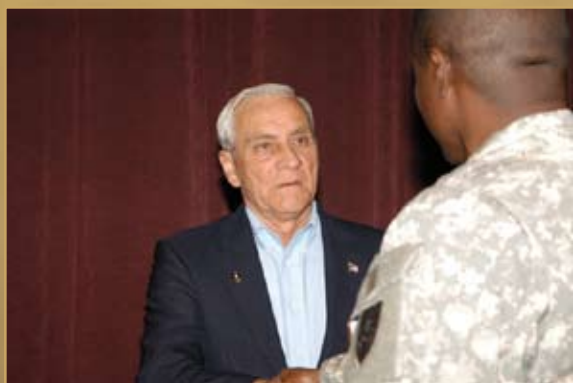
He was responsible for the the first NCO historical volume, *The Story of the Noncommissioned Officer Corps*; the introduction of Army Field Manual 25-101, *Battle Focused Training*; and the launching of the *NCO Journal* as an official publication.



In his own words...

When I assumed the duties and responsibilities of Sergeant Major of the Army, my first remarks to the media were that I represented “Soldier Warfighters at the Canteen-Cup-Level.” Subsequently, all chinaware was removed from the Office, Sergeant Major of the Army and replaced with canteen cups, from which future visitors were required to drink their coffee.

My first major task was to educate Army leaders on the implementation of the new Noncommissioned Officer Evaluation Report (NCOER), which replaced the Enlisted Evaluation Report (EER). The new report initiative was the first of its kind to be developed entirely by the noncommissioned officer corps. The new report required performance counseling and bullet comments to constructively measure specific standards and objectives. The new evaluation report successfully permeated throughout the total Army in 1988-1989.



SMA Gates talks with a student of the Sergeants Major Course during a break from the 2006 Command Sergeants Major Nominative Conference, Fort Bliss, Texas.

With strong support from General Vuono, I was able to improve the Noncommissioned Officer Institutional Training in spearheading the establishment of the Command Sergeant Major (Designee) Course in 1989. The course was designed, similar to the Officer Pre-Command Course, to train and prepare newly designated Command Sergeants Major to assume the duties and responsibilities of a unit Command Sergeant Major.

Working with the *NCO Journal* I established the Army Theme for 1989: “The Year of the Noncommissioned Officer.” It was a significant year for the history of the U.S. Army noncommissioned officer corps. The first U.S. Army Historical Volume dedicated entirely to Noncommissioned Officers was published, and the *NCO Journal*, the first of its kind strictly dedicated for noncommissioned officers -- was launched and funded as an official U.S. Army publication.

Another significant milestone during my term in Noncommissioned Officer leader development was the linkage of promotions to Noncommissioned Officer Education course attendance. Based on strong recommendations by myself and senior noncommissioned officers; the Chief of Staff approved in 1988, the Army-wide policy for attendance and successful completion of a prerequisite Noncommissioned Officer Education System course prior to promotion.

Finally, one of my favorite programs I helped to establish was the BOSS program in 1989. We had stuff for families, but nothing for single Soldiers and I knew that wasn't right. As I said after my swearing in ceremony, I represented “Soldier Warfighters at the Canteen-Cup-Level.”

Richard A. Kidd - 9th Sergeant Major of the Army

July 1991 - June 1995

Richard A. Kidd was born in Morehead, Ky., on June 24, 1943.

His assignments include two combat tours in Vietnam (1966-67 & 1970-71) and multiple tours in Korea and Europe. Before becoming the ninth Sergeant Major of the Army, he was command sergeant major of I Corps (America's Corps) & Fort Lewis, Fort Lewis, Wash. Among his other assignments, he has been command sergeant major for numerous organizations. These included CSM of the 9th Aviation Battalion; 2nd Battalion, 2nd Infantry; Commandant, 1st Armored Division, NCO Academy, Katterbach, Germany. He returned to Fort Lewis after his tour in Germany and served consecutively as CSM of the 4th Battalion, 23rd Infantry Regiment; 3rd Brigade, 9th Infantry Division (Motorized); and 9th Infantry Division (Motorized).

Sergeant Major of the Army Kidd, the 9th Sergeant Major of the Army, was sworn in on July 2, 1991 and served until his term expired in June of 1995.

During his tenure, the NCOES program made the final change that more closely linked it to promotion and supported the Army's "select, train, promote, assign" philosophy. He also supported quality of life issues such as the Better Opportunities for Single Soldiers (BOSS) program and improved health care for Soldiers and their families.



In his own words...

During an interview, conducted as I prepared to retire after 33 plus years, the last four years of which I served as the 9th Sergeant Major of the Army from 1991-1995, I was asked, what I felt was, a profound question. "How would I like for Soldiers and Soldiers' families to remember me." It was a great question, and one that, frankly, I was not prepared for—but all of a sudden, from the recesses of my memory—I remembered something that seemed to impress both Soldiers and their Families the most. They would say, "He really listens and he really cares" and so, I responded to the interviewer by saying, I hope that I will be remembered that way. "He really listened and he really cared." I



SMA Kidd during a 2005 visit to the U.S. Army Sergeants Major Academy, Fort Bliss, Texas

have even passed on to my wife, Sylvia, that I would be honored with that as the inscription on my gravesite marker.

Now I am being asked about my legacy and most memorable events. SMA Bill Gates, the SMA that I followed, accomplished many things toward making our Army and the Soldiers "all that they could be," as did

all of the preceding SMAs. They passed on to me a better Army in every way. That was my legacy from them and what I hoped would be my legacy to those that followed me. On the day I retired, standing on the reviewing stand at Fort Myer, Va., I said I could retire proudly knowing that I played some small part in making our Army better, and ensuring that it continued to be the "Best Army In The World—Bar None".

As for memorable events—every time I have met a Soldier and/or a Soldier's family members, it has been a memorable and special event. Every Soldier is unique and each has their own special story, a story that goes a long way toward explaining why we have such a great Army. It was an honor to travel all over the world, wherever our Soldiers have been deployed or stationed, to watch them in action and to observe how professional, committed, patriotic and dedicated they are. It was both an honor and one of my greatest pleasures to represent them and ensure their comments and needs were heard. Now, as I watch today's Soldiers perform magnificently and professionally day in and day out, all over the world—my memorable events continue to grow.

As we celebrate the 40th Anniversary of the establishment of the Office of the Sergeant Major of the Army, I can, without hesitation, say it is an Office that has served the Army well, and state with much pride that I was honored to have been selected to the Office, to represent our great Soldiers and can only hope that they felt "I really listened and I really cared."



Gene C. McKinney - 10th Sergeant Major of the Army

July 1995 - October 1997

Gene C. McKinney is one of five McKinney brothers born in Monticello, Fla., all of whom served in the Army. One served as an officer, one retired as a master sergeant, another served in Vietnam, and an identical twin reached the rank of Command Sergeant Major. He enlisted in the United States Army in August 1968 and completed Basic and Advanced Individual Training at Fort Knox, Ky. During his more than 30 years of service, he served in every enlisted leadership position from scout leader to command sergeant major.

His assignments included one combat infantry tour in Vietnam from 1969-1970 with the 173rd Airborne Brigade, and he was an armored cavalryman for more than two decades. Before becoming the 10th Sergeant Major of the Army, his CSM assignments included the following: Command Sergeant Major of U. S. Army Europe; 8th Infantry Division (Mechanized), Bad Kreuznach, Germany; 1st Brigade, 1st Armored Division, Vilseck, Germany; 612th Quartermaster, Fort Bragg, N.C.; 1st Battalion, 58th Mechanized Infantry, 197th Brigade, Fort Benning, Ga.; 3rd Squadron, 12th Cavalry Regiment, Buedingen, Germany; 3rd and 4th Squadron, 3rd Armored Cavalry Regiment, Fort Bliss, Texas; and 2nd Squadron, 2nd Armored Cavalry Regiment, Bamberg, Germany.



In his own words...

The foundation of any man or woman comes from within and their connection with a higher being. Knowing from whence I came is what I want people to remember about me. The Creed of the NCO Corps has been my ethos as a professional noncommissioned officer. As it says, "I know my soldiers and I will always place their needs above my own." I am content that I displayed this philosophy, not only by reciting the Creed, but also by living it. The ones that know me most will say, "Gene McKinney cared more about Soldiers than he did himself." The darkest days of my life as Sergeant Major of the Army were during the days

nessed the death of my only child. The out pouring of love, faith, care and concern from our Army family, enabled Wilhemina and me to continue to represent our soldiers and their families.

Earning my way from a very young private to sergeant major of the Army was quite a daunting accomplishment. What one must remember is to always know who they are. There is an old African proverb that says, "If you don't know who you are, anyone can name you and if anyone can name you, you will answer to anything." My point is that the NCO Corps continues to be the backbone of the Army and in my opinion that remains true today. I led the charge to recognize normative command sergeants major at the general officer level. For the soldiers in that position to receive Special Duty Pay is one of my greatest achievements. Some condemned it because in their mind it was to be selfish service. I initiated this effort not to place money into the pocket of senior enlisted soldiers, but rather to recognize the worth of our senior enlisted leaders. From command sergeants major at the battalion level to the four star level, the pay did not change. The levels of responsibilities changed tremendously, but the pay remained. I thought it was only fitting to recognize the worth of the senior backbones of the Army.

Wilhemina and I remain in high spirits and very thankful for our good health. We wish all of our soldiers well and especially those that are in harms way. We ask that each of you to be prepared for the unexpected no matter how dedicated you are, life will throw you a curve and you got to be ready for it.



SMA McKinney at the 2006 Martin Luther King Jr. Observance held at the U.S. Army Sergeants Major Academy, Fort Bliss, Texas

of my beloved son's attempt to recover from an automobile accident during his freshman year in college. I cared so much for my soldiers and families; I left my wife and my son's bedside while he was in the Neurology Intensive Care Unit in Tallahassee, Fla., to travel back to Washington, DC to testify before Congress on behalf of my soldiers. Shortly after my return to the hospital I wit-



Robert E. Hall - 11th Sergeant Major of the Army

October 1997 - June 2000

Robert E. Hall was born in Gaffney, S.C., on May 31, 1947. He entered the Army in February 1968 and attended basic training at Fort Bragg, N.C., and advanced individual training at Fort Bliss, Texas.

Throughout his 32-year career, SMA Hall has held every key leadership position including: squad leader, 2nd Infantry Division, Korea; platoon sergeant, battalion operations sergeant and battalion intelligence sergeant, 1st Armored Division, Germany; first sergeant, B Battery, 2nd Battalion, 59th Air Defense Artillery, Germany; and drill sergeant, Fort Bliss, Texas.

Before becoming the 11th Sergeant Major of the Army, his command sergeant major assignments included the following: Command Sergeant Major of the U. S. Central Command, MacDill Air Force Base, Fla.; 1st Battalion, 5th Air Defense Artillery, Fort Stewart, Ga.; Commandant, 24th Infantry Division Noncommissioned Officer Academy, Fort Stewart; 24th Division Artillery, Saudi Arabia and Iraq; 2nd Infantry Division, Korea; First U.S. Army, Fort Meade, Md.

His military education includes Drill Sergeant School, Advanced Noncommissioned Officers Course, First Sergeants Course, and the Sergeants Major Academy, where he served as an instructor upon graduation from class 26. He also served on the staff of the Training and Doctrine Command, Fort Monroe, Va.



In his own words...

Thank you for the opportunity to respond to the *NCO Journal's* coverage of the 40th anniversary of the Office of the Sergeant Major of the Army, and thank you for making this happen. It is an historic milestone, but it also causes one to wonder why it took so long to establish this position. The value of noncommissioned leadership has been recognized since Baron Von Steuben at Valley Forge. But still this should not detract from the recognition of the position. Today, as always, Noncommissioned Leaders are recognized as the professionals they are at every level.



SMA Hall shares a moment with Command Sgt. Maj. Debra Strickland, HQ IMA, during the 2006 Command Sergeants Major Nominative Conference, Fort Bliss, Texas.

I do appreciate the opportunity to talk of my time in the position, but that is not my style.

It was my honor to serve the Soldiers and the Army and I did so to the best of my ability. Just as I said during my swearing in when I promised every bit of my time, effort, energy, and whatever talent God gave me to serve Soldiers and families . . . Active, Guard, and Reserve. Someone else gets to judge how well I did.

As others, I faced a multitude of issues, policy changes, congressional testimony, and challenges. It wasn't my message, but the message of the Soldiers that was important to me. Soldiers told me they were concerned about many things, but mainly they were concerned about Pay, Housing, Medical Care, and Retirement Benefits. Those items gave me the direction to proceed, to start the process to make corrections. There were other policies and proposals that, in my opinion, were detrimental to the NCO Corps and the Army. One which readily comes to mind is the Change in NCO Structure (CINCOS.) Many NCOs today do not remember this policy . . . and that's the way it should be.

My only desire was to serve, to do so to the best of my ability, and to understand how decisions are made in the Pentagon, but never to forget that I am a Soldier. I wanted to have some of the same mud on my boots as the Soldiers I was honored to represent. Represent to the Army Leadership, the Congress, and the American people through the media.

Jack L. Tilley - 12th Sergeant Major of the Army

June 2000 - January 2004

Jack L. Tilley was born in Vancouver, Wash., on Dec. 3, 1948. He entered the Army in November 1966 and attended basic training at Fort Lewis, Wash., and advanced individual training at Fort Knox, Ky. Following tours in Vietnam and Fort Benning, Ga., SMA Tilley left the Army for two years before enlisting again in September 1971.

Throughout his 34-year career, SMA Tilley has held every key leadership position including tank commander, section leader, drill sergeant, platoon sergeant, senior instructor, operations sergeant and first sergeant. His military education includes the First Sergeants Course and the Sergeants Major Academy. He is also a graduate of the basic airborne course, drill sergeant school and master gunner's course.

SMA Tilley demonstrated his personal commitment to the Army and his Soldiers as he advanced to positions of higher responsibility. He has held a variety of important positions culminating in his assignment as the Sergeant Major of the Army. He previously held the senior enlisted position as Command Sergeant Major of the U. S. Central Command, MacDill Air Force Base, Fla. Other assignments he held as Command Sergeant Major were 1st Battalion, 10th Cavalry, Fort Knox, 194th Armor Brigade, 1st Armored Division, Bad Kreuznach, Germany and U. S. Army Space and Missile Defense Command, Arlington, Va.



In his own words...

I think more than any other office, there's no doubt that we affected the pay raises for the noncommissioned officer corps; I'm really proud about that. Also the quality of life for family members. I was lucky enough to be involved with a lot of folks that were focused on quality of life issues such as housing to help promote reenlistment.

Another thing I think is certainly important is I tried to build a bond with the National Guard. We started saying "One Army," not Guard, and Reserve and active duty; so we tried to build a better relationship with the noncommissioned officer corps on the Reserve and National Guard side of the house. We started this with a conference down in El Paso, Texas, where we brought in all senior noncommissioned officers. I think we probably really established

a better relationship with the Guard and the Reserve there just by communicating and learning about each other and being able to assist each other with a lot of the stuff that we do on a day-to-day basis.

One of the other things, which I didn't do a very good job on, we did was we tried to establish a test for the noncommissioned officer corps. I was really excited about doing that; unfortunately, I never got it completed. It was really an evaluation to see if we were selecting the right kind of people for the next level in promotions.

The last thing was the beret. The beret was certainly a challenge for the military. That decision was made before I got there, but I think in the long run it turned out to be a pretty positive decision. There were a lot of retirees and a lot of seniors that didn't like it, but in the long run it was the right decision for our U.S. Army.

We have a great Army and a great noncommissioned officer corps. I didn't know [Army Chief of Staff] Gen. [Eric] Shinseki until I got the chance to work with him in the Pentagon. Certainly I don't believe there was a finer officer that I ever worked with in my tenure in the military.

Lastly, when you get out and you start looking back at the Army and you look at all services – and all services are great – you'll see we really have just a tremendous, talented noncommissioned officer corps; there's no doubt about that. I was proud to serve in the Army; really, I'm still serving only just in a different capacity.



SMA Tilley speaks with attendees of the 2006 Command Sergeants Major Nominative Conference, Fort Bliss, Texas, during the icebreaker.



Kenneth O. Preston - 13th Sergeant Major of the Army

January 2004 - Present

Kenneth O. Preston is a native of Mount Savage, Md., and was born Feb. 18, 1957. He entered the Army on June 30, 1975. He attended Basic Training and Armor Advanced Individual Training at Fort Knox, Ky.

Throughout his 30-year career, he has served in every enlisted leadership position from cavalry scout and tank commander to his current position as Sergeant Major of the Army. Other assignments he held as command sergeant major were 3rd Battalion, 8th Cavalry Regiment, 1st Cavalry Division, Fort Hood, Texas, 3rd "Grey Wolf" Brigade, 1st Cavalry Division, 1st Armored Division in Bad Kreuznach, Germany, and V Corps in Heidelberg, Germany.

His most recent assignment was as the command sergeant major for Combined Joint Task Force 7 serving in Baghdad, Iraq.

His military education includes Basic Noncommissioned Officer's Course, Advanced Noncommissioned Officer's Course, First Sergeant's Course, M1/M1A1 Tank Master Gunner Course, Master Fitness Trainer Course, Battle Staff Noncommissioned Officer's Course, and the U. S. Army Sergeants Major Academy.

Sergeant Major of the Army Kenneth O. Preston was sworn in as the 13th Sergeant Major of the Army on January 15, 2004.



In his own words...

As the Sergeant Major of the Army, my legacy is yet to be determined. Gen. Peter J. Schoomaker, our Army Chief of Staff, selected me as his senior enlisted advisor while I was serving as the Combined Joint Task Force – 7 / V Corps Command Sergeant Major in Baghdad. Having the opportunity to serve as the Sergeant Major of the Army is the most humbling experience in my 31-year Army career.

When I was appointed as SMA on Jan. 15, 2004, Gen. Schoomaker told me we had a lot of work to do. The work he referred to was the Army's primary mission to support the Global War on Terror and executing the largest transformation of our Army since World War II. I get the opportunity to meet with thousands of Soldiers each month and bring their ideas back to the Pentagon. Especially those ideas tied to Army Transformation. That has been my focus since I started this job, and remains my focus today.

My fire team and I have traveled many miles during that past two and a half years, visiting Soldiers and their families and listening to their ideas and concerns. From what I see in places like Grafenwohr, Germany, Taegu, South Korea, and Fort Riley, Kansas, our Army has a bright future. It's not an easy time to be a Soldier. For the first time in our nation's history we have had to fight a long-duration war with an all-volunteer force. My hat is off to every Soldier in our force who has chosen to answer the call to duty during this demanding time.

The last two years have been an extremely challenging time for our Army. We are in the process of transforming into a more expeditionary Army, one capable of getting to the fight sooner. Our Army is becoming more modular, where our units are similar in design and are able to replace one another seamlessly while in combat. Dwell time at home station is now increasing as we stand up more brigade combat teams. To the individual Soldier and their family, transformation will simply mean more predictability and stability. Soldiers and leaders are getting more predictability to plan for a mission. They know when they will deploy, when they will be home, and can in turn prepare their families and loved ones.

It is hard to believe that the office of the Sergeant Major of the Army is now in its 40th year. Our Army and NCO Corps owe a debt of gratitude to all the former Sergeants Major of the Army, as they shaped our enlisted force and helped transform our Army into the formidable fighting force it is today.



SMA Preston talks with Command Sgt. Maj. Roshan Safi, the first Afghan National Army student to attend the Sergeants Major Course.



SERGEANTS MAJOR OF THE ARMY

SMA WILLIAM O. WOOLDRIDGE 1966-1968

SMA GEORGE W. DUNAWAY 1968-1970

SMA SILAS L. COPELAND 1970-1973

SMA LEON L. VAN AUTREVE 1973-1975

SMA WILLIAM G. BAINBRIDGE 1975-1979

SMA WILLIAM A. CONNELLY 1979-1983

SMA GLEN E. MORRELL 1983-1987

SMA JULIUS W. GATES 1987-1991

SMA RICHARD A. KIDD 1991-1995

SMA GENE C. MCKINNEY 1995-1997

SMA ROBERT E. HALL 1997-2000

SMA JACK L. TILLEY 2000-2004

SMA KENNETH O. PRESTON 2004-

operation of the unit was accomplished.

“We had conferences where all the leaders did the training. They did the advanced marksmanship leadership certification course; we got together and said, ‘This is how we are going to do urban operations, clear a room, advanced marksmanship, zero weapons, reflexive fire and so on,’” he said. “They did all that so everyone was certified on it and all leaders knew across the board this is how we are going to do things.”

Roddy said once all the leaders were in agreement as to how things were to be done, they released them on the privates who were willing to learn and the Soldiers responded.

“That worked out and it was a great benefit,” he said.

Lieutenant Colonel John Steele, deputy commander of 4th Brigade, agreed.

“The disadvantages are that you have a lot of junior Soldiers with limited adult supervision and leadership. On the other side, you can build your organization the way you want it. When you don’t have any bad habits to start from, you can build all good habits at the beginning.”

Steele gives much of the success of the unit to the NCOs.

“The ability of the NCOs to come here and operate the way they have with limited supervision, a broad intent from the commander to build this organization with a lot of responsibility at junior levels, they have done a very good job,” he said. “We have had some enormous challenges with discipline and standards and the NCOs have had to step up to the plate and take on a much bigger piece of the pie than they would traditionally; and they have met that challenge very well.”

Steele said one lesson he and the others in leadership learned was the fact that you can complain to the Army all you want about the lack of junior leadership, but it all boils down to the unit; it has to develop plans internally to deal with that shortfall, because there is a shortage of junior leadership throughout the Army.

“In reality leadership needs to be in place eight months in advance of Soldiers arriving at the unit to ensure they are ready to receive them,” Steele said. “But the bottom line for the NCO Corps is the ruthless enforcement of standards and discipline. Minor discipline infractions have got to be caught by the NCO, stopped and enforced; otherwise the whole thing starts to unravel.”

Considering all the challenges 4th Brigade has encountered, there is no lack of confidence in the Soldiers about their abilities to learn new tactics or the Stryker itself.

“I am now just getting used to the Stryker. I have not deployed with it, but I like the way the Army integrates Stryker,” said Staff Sgt. Martin Arguello, squad leader for second squad. “I feel the Stryker is more of an asset to us as a platoon – as a combat team.”

Arguello, who came to the unit from a light infantry background, said the Stryker has made him learn new tactics and has brought him new challenges as well.

“Vehicle maintenance – I never had to do that in Hawaii. So if you are going to get involved in Stryker, you have to become familiar with the preventative maintenance for it. There are a lot of pieces on the vehicle that you have to know about,” he said. “I’m used to being in a convoy and only having to check the men to see if they needed water and things. Now it’s not just the men, but I have to check to see if the Stryker is ready to roll.”

Because Arguello said he comes from a light infantry background, he has had to learn how to employ the Stryker.

“I have had to learn new movement tactics, how to react to IEDs, to the Stryker being disabled, how to tow the vehicle if it is disabled,” he said. “It’s just changing the mindset of the former light and heavy infantry Soldiers to employ the Stryker. It does help us out a lot.”

And as the Stryker helps out the unit, so too do the lessons in leadership that Troxell and the 4th Brigade have learned in standing up a new unit from scratch.

“We brought about 200 Soldiers up here with us from Fort Polk and we started from the ground up with nothing. We were using coffee filters as toilet paper because we had no money. Now we are up to platoon-level proficiency and collective training,” Troxell said. “From the beginning the regimental commander and I said that we need to stay on glide path and get to initial operating capability, able to fight as a Stryker Brigade Combat Team, but that we can’t forget about the individual Soldier and NCO development. That’s why we have

put a lot of emphasis on stuff like Ranger school, sniper school, culture-centric training, team leader courses and anything that is a combat multiplier which enhances the readiness of our individual Soldiers.”

And readiness for Troxell means not being consumed with the advances in technology that the Stryker, Land Warrior and other systems bring to the Army, but remembering what makes the Army successful on the battlefield.

“That is dynamic leadership and disciplined, physically fit combat ready Soldiers,” Troxell said. “In our transformation into a Stryker brigade, we had to do a very good balance of new equipment training along with the individual Soldier stuff. The Army trains to Army standards, not organizational standards. So when they get here and all they know is ‘left, right, left’ and how to shoot a rifle, it is our responsibility to get them to the next level.”

The lessons continue to be learned. And basic leadership fundamentals still apply, regardless of the unit or what stage of development it is on. Leadership fundamentals never stop.



Photo by Dave Crozier

Integrating Land Warrior is another hurdle the 4th Brigade has to overcome. Above, Capt. Patrick Roddy and Sgt. 1st Class Norman Sather talk with Staff Sgt. Martin Arguello about some of the components of Land Warrior.

Soldier Systems Center:

Where science and technology meet the combat warrior

By Dave Crozier

A hot meal, comfortable clothes and a roof over one's head is something most Americans take for granted – unless you're an American combat Soldier. For them, getting that hot meal, comfortable clothes and obtaining shelter is sometimes a challenge. Working in austere environments, separated from home and reliant on others to provide creature comforts is an everyday event for the deployed combat Soldier.

Thanks to the folks at the U.S. Army Soldier Systems Center (SSC) these creature comforts are readily available and being improved continuously.

Nestled along the banks of Lake Cochituate in Natick, Mass., the SSC, better known as Natick Labs, is a multi-service organization responsible for researching, developing, fielding and sustaining food, clothing, shelters, airdrop systems and Soldier support items for the entire Department of Defense.

Unlocking all the mysteries hidden in the Natick Labs could occupy one's intellect for some time; especially, considering Natick Labs scientists, doctors and engineers are delving into nanotechnology, microbiology, environmental physiology, biomechanics and more. On the Army side of the house, however, one quickly sees how Natick Labs keeps the "Warrior spirit" alive and enhances the Army's initiative to treat the Soldier as a system.

The Army Combat Uniform (ACU) may be a product of Program Executive Office (PEO) Soldier, but it couldn't have come into existence until it underwent development and testing at Natick Labs. The unitized field ration may be a part of the Quartermaster's arena, but it was developed and tested at Natick Labs. So too are the Army's, and DoD's, entire combat feeding program, the force sustainment system, shelter systems, air drop systems and individual protection systems, just to name a few.

"What we claim to do here is everything a Soldier wears, carries or eats and it is broken out into three functional areas," said Sgt. Maj. Joel Crouse, sergeant major, SSC.

"That includes what they wear in terms of clothing and ballistic protection (Interceptor Body Armor), what they eat in the combat rations and what they

carry on their person. That includes the individual rucksacks and the MOLLE (Modular Lightweight Load-Carrying Equipment) system. All of these type items have always been designed here since the Korean War. This is kind of what we do."

Crouse explained that Natick Labs is home to all services, making it a "joint effort" in terms of improving things not just for Soldiers, but also Marines, seamen, airmen and coast guardsmen. Although around for more than 50 years, many Soldiers don't know Natick Labs exists, Crouse said.

"I don't think they even know this is a place where human testing is done," Crouse said. "[We] have an immersion tank where we put [Soldiers] in a hypothermia status and test their cognitive and physical capabilities."

One thing Crouse says is critical for Natick Labs to continue its mission of making things better for Soldiers is feedback from the field.

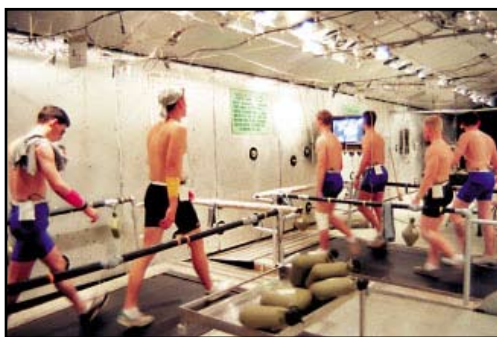
"It is

probably one of the most important things an NCO can do to make immediate change or to institute change in the Army," Crouse said. "Soldier input right off the battlefield is absolutely changing the way we do business here at Natick. We can create conditions we want to test [Soldier products] in here, but what we really need to know is how it works down range, and it is absolutely critical that NCOs get engaged."

One example of how Soldier feedback is changing things, Crouse explained, is during a briefing with Soldiers from the 10th Mountain Division, Fort Drum, N.Y. One Soldier spoke up about his equipment.

"He said, 'I hear you tell me that you are giving me the best equipment but the pads in my helmet freeze at night; so when I put my helmet back on in the morning the pads are frozen.' That one statement went all the way up to the four-star level on the sergeants major side of the house," Crouse said. "The issue was investigated; we contacted the Soldier and sent him some new pads to test to ensure he gets the right equipment."

He said that is the level of commitment Natick Labs devotes to improving things for the individual Soldier as well as being a



Courtesy Photo

Natick Labs is also home to the Doriot Climatic Chambers and the U.S. Army Research Institute of Environmental Medicine. Above, Soldiers are tested on a variety of areas to included physical endurance in extreme temperatures.



Courtesy Photo

Airdrop and air delivery systems are also developed and tested at Natick Labs.

shining example of just how important feedback is.

That level of commitment is evident throughout all areas of Natick Labs as improvements are made in Soldier products.

Product Manager Force Sustainment Systems

Led by Lt. Col. Craig Rettie, Product Manager Force Sustainment Systems is the “bridge between the research and development activity at Natick” and is broken out into three product teams that handle four different product areas: aerial delivery equipment, field feeding equipment, collective shelters and heaters.

“We take the products and technology out of the lab and turn them into a military product and then field the product,” he said. “We are strongly linked with the sustainment end which is the Integrated Logistics Support Center here at Natick that actually supports all of the products once they are fielded. So we not only work hand-in-hand with the [research and development] side of it, but the logistics side of it as well.”



Courtesy Photo

Engineers at Natick Labs are testing new heater technology to help keep Soldiers warm in the field.

Heaters and Tents – A mobile Army has to keep warm in austere environments while also keeping Soldiers safe. Around since World War II, the old M1941 tent heater and Yukon stove ranked ninth in the top 10 of injury-producing field items. The units are gasoline burning and a “big problem.”

Natick Labs began a commercial market investigation

back in the early 1990s to see if there was anything out there that could safely and efficiently replace the old stoves. Natick Labs’s market investigation covered more than 750 companies around the world to little avail.

“We could not identify a commercial heater that could replace the military ones on a one-to-one basis because of our unique requirements,” said Don Stewart who heads up the heater program for Project Manager (PM) Force Sustainment Systems. “The heaters had to operate without electricity, had to burn all types of liquid fuels, had to vent to the outside of the tent, had to operate to 60 below zero, and had to be portable and inexpensive. And as a result of our market survey we could not identify [anything] that looked promising.”

What Natick Labs did find in their search, however, is a new vaporizing oxygen burner technology that uses two-stage combustion where the liquid is turned into a vapor and burned. Natick Labs took this technology and incorporated it into the military-style heater.

“Therefore we are able to burn diesel fuel clean, without it smoking up like the old burners,” Stewart said. “And with the new burner technology there never is a pool of fuel either.”

Stewart said that with the old heaters, Soldiers had to be specifically trained on each unit as each had different burners and parts. This is remedied, Stewart said, with the new burner technology that has been incorporated into all heater units the Army uses.

Many a Soldier can profess to the struggles of having to erect the different varieties of heavy, cumbersome and time-consuming field tents to get base camp set for action. Today’s Soldier can now relax a bit with the new lightweight shelter systems.

From the Medium Command Post Tent and Modular Command Post System (MCPS) to the Lightweight Maintenance Enclosures, Soldier Crew Tents and Modular General Purpose Tent System (MGPTS), less Soldiers can erect more systems in less time than ever before, said Maj. Richard Hall, PM Force Sustainment Systems.

“The maintenance tent takes about 10-12 Soldiers and about 40 minutes to put up. Add in a liner and it’s another two hours,” he said. “The roof and walls are in separate 8-foot sections and the only problems are the fact that the insulation

is bulky and you need to determine if you can afford to transport it.”

Hall said the maintenance tent can handle any vehicle you bring to it, is designed as a drive-through, and is modular, allowing it to be



Courtesy Photo

When a cargo parachute deploys and the cargo hangs up, the chute acts like a brake, slowing the aircraft down. The Extraction Parachute Jettison System, above, allows the crew to cut the extraction line and releases the chute, thus eliminating a stall danger for the aircraft.



Courtesy Photo

Future Force Warrior clothing and equipment are just a few of the products that Natick Labs tests for Soldier use.



extended to varying lengths.

“It’s all modular. Everything is symmetrical from the center ground,” he said. “It’s lightweight – less than half the weight of the old tents – and cuts about four hours off the old tent erection time.”

Airdrop/Aerial Delivery Systems

– When the Army needs to get supplies or Soldiers to an area quickly and precisely, the preferred mode is through the use of cargo aircraft and aerial delivery. Many new advances have been made in aerial delivery touching both safety and precision.

When cargo is being extracted from an aircraft and it becomes jammed, the parachutes that are trying to extract the cargo then become a huge drag shoot slowing the aircraft down. In the case of the C-130 Hercules aircraft it can become a dangerous event, said Dan Rooney, lead engineer for the Joint Precision Airdrop System (JPADS).

Because of that danger the engineers at Natick Labs developed two systems to ensure the safe

release of the parachutes – the Extraction Parachute Jettison System (EPJS) Light and EPJS Heavy.

“The EPJS was developed by the Army and the C-130 crews really like it because having these large cargo parachutes stuck out the back of the



Courtesy photo

All food service units that require a heat source use the Modern Burner Unit making all appliances interchangeable and easier to maintain.

aircraft can cause it to stall. So being able to quickly jettison the parachutes is important to them,” Rooney said. “The C-17 crews don’t seem to care about the EPJS because the drag from the chutes doesn’t affect them as much.”

One big advancement in the aerial delivery system is the JPADS, something Rooney said is taking hold and is winning accolades from the field.

“The JPADS actually guides a package to a site using Global Positioning and servo motors that pull cords and simulates a real jumper under the canopy to steer the parachute,” he said. “With good weather conditions we can drop a package from 35,000 feet and 35 kilometers laterally from the target and the JPADS will [steer] the package to the target.”

Rooney said that because of the expensive equipment being used on the JPADS, it currently is only used for military drops where the hardware can be recovered for future use.

Advancements and cost saving improvements in aerial delivery have also been developed at Natick Labs. Rooney said that because of the high cost of the A22 cargo harness (\$600 each) and that many times the harness is not recovered, the Army came



Courtesy photo

Capable of supporting 800 Soldiers with three hot meals a day, the Containerized Kitchen replaces two Mobile Kitchen Trailers. Each unit comes complete with standard kitchen equipment and commercial components integrated into an expandable 20-foot container mounted on a tactical trailer.

up with a cheaper one-time use harness made out of recycled plastic that cuts the cost by as much as 60 percent. There is also a new Enhanced Container Delivery System that has a new platform that has holes for fork lifts and is sling loadable.

There are even new chutes made out of the same recycled plastics that are being used for humanitarian air drops.

Field Kitchens – If there is anything a Soldier reveres when in the field more than a comfortable place to sleep, it’s a hot meal. Thanks to the Mobile Kitchen Trailer (MKT) Soldiers can get a hot cooked meal just about anywhere they deploy. Now there are advancements to the trailer that will replace the current kitchen on a one-to-two basis because the new kitchen can produce twice as many meals as the current one.

The MKT’s sides fold down, and compact into an 8x8x20-foot container that can be removed from its trailer and shipped as required. Utilizing the Army’s standard modern burner unit that has replaced the old gasoline burner of the 1950s, today’s

MKT is a modern kitchen complete with ovens, tray ration heaters, sinks with hot and cold running water, warming cabinets, two commercial refrigerators, a steam table and griddle; and able to produce 800 meals three times a day. There are also improvements to the kitchen by way of forced ventilation, a 10 kilowatt on-board genera-



Courtesy photo

Engineers at Natick Labs have developed a new containerized delivery platform that allows for ease of configuring and loading. It comes complete with forklift holes and sling load capability.

tor, and environmental control that allows for heating and spot cooling for the cooks.

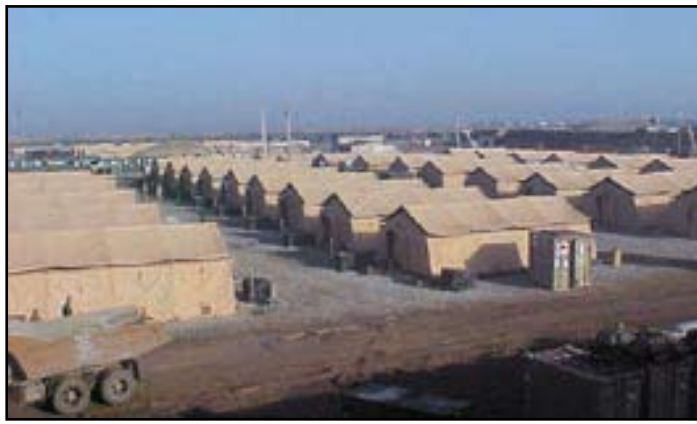
Force Provider – When the Army or any of the sister services need to set up a base camp in no man’s land – where there is an expanse of land with no buildings or infrastructure – they turn to PM Force Sustainment Systems and the Force Provider Program.

“Force Provider is a containerized, rapidly deployable system that we can set up very quickly to establish a base camp,” said Mike Sharp of Operation Forces Interface Group. “The systems are comprised of a 600-man module that has 10 Soldiers to a tent and has heating, air conditioning, new hygiene systems, physical fitness and weight rooms, basketball courts, big screen TVs, an all-electric kitchen with commercial equipment that can feed up to 1,800 Unitized Group A-Rations a day. We also have a cold weather kit that allows us to house Soldiers to minus 25 degrees Fahrenheit.”

Sharp said that Force Provider is very flexible in that modules can be mixed for different missions and camp size. He also noted that Force Provider has been deployed for about five years now.

“We currently have about 38 units deployed and have had as much as 40 deployed at one time,” he said. “The Army owns 50 of these modules. They really become the home away from home for Soldiers deployed in theater.”

Because the systems are containerized, units can request additional special units like shower and latrine facilities. Sharp said that each container is designed to weigh less than 10,000 pounds,



Courtesy photo

Force Provider can be rapidly deployed to practically any location the Army needs. The system is comprised of a 600-man module complete with air-conditioned/heated sleeping quarters; hygiene systems; Morale, Welfare and Recreation facilities and more. The Army currently has 38 units deployed around the world.

and because of that they are easily transported into theater.

“Force Provider is becoming the standard system for all services because each service has the same requirements for bare base set up,” Sharp said. “At the same time, the units can be modified for specific unit needs or requirements.”

While Natick Labs is home to many programs that directly benefit the individual Soldier, there are many more missions taking place on this 78-acre campus. Besides the Force Sustainment Systems, Natick is home to the U.S. Army Research Institute of Environmental Medicine, U.S.

Navy Clothing and Textile Research Facility, U.S. Coast Guard Clothing and Technical Office, Integrated Logistics Support Center, DoD Combat Feeding Directorate (see related story on Page 22), Product manager Clothing and Individual Equipment, Special Operations Team, U.S. Marine Team and the U.S. Air Force Liaison Office. For more information about the U.S. Army Soldier Systems Center, call (508) 233-4300 or visit their Web site at <http://www.natick.army.mil/>.



All the comforts of home?

Today's base camp comes complete with fitness centers, modular shower and laundry facilities and more.



Courtesy photo

Modular tents make setting up base camp easier and quicker. Units can be connected together to create any type of set up the camp needs: command post, sleeping quarters, dining area, etc.

For more information about Soldier Systems Center, visit <http://www.natick.army.mil/>

Kitchen's closed!

'Hey Sarge, what's for lunch?'

By Dave Crozier

"It is said an Army travels on it's stomach. Napoleon's chefs invented French fries to keep the morale up of Soldiers in the field. And before the 20th Century, Soldiers would regroup at camp at sunset for dinner and rest. World War One's trench warfare changed all that. Soldiers stayed in the field without a back-up food supply. So for the past century the Army has been busy engineering field rations that are practical for Soldiers. These rations must be nutritious, portable, weatherproof and protected against radiation and poison gas. The Army has done all that, and today's technologically sophisticated Meals Ready to Eat (MREs) are even palatable."

The above quote comes from an excerpt of *The Osgood Files*, a CBS Radio Network program aired on June 29, 1999.

While some Soldiers may disagree with the palatability of Army field rations, improvements made to both packaging and processing have today's combat rations in top shelf status.

The idea of rations has been around since the earliest days of Greek and Roman armies where they understood the need for good food supplies and the dire effects it would have on their armies if rations were not present. The first Army ration was born on November 4, 1775, when the earliest legislation was made to fix the components of the Army ration. At that time the ration was seen as the allowance of food for subsistence of one person for one day. The first ration consisted of 16 ounces of beef, 18 ounces of flour, 16 ounces of milk, 6.8 ounces of peas. 1.4 ounce

of rice, 0.1830 ounces of soap, 0.0686 ounces of candle and 1 quart of spruce beer. The ration of 1812 consisted of 20 ounces of beef, 18 ounces of flour, 0.64 ounces of salt, 0.64 ounces of soap, 0.24 ounces of candle, 1 gill (4 ounces) of vinegar and 1 gill of rum.

By World War II, Soldiers in the field were consuming "meals in a can" that consisted of a variety of canned meats, bread, pudding, biscuits, jams, vegetables, along with sugar, milk, beverages, confections, cheese spread, butter spread, and accessory items – cigarettes, toilet paper, can openers, soap, water-purification tablets, a sponge, cellulose tape and paper towels.

A far cry from those early C-rations, today's Soldier can boast of having a smorgasbord of items to choose from that are not only meeting nutritional requirements for today's combat Soldier, but are items that the Soldiers themselves have said are palatable and want to eat. Since 1993 more than 140 new items have been approved for inclusion while 35 items have been scrapped and four vegetarian meals have been introduced. Also the number of menus to choose from has increased from 12 to 24.

"I don't think it is a stretch to say that we are doing gourmet meals for these Soldiers," said Sgt. Maj. Joel Crouse, Soldier Systems Center (SSC), Natick, Mass. "It is as good as any food



Cartoon by CW3 James Boroch. Colorization by Spc. Joseph Edmondson

you will find in a restaurant. It just happens to come in a pouch.”

Crouse said that he believes most Soldiers don't know that food rations are one of the only products that changes every year and that they have a say in how it changes.

Robert Trottier, team leader for group rations, Department of Defense Combat Feeding Directorate at SSC, said that DoD Combat Feeding Directorate has a product improvement program where they test food items for the Unitized Group Rations and Meals Ready to Eat and obtain feedback from the field.

“Each year new items go in and some come out,” he said, adding that the longest lasting menu items in the program are “probably the roast beef stew or spaghetti with meatballs.”

The shortest – “Tuna with noodles did not last long, but the Soldiers will start seeing tuna like the Starkist® in a foil you can buy in the store.”

Providing everything from the Unitized Group Ration (UGR), Cold Weather Rations and Meals Ready-to-Eat to Religious and Humanitarian Daily Rations, the Combat Feeding Directorate is responsible for the research, development, integration, testing and engineering of combat rations, field food service equipment and complete combat feeding systems. The directorate works with industry to continuously develop new technologies to provide the best in combat feeding products.

Something really new to rations and will be available in 2007 is the First Strike Ration.

“This is a new ration that is designed for the first 72 hours of engagement and to compliment the MRE,” Trottier said. “The components of the First Strike are considered to be the best of the MRE.

Just field strip an MRE and what you get is an eat-from-the-pouch, no-heater ration that contains a lot of energy bars and beverages and reduces the weight by about 50 percent over the MRE.”

Another item that is getting much attention is the Unitized Group Field Ration-Express (UGR-E).

“UGRs are feeding systems for 18 people and we have several variations to choose from: the UGR-A which has frozen components and a shortened shelf life. Then there is the UGR-B which is a mix of dehydrated and shelf stabilized items, a Marine Corps specific ration and the Heat and Serve Ration,” Trottier said. “But these UGRs require a field kitchen to heat water and bring the food up to temperature. With the UGR-E, you have a four layer unit in a box with heater pads that have a saline solution in them that, when the pull tab is pulled, the saline creates a chemical reaction and within 45 minutes the food is heated up to temperature. So this is what we are looking at for Special Operations or anyone who doesn't have a field kitchen.”

Trottier said the UGR-E is also an 18-person feeding system with the added benefit of being able to leave the kitchen behind when you are finished eating.

Other improvements in today's rations come in the form of packaging, freeze dried technologies, radio frequency identification, new water purifying methods, and unique survival food packets and supplements.

“With the old MRE there was a flameless heater to heat the food, but there was never an easy way to easily heat water or a beverage. You needed either a canteen cup and trioxene, or some other type of fuel gel to get your water heated up,” Trottier said. “What we have today is this hot beverage bag that can be put into the MREs along with the heaters and we know there are always excess heaters because not all of them get used, and you can open up this beverage bag, pour in what beverage you wish to heat up and you have hot water on the move.”

When Soldiers need extra energy in the field they can easily turn to the new “Carbo Pack” that has energy bars and energy enriched beverages, Trottier said. The supplement also features a new drink pack.

One item that has been around for a while, but is seeing a change that Soldiers like, according to Trottier, are eggs.

“Powdered eggs have been around for some time, but today

we have a freeze dehydrated egg, butter flavored, that is much more acceptable in the field. It is packaged and designed as a boil-in-bag or pour feature,” Trottier said. “This is going to replace either the tray pan egg which has a very low acceptance, or the standard canned egg or frozen egg. It will be introduced starting with the Marine Corps B Ration all the way through the heat and serve A Ration.”

Another improvement for the breakfast menus was the reduction in egg products and more breakfast meats. The directorate found a company that has developed a 3-year

shelf life bacon that once the pack is opened, it can be eaten as is, or heated up on the grill.

On May 16 the directorate announced more improvements to the MREs that will go into production in 2008 and be available in 2009/2010. Through extensive evaluations by approximately 400 Soldiers at Fort Greeley, Alaska in September 2005, 38 new items are to be included in MREs. Those items are: Granola with blueberries or strawberries, instant vanilla or chocolate pudding, toaster pastries – chocolate chip or French toast, chipotle snack bread, Chocletto's candy (chocolate toffee candy), Twizzler Nibs (small red licorice candy), Chocolate-covered coffee beans, Patriotic cookies, Cheez-Its, hot and spicy, Irish Cream flavored coffee, banana strawberry dairy shake, salsa verde, Butter Buds and Splenda (sugar substitute). Some items from previous editions of the MRE will be replaced. Chicken pesto pasta will replace the chicken with cavetelli. Lasagna with vegetables, a vegetarian meal, will replace the vegetarian manicotti.

For more information go to <http://www.natick.army.mil/soldier/about/food/content.htm>.



Courtesy photo

Toady's MREs are a far cry from the World War I rations. Replacing the canned meats and cigarettes are things like Beef Teriyaki and Fritos corn chips. Each year Soldiers are asked for their input as to what they would like to see added and what needs to be taken out.

USO centers:

Bringing American hospitality to servicemembers the world over since World War II

By Sgt. Maj. Lisa Hunter
Contributing writer

Oh, the trials and tribulations of air travel: checking bags, queuing up at the security checkpoint, hours spent sitting at the airport waiting to board. And, then there's the hours-long layover, time spent perusing the food court and over-priced shops at a bustling airport while waiting to board yet another cramped flight. It's a scenario that Soldiers go through more and more often, whether transferring to a new duty station, deploying or going home on rest and recuperation leave.

Thanks to the United Service Organizations – better known as the USO – servicemembers and their families often have a place to take a break from the airport hustle and bustle. The USO offers several programs for the military, but one of the most popular is the airport centers. Located at 24 domestic airports across the nation, these centers offer “weary military travelers a place to rest and the ability to familiarize themselves with their new surroundings,” said Donna St. John, the USO's vice president for communications, based in Arlington, Va.

At the Rocky Mountain USO in the Denver Airport in Colorado, the new center rivals the first-class clubs of major airlines.



Photo by Sgt. Maj. Lisa Hunter

A weary traveler relaxes in one of the plush recliners at the Rocky Mountain Center.

In fact, the center had originally been designed to house Continental Airline's first-class club, according to Hedy Margolis, Rocky Mountain USO director. The area was finished complete with cherry-wood trim and a view of Concourse A, but stayed vacant for 10 years until the USO offered to rent the space. The airport charges the USO a whopping \$1 a year rent.

Inside the Rocky Mountain USO, the trim and plush leather recliners give the center the look of an exclusive club. Set in amongst rows of top-of-the-line recliners is a big-screen television. The center also has a family play area



A copy of an old USO promotional poster taken from the USO historical archives Web page

for parents traveling with small children, and computer stations complete with internet access and a printer. But Margolis's favorite feature is the even more luxurious recliners in the sleeping area. Not only do the recliners lay flat like a bed, “they snuggle around you,” she said. Even so, she admits that the most popular feature for the travelers is the X-Box video game systems she says servicemembers seem to gravitate toward the minute they come in.

“It's like you're not in an airport at all,” said Airman 1st Class John Harnisch, assigned to Mountain Home Air Force Base, Idaho. “It's someplace where you can relax when you're traveling. The games are a bonus.”

Margolis said what sets the USO apart from other airport amenities is the atmosphere.

“I tell my volunteers to consider this your home and everyone who comes into the USO is your guest,” she explained. “You want

to make them feel comfortable and give them as much as they want while they're here.”



Photo by Sgt. Maj. Lisa Hunter

Airport USO centers provide a nice respite from the hustle and bustle of major airports. Here, servicemembers can relax and grab a bite to eat while waiting for connecting flights.

The center also has a snack bar where travelers, perching on swiveling stools, are served up free sandwiches, beverages, fresh fruit, even ice cream.

“This is the nicest USO I’ve ever been in,” said Maj. John Bates of the 96th Regional Readiness Command, Salt Lake City, Utah. “It’s a quiet place to get out of the hustle and bustle and get a bottle of water that doesn’t cost \$2.”

Margolis said their goal is to accommodate the servicemembers’ most unusual requests. They order holiday dinners on Thanksgiving and Christmas for stranded travelers and are working to establish a shower facility so travelers coming home on R&R can freshen up before seeing their families. But the most unusual request Margolis said she’s had in the 10 months the center has been open was for an ironing board and shoe polish.

“We had an Army honor guard from Wyoming who were here to escort a fallen Soldier. They were looking for an ironing board and Kiwi to freshen up their uniforms,” Margolis explained. “We didn’t have them then, but we sure got them in case any others need them.”

Two of the busiest airport USOs are at the Dallas/Fort Worth International Airport and the Hartsfield-Jackson International Airport in Atlanta, where R&R flights arrive and depart daily with an average of 300 servicemembers per flight. And USO volunteers are on-hand to greet and assist every one of them, St. John said.

While a well received program for servicemembers, the airport centers are only a small part of what the USO does to support the military and their families. Overall, the goal of the USO “is to provide a link between the American people and our servicemembers to show them they’re not forgotten,” St. John explained.



Photo by Sgt. Maj. Lisa Hunter

Whether servicemembers are redeploying home, traveling to a new duty station or taking some much needed R&R, having an airport USO center waiting for them is a welcome sight.

The USO began its service to the military in 1941 when President Franklin D. Roosevelt believed it would be best if private organizations handled the on-leave recreation programs for America’s growing armed forces. In response to Roosevelt’s call to action, six civilian agencies combined their resources to create a new organization – the United Service Organizations. The USO was the conduit for American community participation in the war effort, St. John said.

As American troop strength grew from 50,000 to 12 million, the USO grew at the same time. More than 4,000 USO centers served American servicemembers in more than 3,000 communities, becoming the “G.I.’s home away from home,” according to St. John. USO centers, in such unlikely places as barns, churches and log cabins, opened to provide servicemembers a place to dance, meet people, write letters, and get a free cup of coffee and a doughnut.

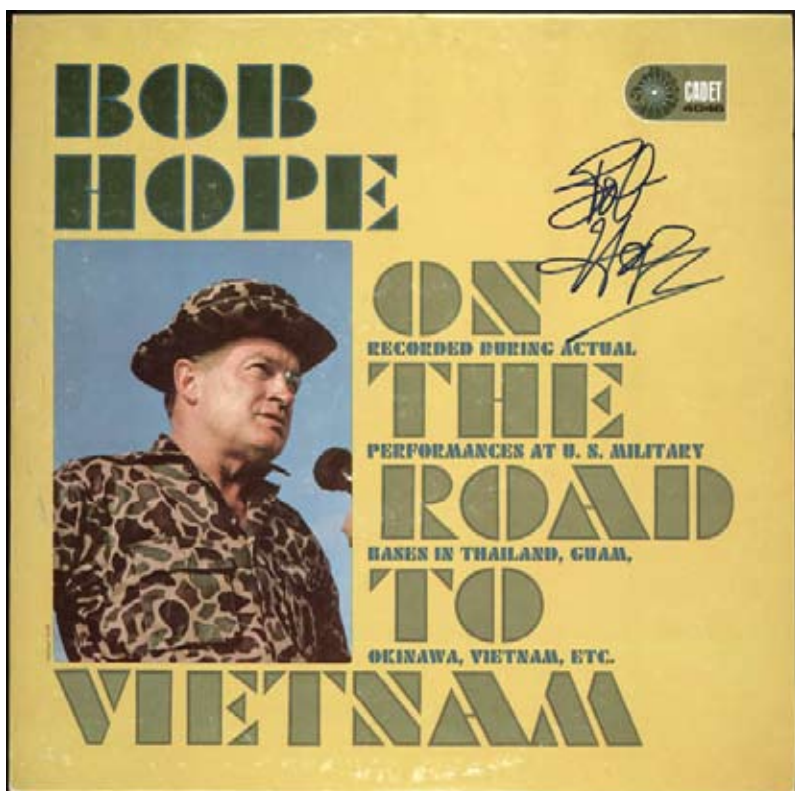
Probably the most famous of USO programs were the USO camp shows. During World War II, performers presented nearly half a million shows between 1941 and 1947. In addition to entertainer Bob Hope, whose USO entertaining career started in 1941 and spanned half a century, musician Glen Miller and actors Humphrey Bogart and James Cagney headlined USO shows around the world. When the USO disbanded in 1947 it had more than 1.5 million volunteers working on its behalf.

The USO’s hiatus was short-lived, however. In 1950, when the United States entered the Korean War, the USO was once again there to provide comfort and morale-boosting events and activities. The USO opened 24 clubs worldwide and the traveling USO Camp Shows were once again in business,



Photo by Sgt. Maj. Lisa Hunter

Hospitality is job one for the volunteers at the Rocky Mountain USO Center. Servicemembers are treated like guests and not customers. There is even a place for families to play video games, get on the Internet and sleep if needed.



In the 1970s, the USO changed directions and began providing peacetime services that included smoothing frictions between military and local communities, and helping military personnel transition to civilian life. Yet, the USO's celebrity entertainment program continued to bring famous rock bands, actors and other entertainers to servicemembers stationed around the world.

In 1987, the USO signed a memorandum of understanding with the defense department, naming the USO "as a principal channel representing civilian concern for the U.S. armed forces worldwide, under the auspices of the president of the United States and the secretary of defense," according to St. John. The memo authorizes the USO to play an active role in coordinating local civilian community resources and fostering general civilian interest in the welfare of U.S. armed forces personnel and their families.

When Operation Desert Shield kicked off in 1990 and more than a half million U.S. servicemembers deployed to the Middle East, the USO opened three new centers in the region and launched the USO Mobile Canteen Program. The Mobile Canteens are all-terrain vehicles that bring refreshments, books, magazines, and other recreational resources to the deployed troops.

Considered by far the most famous of the USO tour celebrities, Bob Hope made it his mission in life to keep the troops entertained while away from home. Because of his efforts many other entertainers have also made the trip, including Marilyn Monroe, the Rockettes, Frank Sinatra, and Humphrey Bogart to name a few.

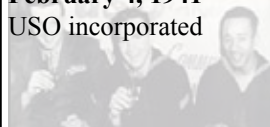
again with Bob Hope as a headliner. He was accompanied by other great entertainers of the day, such as Marilyn Monroe. At the end of the Korean hostilities, with more than one million American servicemembers still serving overseas, the Department of Defense asked the USO to continue its services.

During the Vietnam War, the USO broke new ground. For the first time in its history, USO centers were established in combat zones. The USO opened its first center in Saigon in 1963. The USO later opened 16 more centers in Vietnam and six in Thailand. Together, the centers served an average of one million "customers" a month. Once again, the USO Camp Shows, often led by Hope himself, came to entertain the servicemembers.



WWII Rockettes U.S.O. Show, Guam

February 4, 1941
USO incorporated



December 31, 1947
All USO clubs closed



September 1963
Opens first club in Saigon



December 1979
President Carter signs
USO's charter



USO

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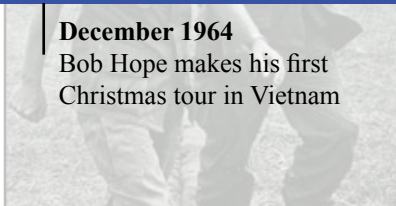
USO

1942
USO Overseas Department
established
First mobile USO units sent to
remote locations



January 1951
USO reactivated for
Korean War

December 1964
Bob Hope makes his first
Christmas tour in Vietnam



1984
USO centers opened in
Israel and Turkey





Photos courtesy of the USO

Today, the USO attracts entertainers like Toby Keith above, and Gary Sinise, right, who bring a little bit of Americana to the troops.

In 1992 the USO opened a center at the Mogadishu International Airport in Somalia. In more recent years, the USO has opened centers in Kuwait, Italy and Qatar, and the Pat Tillman USO Center in Afghanistan. On the home front, the USO has also opened centers at the Dallas/Fort Worth International Airport; Raleigh/Durham Airport, N.C.; and the Rocky Mountain USO Center at the Denver International Airport, Colo. In all, the USO has more than 120 centers worldwide and plans are in the works to open even more.

In addition to the centers, the USO continues the tradition of bringing big name entertainment to the troops. Through the USO Celebrity Shows, entertainers such as Toby Keith, Robin Williams, Jessica Simpson and Ted Nugent work to carry on Bob Hope's distinguished legacy of entertaining the deployed troops. Some of the USO's other programs include Operation Phone Home, Operation USO Care Package and a new pilot program, United Through Reading.

Operation Phone Home kicked off in March 2003 and is designed to help deployed troops stay in touch with their loved ones, according to St. John. The USO uses monetary donations to purchase prepaid, international phone cards that they distribute to troops at overseas USO centers and through USO care packages. The USO has distributed more than a half million cards, including 100,000 cards that the USO purchased and

distributed to troops in Afghanistan and Iraq.

Operation USO Care Package was started in response to the anthrax threat in 2001. Because of the threat, the defense department suspended its practice of forwarding "Any Servicemember" letters and packages, St. John said. The USO filled that void with the care packages.

Using financial donations from major corporations, the USO puts together packages for deploying troops. The contents of the packages vary, but the staples include a 100-



minute prepaid phone card, a disposable camera, toiletries and sunscreen.

The USO, working with the Family Literacy Foundation, recently launched a pilot program, United Through Reading. USO volunteers videotape a servicemember reading a children's book and then send the tape and the book to the servicemember's child or children. The program is being tested in Qatar; Kuwait; Iceland; Camp Casey, Korea; Mayport, Fla.; and St. Louis, Mo.

Today, the USO is a congressionally chartered, private, non-profit organization with an overall staff of 300 paid employees and 26,000 volunteers. In its 65-year history, the USO's programs have changed to meet the ever-changing needs of America's servicemen and women. But some things have stayed the same: It's service to American servicemembers.

"In times of peace and war, the USO continues to deliver its special brand of comfort, morale and recreational services to the military," St. John said.

For more information on the USO, go to <http://www.uso.org>.

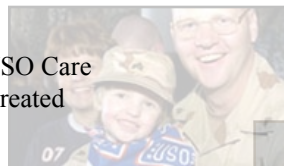
May 1985

Bob Hope USO Center and World Headquarters opened



2002

Operation USO Care Package is created



March 2005

USO opens center in Afghanistan



1991

USO centers open in Bahrain, United Arab Emirates and Saudi Arabia
USO establishes Desert Storm Family Support Fund



2003

Project Salute
Operation Phone Home is launched
Legend Bob Hope dies



February 4, 2006

Celebrates 65th Anniversary





Welcome to another edition of Photo Journal, the place where everyone has the opportunity to put their favorite photos on display. The guidelines for submitting pictures are as follows: the picture should depict NCOs in action, whether it's leading Soldiers in the field, conducting training, or just plain taking care of business. You don't have to be a professional photographer to enter. When submitting photos please include the name of person(s) in the photo, a brief description of the action to include location, and, of course, your name and unit. Photos may be submitted in either hardcopy or digitally. If you plan on e-mailing a digital photo, make sure it is at least 300 dpi. Mail photos to *The NCO Journal*, Commandant, USASMA, ATTN: ATSS-SJ, Editor, 11291 SGT E Churchill St., Fort Bliss, TX 79918-8002 or e-mail the electronic version to ATSS-SJ-NCOJOURNAL@bliss.army.mil.



Photo by Sgt. 1st Class Joseph C. Dvorak

Cpl. Victor Castro discusses placement of Quick Reaction Force Soldiers with Command Sgt. Maj. Joseph D. Smith of 3-6 Field Artillery during a recent exercise on Camp Liberty, Iraq.

Soldiers fire a howitzer in preparation for a ceremony on "Omaha Beach" in Normandy, France. The Soldiers were part of an honor guard celebrating the 60th anniversary of the Allied invasion of Europe on D-Day, June 6, 1944. Soldiers and other service members from throughout the U.S. European Command supported events commemorating the historic day, during which more than 9,000 U.S. service members were killed or wounded.



DoD Photo

photo journal



U.S. Army Photo

Sgt. Corey Schlichter tossed out a ceremonial first pitch as part of the Army's 231st Birthday and Flag Day celebration, June 14, prior to the start of the Boston Red Sox-Minnesota Twins games at the Metrodome.



U.S. Army Staff Sgt. Christian Bagge, who lost both legs in Iraq last year when an improvised explosive device hit his Humvee, runs with President Bush. The run took place on the South Lawn of the White House in Washington, D.C., June 27.

Photo by William D. Moss

SGT Army Professional
Deployed around the World
Hometown, USA 1111



Letters to the Editor

The NCO Journal

11291 SGT E Churchill Street

Fort Bliss, Texas 79918-8002

A little history, please!

I have always been a military history buff and recently a peer of mine had asked if I would like to contribute to an NCO history lesson plan she was developing. I started by searching the Internet and was disappointed with the lack of recognition our NCO Corps. actually receives or the contributions made by them.

Officers, however, are everywhere. They are glorified and recognized in books, movies and even the Internet. I am not saying that they are not deserving; however, I would like to see some equity. I am sure that your organization is very well aware that NCOs are rarely mentioned or recognized except for our great Medal of Honor recipients.

During my research I found a great book about the history of the NCO called *Guardians of the Republic* by Ernest Fisher Jr. I was very intrigued when it came to the creation and staffing of the rank of command sergeant major. One very interesting fact that the book mentioned was that the first person to wear that rank was Command Sgt. Maj. Theodore Dobil with the 26th Infantry, 1st Division. I decided that this particular command sergeant major was someone I wanted to know more about and as I searched the Internet. I found very little except that he served in World War II, Korea, and Vietnam. I am sure that your organization and its resources could write a great story or even a book about this individual. If you decide to run a piece about Dobil please let me know.

Master Sgt. Roy Waters
14th Military Police Brigade
Fort Leonard Wood, Mo.

Clarification

Recently, I happened across Volume 13, Number 3, dated July 2004. After reading most of the articles contained within, I came across a photo in the Photo Journal section of the magazine on page 28. The photo in the lower left corner states that soldiers of the Combined Joint Task Force - Horn of Africa were the first

American Soldiers to attend French Commando. That statement is not completely true. In 1990, while stationed in Berlin, Germany, 13 Soldiers of my unit to include myself attended the French Armed Forces Commando Course #10. We were also not the first unit to do so while stationed in Berlin. Units from the Berlin Brigade had been attending the three-week course since 1988, as well as, many other foreign training opportunities.

Thank you for your time and I would that this would clarify the French Commando Course for those of us who set the path for the Soldiers of our future.

Master Sgt. Christopher D. Ferreira
Fort Bliss, Texas

It's a political issue, not OPSEC

I have some disagreements with your article on OPSEC and Internet Security in the January, 2006 issue.

First off, do you want deployed Soldiers to limit their e-mail communications with their families to the weather in Iraq (potentially an OPSEC issue) and the weather back home? You seem to fear the potential of terrorists reading Soldiers' e-mails or Blogs. So what?

Regarding vehicles that are damaged. Why can't the terrorists take pictures themselves using a telephoto lens? The terrorists can receive all the good actionable intelligence on U.S. intentions they need, simply by direct observations of our movements in Iraq. As long as they are unarmed, they are free to gather intelligence without U.S. interference, because our rules of engagement do not allow U.S. troops to detain and interrogate unarmed terrorists.

I think the real reason for limiting communications is so the American public does not receive information about what is happening in Iraq, and the level of danger to our soldiers. That is a political issue, not a military issue. To hide a political issue under the guise of OPSEC is a perversion of principles.

Master Sgt. (Ret.) Howard Sanshuck
Madison, S.D.

PAST HEROES - RUBEN RIVERS

Unyielding courage earns eventual Medal of Honor

By Sgt. 1st Class Eric B. Pilgrim

Ruben Rivers intimately understood unyielding determination in the midst of overwhelming odds. He was an African American youth growing up in Oklahoma during the 1920s and '30s.

Not only had Rivers struggled, along with his 11 siblings and countless other Americans, through the Great Depression and the Dust Bowl – which choked the fertile soil of 19 Heartland states with a 10-year drought – he also carried the added burden of enduring harsh mores that demanded he enter restaurants through back doors, drink from separate fountains than Caucasians, and sit only in the back seats of city buses.

Appropriately called the 'Dirty Thirties,' the nation's citizens, particularly in Rivers' little Oklahoma farming community of Hotulka, were locked in a decade of extreme misery that many historians later admitted would adequately prepare them for the horrors of World War II.

For Rivers, World War II would take him far from the scarred land of his youth never to return. He would never taste the freedoms others would later enjoy at his expense and, in fact, it would take several decades of healing and presidential intervention before the land would yield a harvest deserving of Rivers' selfless sacrifices.

According to an account given by his white Army commander, Capt. David J. Williams, and recorded by Dale E. Wilson in the December 1993 edition of *Negro History Bulletin*, Rivers' undaunted courage as a tanker with Company A, 761st Tank Battalion (Negro) on two separate occasions in November 1944 earned him a Silver Star – the nation's third highest honor. Williams wasn't satisfied with that, but repeated efforts to recommend Rivers for a Medal of Honor kept mysteriously vanishing.

Pvt. Ruben Rivers had entered the Army Jan. 15, 1942 at the age of 23. His leadership abilities were evident early and by the time his all black unit, the 761st "Black Panthers," fell under the authority of Gen. George S. Patton's U.S. Third Army two years later, he climbed to the rank of staff sergeant and earned the title of tank commander.

Despite his widely known racism, Patton selected the 761st tankers for several critical missions to force the Germans out of France, starting with the Saar Campaign of the Allied Forces thrust to the Siegfried Line – a complex series of heavily fortified defensive positions that ran along the western side of Germany from the Netherlands in the north down to Switzerland.

On Nov. 8, Rivers' tank took point as Able Company rolled

along northeastern France in support of the all-white 104th Infantry Division when a mined German roadblock stopped their progress near Vic-sur-Seille. While they were halted, the Germans pinned the infantrymen down in the ditches with mortar and rifle fire. Disregarding rounds pinging off his Sherman tank, Rivers quickly climbed out onto the front of his tank and wrapped a cable around the felled tree booby-trapped with mines. He then jumped back in and ordered his driver to haul the road block off

the road so the units could advance. This action earned him the Silver Star – the first of many his unit would earn by the end of the war.

Barely a week later, Rivers suffered a nasty injury when his tank ran over a mine while rolling into Guebling. It disabled the tank and shrapnel cut his leg from knee to thigh, exposing the bone. Considered a million-dollar wound by medics, Rivers refused morphine, and more.

"You're going back to Tecumseh. You're getting out of this. You got a Silver Star and a *Purple Heart*," Williams later recalled telling Rivers while holding the morphine injection near Rivers' leg. "He says, 'Captain, you're going to need me.' I said, 'I'm giving you a direct order! You're going back!' I said, 'Medics, get the stretcher.' He pushed the needle away and got up. He said, 'This is one order, the only order I'll ever disobey.'"

As if understanding what lay ahead, Rivers refused to leave the battlefield, and instead commandeered another tank.

On the morning of Nov. 19, with gangrene beginning to set in his leg, he again led the company forward, this time to nearby Bougaltroff. The Germans unleashed a tremendous barrage of artillery and mortars and Williams ordered Able Company to pull back. Rivers called over the radio that he had found the German anti-tank unit and was going after it. Rivers and another tank commander swiftly maneuvered themselves into position to protect Able Company's retreat but, in doing so, left themselves exposed to enemy fire.

Rivers died in the attack with just 12 days of combat under his belt. Yet, in that time, he was credited with killing more than 300 Germans and saving the lives of his entire unit and countless infantrymen from 104th.

Williams struggled to get Rivers the recognition he deserved to no avail, until 1997 when Congress, armed with a signed waiver for the statute of limitations by President Bill Clinton, honored him with the Nation's highest medal. The Oklahoma farm boy lays among the hills of France, with a white cross crowning his head; but now a gold star hangs there as well; overdue honor for his unyielding determination in the midst of overwhelming odds.



RUBEN RIVERS
1921 - 19 NOVEMBER 1944

Roll call

o f t h e f a l l e n

Operation Iraqi Freedom

Pfc. Jacob H. Allcott, 21, Caldwell, Idaho, April 22, 2006 ♦ Sgt. Lonnie C. Allen Jr., 26, Bellevue, Neb., May 18, 2006 ♦ Cpl. Andy D. Anderson, 24, Falls Church, Va., June 6, 2006 ♦ Spc. David J. Babineau, 25, Springfield, Mass., June 16, 2006 ♦ Spc. Scott M. Bandhold, 37, North Merrick, N.Y., April 12, 2006 ♦ Staff Sgt. Metodio A. Bandonill, 29, Honolulu, Hawaii, April 24, 2006 ♦ Spc. Robert E. Blair, 22, Ocala, Fla., May 25, 2006 ♦ Staff Sgt. Richard A. Blakeley, 34, Plainfield, Ind., June 6, 2006 ♦ Cpl. Joseph A. Blanco, 25, Bloomington, Calif., April 11, 2006 ♦ Pvt. Michael E. Bouthot, 19, Fall River, Mass., April 22, 2006 ♦ Spc. Brock L. Bucklin, 28, Grand Rapids, Mich., May 31, 2006 ♦ Spc. Armer N. Burkart, 26, Rockville, Md., May 11, 2006 ♦ Pfc. Roland E. Calderon-Ascencio, 21, Miami, Fla., April 12, 2006 ♦ Pfc. Eric D. Clark, 22, Pleasant Prairie, Wis., May 11, 2006 ♦ Staff Sgt. Darrell P. Clay, 34, Fayetteville, N.C., April 1, 2006 ♦ Spc. David S. Collins, 24, Jasper, Ga., April 9, 2006 ♦ Sgt. Kyle A. Colnot, 23, Arcadia, Calif., April 22, 2006 ♦ Pfc. James F. Costello III, 27, St. Louis, Mo., April 11, 2006 ♦ Pfc. Nicholas R. Cournoyer, 25, Gilmanton, N.H., May 18, 2006 ♦ Sgt. 1st Class Daniel B. Crabtree, 31, Canton, Ohio, June 8, 2006 ♦ Spc. Shawn R. Creighton, 21, Windsor, N.C., April 8, 2006 ♦ Pfc. David N. Crombie, 19, Winnemucca, Nev., June 7, 2006 ♦ Master Sgt. Clinton W. Cubert, 38, Lawrenceburg, Ky., April 16, 2006 ♦ Pfc. Grant A. Dampier, 25, Merrill, Wis., May 15, 2006 ♦ Capt. Douglas A. Diczenco, 30, Plymouth, N.H., May 25, 2006 ♦ Pfc. Joseph J. Duenas, 23, Mesa, Ariz., March 30, 2006 ♦ Pfc. Christopher M. Eckhardt, 19, Phoenix, Ariz., May 3, 2006 ♦ Pfc. Jeremy W. Ehle, 19, Richmond, April 2, 2006 ♦ Staff Sgt. Marion Flint Jr., 29, Baltimore, Md., May 15, 2006 ♦ Capt. James A. Funkhouser, 35, Katy, Texas, May 29, 2006 ♦ Sgt. Isreal Devora Garcia, 23, Clint, Texas, April 1, 2006 ♦ Spc. J. Adan Garcia, 20, Irving, Texas, May 27, 2006 ♦ Spc. James W. Gardner, 22, Glasgow, Ky., April 10, 2006 ♦ Pfc. Alva L. Gaylord, 25, Carrollton, Mo., May 5, 2006 ♦ Spc. Ronald W. Gebur, 23, Delevan, Ill., May 13, 2006 ♦ Sgt. Daniel R. Gionet, 23, Pelham, N.H., June 4, 2006 ♦ Sgt. Jose Gomez, 23, Corona, N.Y., April 28, 2006 ♦ Staff Sgt. Santiago M. Halse, 32, Bowling Green, Ky., May 16, 2006 ♦ Staff Sgt. Darren Harmon, 44, Newark, Del., June 3, 2006 ♦ Spc. Dustin J. Harris, 21, Bangor, Maine, April 6, 2006 ♦ Chief Warrant Officer Michael L. Hartwick, 37, Orrick, Mo., April 1, 2006 ♦ Pfc. Raymond L. Henry, 21, Anaheim, Calif., April 25, 2006 ♦ Staff Sgt. Bryant A. Herlem, 37, Copperas Cove, Texas, April 28, 2006 ♦ Spc. Michael L. Hermanson, 21, Fargo, N.D., May 24, 2006 ♦ Staff Sgt. Robert Hernandez, 47, Silver Spring, Md., March 28, 2006 ♦ Sgt. 1st Class Richard J. Herrema, 27, Jackson, Tenn., April 25, 2006 ♦ Cpl. Kenneth D. Hess, 26, Asheville, N.C., April 11, 2006 ♦ Lt. Col. Daniel E. Holland, 43, San Antonio, Texas, May 18, 2006 ♦ Spc. Ty J. Johnson, 28, Elk Grove, Calif., April 4, 2006 ♦ Spc. Robert L. Jones, 22, Milwaukie, Ore., June 17, 2006 ♦ Staff Sgt. Dale J. Kelly, Jr., 48, Richmond, Maine, May 6, 2006 ♦ Spc. Eric D. King, 29, Vancouver, Wash., April 22, 2006 ♦ Spc. Brent W. Koch, 22, Morton, Minn., June 16, 2006 ♦ Cpl. Alexander J. Kolasa, 22, White Lake, Mich., May 31, 2006 ♦ Sgt. 1st Class Randall L. Lamberson, 36, Springfield, Mo., April 10, 2006 ♦ Spc. Aaron P. Lattimer, 26, Ennis, Texas, May 9, 2006 ♦ Spc. Issac S. Lawson, 35, Sacramento, Calif., June 5, 2006 ♦ Staff Sgt. Emmanuel L. Legaspi, 38, Las Vegas, Nev., May 7, 2006 ♦ Cpl. Robbie G. Light, 21, Kingsport, Tenn., May 1, 2006 ♦ Pfc. Joseph I. Love, 22, North Pole, Alaska, April 9, 2006 ♦ 1st Lt. Scott M. Love, 32, Knoxville, Tenn., June 7, 2006 ♦ Spc. Jeremy M. Loveless, 25, Estacada, Ore., May 29, 2006 ♦ Pfc. Caleb A. Luffkin, 24, Knoxville, Ill., May 25, 2006 ♦ Sgt. 1st Class Clarence D. McSwain, 31, Meridian Miss., June 8, 2006 ♦ Capt. Shane R. Mahaffee, 36, Alexandria, Va., May 15, 2006 ♦ Sgt. Benjamin E. Mejia, 25, Salem, Mass., May 31, 2006 ♦ Spc. Mark W. Melcher, 34, Pittsburgh, Pa., April 15, 2006 ♦ Pfc. Kristian Menchaca, 23, San Marcos, Texas, June 16, 2006 ♦ 1st Sgt. Bobby Mendez, 38, Brooklyn, N.Y., April 27, 2006 ♦ Pvt. Jody W. Missildine, 19, Plant City, Fla., April 8, 2006 ♦ Capt. Timothy J. Moshier, 25, Albany, N.Y., April 1, 2006 ♦ Sgt. Carlos E. Pernell, 25, Munford, Ala., June 6, 2006 ♦ Sgt. Joseph E. Proctor, 38, Indianapolis, Ind., May 3, 2006 ♦ Spc. Bryan L. Quinton, 24, Sand Springs, Okla., May 4, 2006 ♦ Sgt. Reyes Ramirez, 23, Willis, Texas, June 17, 2006 ♦ Staff Sgt. Gavin B. Reinke, 32, Pueblo, Colo., May 4, 2006 ♦ Pfc. George R. Roehl Jr., 21, Manchester, N.H., April 11, 2006 ♦ Sgt. 1st Class Gregory S. Rogers, 42, Cincinnati, Ohio, April 9, 2006 ♦ Sgt. Michael D. Rowe, 23, New Port Richey, Fla., March 28, 2006 ♦ 1st Sgt. Carlos N. Saenz, 46, Las Vegas, Nev., May 5, 2006 ♦ Sgt. Steven M. Sakoda, 29, Hilo, Hawaii, April 29, 2006 ♦ 1st Lt. Ryan T. Sanders, 27, College Station, Texas, June 4, 2006 ♦ Spc. Jeremiah S. Santos, 21, Minot, N.D., June 15, 2006 ♦ Spc. Luis D. Santos, 20, Rialto, Calif., June 8, 2006 ♦ 1st Lt. Robert A. Seidel III, 23, Gettysburg, Pa., May 18, 2006 ♦ Spc. Daniel L. Sesker, 22, Ogdan, Iowa, April 6, 2006 ♦ Pfc. Robert J. Settle, 25, Owensboro, Ky., April 19, 2006 ♦ Pvt. Benjamin J. Slaven, 22, Plymouth, Neb., June 9, 2006 ♦ Pfc. Stephen P. Snowberger III, 18, Lopez, Pa., May 11, 2006 ♦ Spc. Brandon L. Teeters, 21, Lafayette, La., May 12, 2006 ♦ Pfc. Sean D. Tharp, 21, Orlando, Fla., March 28, 2006 ♦ Pfc. Patrick A. Timnell, 25, Lake Havasu City, Ariz., April 19, 2006 ♦ Spc. Teodoro Torres, 29, Las Vegas, Nev., May 5, 2006 ♦ Pfc. Brett L. Tribble, 20, Lake Jackson, Texas, June 3, 2006 ♦ Pfc. Thomas L. Tucker, 25, Madras, Ore., June 16, 2006 ♦ Sgt. Nathian J. Vachio, 29, Janesville, Wis., May 5, 2006 ♦ 2nd Lt. John S. Vaughan, 23, Edwards, Colo., June 7, 2006 ♦ Sgt. Jose M. Velez, 35, Bronx, N.Y., June 9, 2006 ♦ Staff Sgt. David M. Veverka, 25, Jamestown, Pa., May 6, 2006 ♦ Staff Sgt. Gregory A. Wagner, 35, Mitchell, S.D., May 8, 2006 ♦ Spc. Andrew K. Waits, 23, Waterford, Mich., April 13, 2006 ♦ Staff Sgt. Mark A. Wall, 27, Alden, Iowa, April 27, 2006 ♦ Sgt. Matthew A. Webber, 23, Kalamazoo, Mich., April 27, 2006 ♦ Chief Warrant Officer 5 Jamie D. Weeks, 47, Daleville, Ala., May 14, 2006 ♦ Capt. Ian P. Weikel, 31, Colorado, April 18, 2006 ♦ Spc. Boby R. West, 23, Beebe, Ark., May 30, 2006 ♦ Maj. Matthew W. Worrel, Lewisville, Texas, May 14, 2006 ♦ Pfc. Benjamin T. Zieske, 20, Concord, Calif., May 3, 2006 ♦ Pvt. Travis C. Zimmerman, 19, New Berlinville, Pa., April 22, 2006

Operation Enduring Freedom

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(Editor's note: This list is a continuation of previous lists printed in the October 2003, January 2004, April 2004, July 2004, October 2004, January 2005, April 2005, January 2006 and April 2006 issues. The names that appear in this Honor Roll are those that have been released since March 29, 2006 and are current as of June 23, 2006.)

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The U. S. Army is, without question, the preeminent land power in the world. Today's Army is the most capable, best trained, best equipped and most experienced force our nation has fielded in well over a decade.

Secretary of the Army Dr. Francis J. Harvey

Photo by Pfc. Jason Dangel

Bradley fighting vehicles of the 1st Bn., 4th Inf., line up at the Udairi Desert Range so their crews can conduct a gunnery zero range before moving forward into Iraq.

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