

THE NGO JOURNAL

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A FORUM FOR PROFESSIONAL DEVELOPMENT

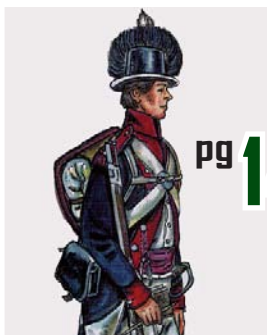


Comprehensive Soldier Fitness

Strong Minds



Strong Bodies



pg 14



pg 22



pg 10

SEPTEMBER 2009 CONTENTS

EDITORIAL

From the SMA: **2**
Safe September: A Team Effort

Our Thoughts: **3**
It's an Exciting Time
David Crozier

YEAR OF THE NCO

Cover story 8

Year of the NCO

Comprehensive Soldier Fitness 10
Master Sgt. Antony M.C. Joseph

NCO History in the Corps of Discovery 14
Command Sgt. Maj. Phillip F. Johndrow

NEWS 2 USE

News and information aimed at
benefiting today's NCOs/Soldiers **4**

- New selection process for CSMs* ■
- McHugh assumes duties as Secretary of the Army* ■



pg 18



pg 26

ALIBIS

First Sergeant Course: The Last Hooah 18
Cindy Ramirez

30

PHOTO JOURNAL
A 'through the lens' look at NCOs in action

Bye-Bye BNCOC, Here Comes ALC 22
Linda Crippen

NCO Stories 26
Platoon Sgt. Finnis D. McCleery

Sgt. Michael Denton & Sgt. 1st Class David Dzwik
Cpl. Silvestre Acebedo
Sgt. Gregory Williams

32

ROLL CALL
We honor the men and women who have sacrificed their lives in current operations around the world.

THE NCO JOURNAL

PUBLISHER - Sgt. Maj. of the Army Kenneth O. Preston **BOARD OF DIRECTORS** - Command Sgt. Maj. Raymond F. Chandler III, Commandant; Jesse W. McKinney, MA, Director, Personnel and Administration
EDITOR-IN-CHIEF - David B. Crozier DSN 621-1046 **SENIOR MILITARY JOURNALIST** - Master Sgt. Antony Joseph DSN 621-1043 **JOURNALISTS** - Linda Crippen, Michael L. Lewis, Cindy Ramirez, Angela Simental, Cassandra Yardeni **GRAPHICS** - Sgt. Russel C. Schnaare, Pfc. David M Gafford. *The NCO Journal* is a professional publication for Noncommissioned Officers of the U.S. Army. Views expressed herein are those of the authors. Views and contents do not necessarily reflect official Army or Department of Defense positions and do not change or supersede information in other official publications. Our mission is to provide a forum for the open exchange of ideas and information, to support training, education and development of the NCO Corps and to foster a closer bond among its members. The Secretary of the Army approved funds for printing this publication in accordance with provisions of AR 25-30. **Distribution:** *The Journal* is distributed through the U.S. Army Publishing Agency, Distribution Operations Facility, 1655 Woodson Road, Overland, MO 63114-6128 (Phone: (314) 263-7305 or DSN 693-7305). Units or offices with valid publications accounts can receive the *Journal* by having their publications office submit DA Form 12-99 for inclusion in the 12-series requirements (12-05 Block 0041). Submissions: Print and visual submissions of general interest to the NCO Corps are invited. Unsolicited submissions will not be returned. Photographs are U.S. government-furnished, unless otherwise credited. Prospective contributors are encouraged to contact the *Journal* to discuss requirements. Contacts: Our FAX number is DSN 621-8484 or (915) 744-8484. Or call, (915) 744-1046 or DSN 621-1046. Our e-mail is: ATSS-SJ-NCOJOURNAL@conus.army.mil Letters: Letters to the Editor must be signed and include the writer's full name and rank, city and state (or city and country) and mailing address. Letters should be brief and are subject to editing. *The NCO Journal* (ISSN 1058-9058) is published monthly by the U.S. Army Sergeants Major Academy, 11291 SGT E Churchill St., Fort Bliss, TX 79918-8002. Periodicals postage is paid at El Paso, Texas and at additional mailing offices. POSTMASTER: Send address changes to *The NCO Journal*, Commandant, USASMA, ATTN: ATSS-SCN, Editor, 11291 SGT E Churchill St., Fort Bliss, TX 79918-8002.

From the SMA

BOSS: A voice for single Soldiers

For nearly 20 years, the Better Opportunities for Single Soldiers program has been the collective voice of single Soldiers through the chain of command. Today, BOSS is a vital tool for commanders to gauge the morale of single Soldiers regarding quality of life issues. It consists of three core components aimed at maintaining a balanced life: leisure and recreation, community service and quality of life.

BOSS affords Soldiers the opportunity to assist in planning and conducting recreational activities and provides direction for Soldiers interested in community service projects. These provide Soldiers valuable experience, skills, a sense of community pride and ownership. In fiscal year 2007, 22 garrison BOSS programs received the President's Volunteer Service Award for contributing more than 150,574 hours of service to their communities.

The BOSS program also serves as a tool to address many of the issues and concerns that our Army faces today. The program gives the Army the ability to tackle tough issues through peer-to-peer leadership. Single Soldiers assist the chain of command in dealing with suicide prevention, sexual assault and sexual harassment issues that single Soldiers living in barracks may experience.

BOSS provides Soldiers an alternative to the club and bar scene. Soldiers at posts, camps and stations around the world take part in well-supervised and safe BOSS-sponsored activities such as sightseeing trips, skiing, whitewater rafting, bungee jumping and dodgeball tournaments.

Forty-five percent of our current force is single. With that said, it is time to take the BOSS program to the next level. After meeting with installation presidents at the BOSS Conference on Aug. 13, I can see three areas that need immediate attention.

Number 1: Leader involvement. BOSS is an extremely important program to our Army, and for it to be successful we need involvement from senior leaders at the unit and installation levels. Unfortunately, our high operational tempo has pushed the BOSS program to the back burner at many installations.

According to DA Circular 608-06-1, the installation command sergeant major serves as the senior enlisted military advisor for the BOSS program, maintains final approval authority for all committee members and mentors the BOSS committee. The brigade and battalion command sergeants major and unit first sergeants educate, inform and ensure the NCO support channel supports the BOSS program and mentor unit BOSS committees.

One way to show command support is to attend BOSS events and to talk with the Soldiers who attend. Thank them for their

support of BOSS, and show them that the program is important to you and the commander. Attend BOSS meetings, listen to the topics that are discussed and take action where needed.

Number 2: Full-time BOSS coordinators. This issue was introduced in the Army Family Action Plan. The Army Family Covenant approved requirements for 48 full-time BOSS positions. Yet, across the Army right now, we have only 30 installations with full-time BOSS presidents and 78 installations with BOSS presidents on additional duty orders. Some of these additional-duty Soldiers are only given two hours per week to perform their duties as BOSS installation president. Having part-time BOSS presidents has been a systemic issue for many years and is now crippling the entire program's effectiveness.

I need your recommendations on how to manage these programs to keep them relevant for our subordinate commands and our single Soldiers. Having a full-time BOSS president has been the biggest factor in every successful program. Senior mission commanders and their command sergeants major are the key to filling these full-time positions so they may liaise with installation staff for planned and coordinated activities.

Number 3: Safety. There is a direct link between Soldier safety off-duty and BOSS participation. We see some Soldiers getting in trouble with alcohol every weekend at Army posts, camps and stations around the world. On the other hand, Soldiers who routinely take part in BOSS activities contribute positively to their communities and build lasting friendships with their fellow Soldiers.

From organizing formal dances and Valentine's Day parties to volunteering to build homes and helping out at Special Olympics events, BOSS gets involved in the community. There are numerous examples of successful BOSS programs around the Army and how they give our Soldiers a positive outlet for their off-duty time.

I want to close by emphasizing how important the BOSS program is to our Army. As leaders, we need to support the program and, during informal and formal counseling sessions, encourage our single and unaccompanied Soldiers to take part. The three components of the BOSS program not only help our Army, but also help our young men and women become better leaders and better citizens.

Thanks for all you do for our Nation and our Army.
Army Strong!

Kenneth O. Preston



It's an exciting time

Yes indeed, it is an exciting time for our Army, our NCO Corps and your NCO Journal magazine. Starting with this issue, we are beginning our trek into bringing you a monthly magazine. That's right — monthly. To do this we went out and hired five individuals to help us tell YOUR story: Linda Crippen, Michael L. Lewis, Cindy Ramirez, Angela Simental and Cassandra Yardeni. Each of these individuals brings with them a fresh perspective with plenty of enthusiasm and energy to get out into the field and report on the ever-changing Army environment. We welcome them to our NCO Journal family and have high hopes for some great stories and thought-provoking articles in the coming months. They are already hard at work developing stories on the NCOES transformation, with a couple of those stories appearing in this issue.

In the coming months you will see them out in the field getting that “boots on the ground” perspective, interviewing your Soldiers, your fellow NCOs and your families. That's the only way we can tell YOUR story — the Army story. So when you see them out there doing what we have asked them, don't hesitate to talk to them and tell your story. Or better yet, point them in the direction of another story of interest to the Corps.

But, just because we have increased our staff to bring you a monthly magazine, it doesn't mean we don't need your input. In fact, we need your input more than ever before. We need your thoughts on leadership, mentoring, training, how to be an effective NCO, suicide prevention, Soldier care, the Army family — anything that helps your fellow NCOs become better leaders.

We don't want to hear just from the senior NCOs, those master sergeants, sergeants major and command sergeants major who always have something poignant to say about leadership. We want to hear from the sergeants, staff sergeants and sergeants first class. We want your perspective on how to make things better for the Corps, lessons you have learned through your many deployments in support of the Global War on Terrorism. We want to hear about your experiences making that transition from the ordinary foot Soldier to becoming that new leader, that new NCO. How did you overcome that transition? How did your peers and battle buddies react to you being in charge? We want to know your thoughts on how to make deployments better for the Soldier and his or her family. We want to hear YOUR Army story.

Another exciting thing that has happened for the NCO Journal is the partnership we have established with Army Family and Morale, Welfare and Recreation. Through this partnership, we now have NCO Journal magazine racks in 59 different locations throughout stateside MWR facilities. So, if you don't get the NCO Journal in your units (while you are waiting for your

pubs clerks to order it for regular delivery), visit your local MWR facility and pick up a copy off the rack. You will find these racks in many recreation centers, bowling centers or post gymnasiums.

One more area that we are excited about is the creation of the Sergeant's Corner. In future issues of the NCO Journal, starting with the November issue, we will dedicate two to four pages to junior NCOs, which will be based on the Warrior Leader Course curricula. Through this section, we can help prepare those

specialists and privates first class for their upcoming indoctrination to the world of the NCO. We are going to break down WLC into its basic elements and explore the hows, whys and what-fors. This is another area that you can have input. Is there a particular subject you wished the NCO Journal would cover to help the junior NCO? If so, let us know and we will go out and get the story.

Sgt. Maj. of the Army Kenneth Preston has said several times in interviews with the NCO Journal that you enlist Soldiers, but you grow NCOs. It is our hope that we are an integral part of that growth by bringing you the best information available on the programs, equipment and issues that affect you as a Corps, as an individual and as a Soldier. But we can't do it alone. We need you to tell us how to do it.

One area that has been lacking in YOUR magazine has been Letters to the Editor. We want to know what you think of the NCO Journal, how it is written and the stories within its covers. We also want to hear from you about issues that you have an opinion. Just keep in mind that your opinion may not resonate with everyone, but it may facilitate healthy dialogue within the Corps that could have far-reaching effects on the Army as a whole. Many great ideas have come about through spirited discussion of opinions.

We look forward to your thoughts, your input and your participation in the only magazine in the Department of Defense that is dedicated to the NCO Corps and fostering a better understanding amongst its members. 📧

David Crozier
Editor



David Crozier

New selection process, assignment procedures for CSMs in 2010

By J.D. Leipold
Army News Service

Beginning in October 2010, the Army will hold command sergeant major selection boards that will mirror the current officer selection process where new commanders are centrally selected and assigned to battalions and brigades. In addition, command sergeants major will be matched with commanders and assigned together for two- or three-year tours.

Army leaders at the Human Resources Command said the move was part of an overall change in how senior enlisted Soldiers are managed. It will eliminate appointments to command sergeant major billets for Soldiers who have not had experience as sergeants major in the field following graduation from the Sergeants Major Academy.

Under the current system, upon graduation from the academy, master sergeants are either promoted or frocked to sergeant major and may be assigned to command sergeant major billets. If selected, they are awarded the 00Z military occupational specialty.

That will change under the new system, which will assign academy graduates to sergeant major slots within their MOS series for a minimum one-year tour. During that tour, these sergeants major will be eligible to compete for a battalion command sergeant major position or key billet. These Soldiers must complete a year in a sergeant major position before they may be assigned to a command sergeant major billet or key senior advisor position.

Essentially, that means doing away with appointments to command sergeant major from master sergeant, something that happened fairly often, said Sgt. Maj. Gabriella Russum, the chief of the sergeants major branch, who is responsible for their professional development and assignment.

“Eliminating appointment to command sergeant major from master sergeant means getting the right skilled Soldier for the right job,” she said. “The other piece of this is the elimination of 00Z at the battalion and brigade level since the authorization document will be coded for the specific MOS.”

“While they’re in that first year of service as a sergeant major, they’ll be eligible to compete for battalion-level command sergeant major position or a key billet,” said Kurt Fedors, who oversees the central selection process of command sergeants major. He noted that key billets are still being determined.

“Soldiers ... will be able to compete on equal terms with their peers across the Army for a command sergeant major position. Whereas in the past, it may not have been equal, now there will be a central board that will select command sergeants major,” he said.

The overall change in the program will help the Army to

grow experience and will open up command sergeants major selection opportunities to lower density MOSs in the Army inventory.

Following appointment, the new command sergeant major selectee will be paired with the new commander, where as a team it’s anticipated they will attend a pre-command course at Fort Benning, Ga. (in the case of infantrymen), or Fort Leavenworth, Kan., prior to moving into their respective positions, Fedors said.

After a command sergeant major has completed a centrally selected position, he or she will be eligible to compete again for a battalion command sergeant major or brigade command ser-

geant major position whereas the commander normally serves at the battalion and brigade levels. Now, command sergeants major will have the opportunity to serve multiple positions, according to Fedors.

Skill levels will also change. Under the current system, a master sergeant holds a skill level of five. Russum added that the new rules will incorporate skill levels six, seven and eight into sergeant major.

“Skill level six is those Soldiers who serve at O-5 or O-5 equivalent positions,” said Russum. “Skill level seven will be those who serve at an O-6 or equivalent level. While we will eliminate 00Z at the battalion and brigade level, in the future that MOS will be awarded at skill level eight.”

Skill level six, which applies to command sergeants major, sergeants major and master sergeants (promotable), is for predominately battalion-level positions requiring knowledge of headquarters and

command elements that need the ability to plan and conduct small unit combat operations.

Skill level seven applies only to command sergeant major and sergeant major and focuses on brigade level positions requiring execution of systems within the Army force generation process. These senior enlisted officers are expected to be experts at supervising staff at all echelons.

Skill level eight will be for command sergeants major as well as sergeants major who will serve at the general officer level. MOS 00Z will only be awarded at this level.

“Feedback from the field on the way commanders and command sergeants majors will be assigned is at about 50 percent pro, 50 percent con,” Russum said. Presently, most battalions and brigades have commanders serving two years while the command sergeant major is on board for four years, so there isn’t as much continuity.

“Some folks are kind of resistant to change. But I think in the end, by synchronizing the command team, rotating in and out at key times in an operational cycle has great benefits to not just the commander and command sergeant major, but to the command’s Soldiers who will have two years of continuity,” Russum said.

The command sergeants major board for battalions will meet annually beginning October 2010 and will be followed by the command sergeants major brigade board in January 2011. 🏠



New camo pattern may blend in better in Afghanistan

By C. Todd Lopez
Army News Service →

Servicemembers fighting in Afghanistan will soon see two new test camouflage patterns on the backs of fellow Soldiers.

In September, the Army began shipping uniforms with MultiCam and Universal Camouflage Pattern Delta to two yet-unnamed battalions that will serve rotations in Afghanistan — one pattern each. Additionally, the Army will provide ghillie suits in the MultiCam pattern to authorized units.

About 2,000 Soldiers in total will test the uniforms to see how effective the camouflage patterns are at providing concealment in the varying terrain of Afghanistan.

The Army will gather feedback from Soldiers wearing the uniforms and use that, along with other testing and evaluation, to make a decision on producing and fielding alternative uniforms, operational clothing and individual equipment to some units serving as part of Operation Enduring Freedom.

“I think we will make decisions in Afghanistan in the January time frame, and also we will have finished the picture study,” said Col. William E. Cole, a project manager with Project Manager Soldier Protection and Individual Equipment.

Program Executive Office Soldier, the agency responsible for developing the uniforms, will additionally test the efficacy of several other camouflage patterns in Afghanistan, though those will not be handed out to Soldiers there.

“That will determine what other uniform options they could have in Afghanistan,” Cole added. “So to the commanders in Afghanistan, we’ll be able to show them the data and say here’s what we found, different results in different areas with different uniforms — what would you like to do? And of course we will support the commanders.”

Cole said after a decision is made about fielding an optional camouflage pattern to commanders, uniforms bearing that pattern could be available in a relatively short time.

“We’d start fielding the first units easily within six months of the decision,” Cole said.

Were new uniforms to be introduced, Cole said, they would be the same as what Soldiers are already wearing — the ACU. It would only be the camouflage printed on the fabric that would change. The new uniforms would be an option for commanders — something available if field conditions warranted it.

“As a material provider, I want to be responsive to the Soldiers I support,” Cole said. “I want to give commanders options; I want to be responsive to Soldiers. That is what we were trying to



Photos by C. Todd Lopez

Top: Col. William E. Cole, a project manager with Project Manager Soldier Protection and Individual Equipment, showcases a ghillie suit in the MultiCam camouflage pattern during a media event Sept. 16 at the Pentagon. Above left: Universal Camouflage Pattern Delta is one of two patterns that will be tried out in Afghanistan. Above right: The “MultiCam” camouflage pattern.

do. We’re working to give (them) more options.”

The MultiCam pattern, one of the two to be issued in Afghanistan, is actually a commercial product and is somewhat similar to what was featured on the now discontinued Battle Dress Uniform. Universal Camouflage Pattern Delta is similar to what Soldiers are wearing now, with the addition of the color Coyote Brown. 🏠

Post leaders induct new NCOs

By Sgt. Brad Staggs
Indiana National Guard

CAMP ATTERBURY
JOINT MANEUVER
TRAINING CENTER,
Ind. — In the career of any
enlisted Soldier in the Army,
there are benchmarks that
allow an individual to say, “I
was proud.” The promotion
from the specialist rank to
the noncommissioned officer
rank of sergeant is one of
those times.

On Aug. 29, a ceremony
was held at Camp Atterbury
to induct 41 of the National
Guard’s newest sergeants
into the NCO Corps. Family,
friends and co-workers
watched presentations
explaining the history of the
ceremony.

“The tradition of
commemorating the passing
of a Soldier to a noncommissioned officer
can be traced to the Army of Fredrick the
Great,” explained Sgt. 1st Class Trent
Henry, one of the masters of ceremony.
“We commemorate this right of passage
to emphasize and build on the pride we all
share as members of an elite corps.”

Command Sgt. Maj. John D. Gipe,
formerly the command sergeant major
of the National Guard and currently
special assistant to the adjutant general of
Kentucky, was the guest speaker for the
ceremony. Gipe charged the new NCOs
with not only watching out for the Soldiers



Photo by Sgt. Brad Staggs

Sgt. Maj. Roy Hamilton administers the Charge of the NCO to the Indiana
National Guard's newest sergeants during a Noncommissioned Officer
Induction Ceremony at Camp Atterbury, Ind., Aug. 29.

in their care, but the officers as well.

“We are called the backbone of the
Army because everybody looks to us to
get the job done,” Gipe told the assembled
crowd. “And that is exactly what we need
to do, no matter what the job is and no
matter where the job takes us.”

The new NCOs stood together and
raised their right hands to take the Charge
of the NCO, an oath all new sergeants
take in which they promise to uphold the
traditions and standards of being a non-
commissioned officer in the U.S. Army.

Each new NCO signed his name

into the roll of the NCO
Corps before passing under
an arch on the stage. The
passing under the arch
symbolized the lower-enlisted
Soldier passing into the
Noncommissioned Officer
Corps. On the other side,
each Soldier was presented
a framed copy of the NCO
Creed by Gipe and Command
Sgt. Maj. Rodney Spade,
Camp Atterbury’s command
sergeant major.

Coordinators of the
ceremony hope that it will
not be the last time such
an event takes place. The
Soldiers being inducted into
the NCO Corps came away
with a sense of honor and
achievement, knowing that
the rest of their time in the
military would be spent being
a professional in their fields.

“This is the best

ceremony of its kind I’ve been involved
in,” said Gipe. “Indiana is really taking care
of their people, and I would like to see this
happen all over the National Guard. Hooah
to the leadership here.”

Sgt. James F. Wood, the fitness center
NCO at Muscatatuck Urban Training
Center, said he, too, appreciated the efforts
of Camp Atterbury leaders.

“I think what they’re doing here for
us is a wonderful thing,” Wood said. “It
really makes me feel like I’ve gone to
another level in my career. I’m standing a
little taller today.” 🙌

Year of the NCO Suggested Reading

An Army at Dawn: The War in Africa, 1942-1943
by Rick Atkinson, New York: Henry Holt, 2002

**The Savage Wars of Peace: Small Wars and the
Rise of American Power** by Max Boot, New York: Basic
Books, 2002

**East of Chosin: Entrapment and Breakout in Ko-
rea, 1950** by Roy E. Appleman, College Station, Texas:
Texas A&M Univeristy Press, 1987

Savage Peace: Americans at War in the 1990’s by

Daniel Bolger, Presidio Press, 1995

**U.S. Army Counterinsurgency Operations Doc-
trine, 1942-1976** by the U.S. Army Center of Military
History, Washington, D.C., 2006

The Black Regulars, 1866-1898 by William A. Do-
bak and Thomas D. Phillips, Norman, Okla.: University of
Oklahoma Press, 2001

Eisenhower: A Soldier’s Life by Carlo D’Este, New
York, Henry Holt and Company, 2002

John McHugh assumes duties as Secretary of the Army

Army News Service

John McHugh was sworn in as the 21st Secretary of the Army on Sept. 21 following his nomination by President Barack Obama and confirmation by the U.S. Senate.

As secretary of the Army, McHugh has statutory responsibility for all matters relating to the U.S. Army: manpower, personnel, reserve affairs, installations, environmental issues, weapons systems and equipment acquisition, communications and financial management.

McHugh is now responsible for the Department of the Army's annual budget and supplemental of more than \$200 billion. He leads a workforce of more than 1.1 million active duty, Army National Guard and Army Reserve Soldiers, 221,000 Department of the Army civilian employees and 213,000 contracted service personnel. He also provides stewardship over 14 million acres of land.

Also sworn in at the Pentagon ceremony was Joseph Westphal, who assumed duties as the 30th Undersecretary of the Army. Westphal has served in distinguished positions within academia, private and public service, including a brief tour in 2001 as acting secretary of the Army. He served as the assistant secretary of the Army for civil works from 1998 to 2001.

McHugh has served for more than 16 years as a member of Congress representing northern and central New York. During his service, he forged strong ties to Fort Drum and earned a reputation as a staunch advocate for Soldiers and their families, working tirelessly to ensure they had proper facilities, training and the quality of life necessary to carry out wartime missions while caring for those at home.

Over the last eight years, McHugh made 10 official visits to Iraq and four visits to Afghanistan and other deployed locations to visit U.S. forces.

During his nomination hearing before the Senate Armed Services Committee on July 30, McHugh said that he was excited,



John McHugh

humbled and honored at this new opportunity to serve and also understood the challenges facing the Army.

“They are strained by the frequency of constant deployments and stressed by the pressures levied against their families,” he said. “Too often — far too often — they return home to only to be disappointed by a network of support systems that, despite high intentions and constant effort, continue to fall short of the level of support they so richly deserve and each and every one of us so deeply desires.”

As secretary, McHugh will draw on his years of previous experience as the ranking member of the House Armed Services Committee, which oversees the policies and programs for the Department of Defense and each of

the armed forces. Prior to becoming the ranking member of the HASC, McHugh served as the ranking member of the HASC Military Personnel Subcommittee and previously as its chairman for six years.

In addition, at the time of his nomination, McHugh was co-chair of the House Army Caucus, a bipartisan organization that works to educate fellow House members and their staffs about Army issues and programs, and a 14-year member of the United States Military Academy Board of Visitors.

McHugh was born in Watertown, N.Y., where he began his public service career in 1971 as the confidential assistant to the city manager. In 1976, he joined the staff of New York State Sen. H. Douglas Barclay, with whom he served as chief of research and liaison with local governments for nine years. Succeeding Barclay in 1984, McHugh served four terms in the legislature's upper house before his election to the U.S. House of Representatives in 1992.

In his concluding statement July 30, McHugh stated that he was inspired by the wounded warriors he'd met. “I have been so struck how these heroes, facing pain and loss and uncertainty, ask one question: ‘What else can I do to serve?’” 🇺🇸



Year of the NCO Stories

Have a great NCO story? We want to see it and help you spread the word. Need a topic, or an idea to get you started? Visit the Year of the NCO Web site at <http://www4.army.mil/yearofthenco/home.php> and click on the “**initiatives**” tab. There you will find a host of information about your year. Send your story to: NCO Journal Magazine, USASMA, 11291 SGT E. Churchill St., Fort Bliss, TX 79918-8002 or e-mail them to ATSS-SJ-NCOJOURNAL@us.army.mil. If submitting photographs, please identify all individuals in the picture. We reserve the right to edit your story based on length, content and grammar.

2009 - The Year



"A Warriors Fight 2-4 in Afghanistan"
By Larry Selman

Year of the NCO

- Comprehensive Soldier Fitness
- NCO History in the Corps of Discovery
- First Sergeant Course goes VTT
- Introducing ALC
- NCO Stories



L. SELMAN



COMPREHENSIVE

A new focus on resilience and a holistic approach to health for Soldiers, families and civilians

By Master Sgt. Antony M.C. Joseph

Health, both mental and physical, is a vital aspect in the success of any business. It becomes even more critical when one's business is protecting and defending freedom throughout the world.

Physical fitness training is a daily staple in every Soldier's life, be it as part of a unit-led event every morning, or as an individually initiated program. Visit any gymnasium on a U.S. Army installation, and it would be rare to see equipment not being used. Soldiers, civilians and family members can all be found at different times during the day taking full advantage of the provided facilities — from running tracks and basketball courts to obstacle courses and swimming pools.

Until recently, mental fitness was not part of that daily regimen. This type of fitness is even more important today, because the Army and its Soldiers have been in a constant state of flux since Sept. 11, 2001. Multiple deployments have taken a toll not only on Soldiers, but also on family members and civilian employees who work within the units. Thus, the Army has undertaken a new initiative to



create a holistic approach to fitness. Comprehensive Soldier Fitness, a \$117 million program designed to build whole-body resilience, is in its infancy but progressing at “warp speed,” according to Sgt. Maj. James E. Whitfield, the senior enlisted advisor to Brig. Gen. Rhonda Cornum, who is the director of the CSF program.

Cornum was given a directive by the chief of staff of the Army to research and implement a program to improve the total fitness of the Army, including family members and civilian employees. She gathered a team of experts, which included Soldiers, subject matter experts, chaplains and doctors, to help achieve the goals of the program.

“CSF will achieve this (holistic fitness) purpose by training specific mental and physical resilience techniques, and by increasing physical, emotional, social, spiritual and family strengths through a program of continuous self



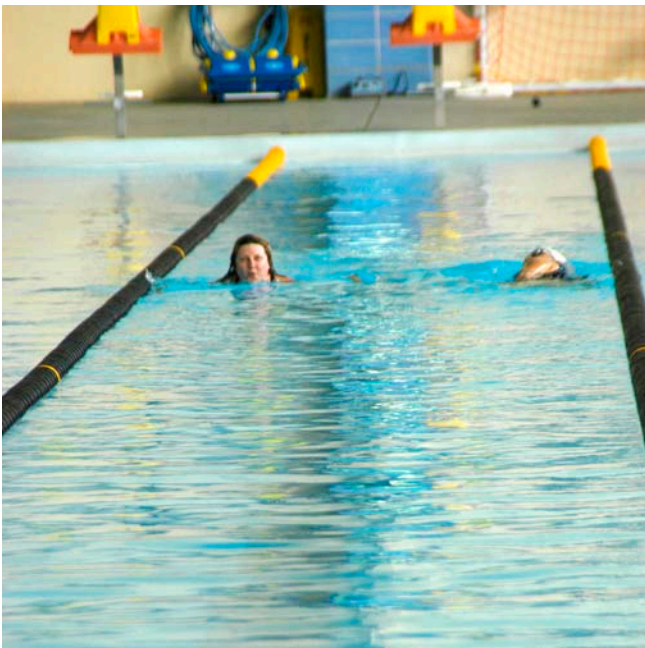
Opposite page: Soldiers conduct a unit run and lunge exercises during morning PT at Fort Bliss, Texas.

Photos by Michael L. Lewis

This page: Families enjoy an afternoon aquatic workout at Fort Bliss' Replica Pool.

Photos by Master Sgt. Antony M.G. Joseph

SOLDIER FITNESS



development,” Cornum said.

The initial push of the CSF focuses on the resiliency training aspect, which is being conducted at the University of Pennsylvania in Philadelphia. Karen Reivich, a professor of applied positive psychology and co-author of the book, *The Resilience Factor*, explained, “Resilience is not only an ability that we are born with and need to survive, it’s a skill that anyone can be taught to master in order to thrive.”

Reivich is one of the directors of the Penn Resiliency Program and is also the lead instructor in the Army’s Master Resilience Training. She said that Soldiers have the same

stressors and challenges that civilians have in their professional and personal lives, and some extras that civilians don’t, such as combat and long family separations. The MRT program teaches coping skills before a crisis ever occurs.

Reivich added that during events such as combat or upheaval in one’s personal life, “setbacks, challenges and failure are inevitable, and in some cases lead to post-traumatic stress disorders.

“But, we forget that some people experience post-traumatic growth (after devastating events). MRT could help Soldiers have more PTG than PTSD; it is an effective tool to elevate mental fitness to the same levels as physical fitness in the Army. It will make for better Soldiers, both in-theater and in their personal lives. However, to be really successful, mental fitness skills have to be practiced just like PT (physical training).”

Building Resiliency

Reivich and other professors at UPenn have been studying and teaching the science of resilience for about 20 years. Now, the Penn Resiliency Program has been adapted by the Army under the guidance of Reivich. Along with critical-thinking skills, the program teaches mental toughness, how to stay resilient, how to identify character strengths and positive communication, among other holistic fitness techniques.

At the outset of the program, participants use a confidential online Global Assessment Tool to assess their emotional, spiritual, social and family-related fitness levels. The GAT is comprised of a series of questions, drawn from scientifically validated scales and takes about 15 to 20 minutes

to complete. “It rapidly estimates an individual’s fitness in these four (additional) dimensions of strength,” Whitfield said. At present, about 1,500 participants from all specialties and ranks are in the process of taking the tests and continuing on to participate in MRT. Participants will periodically repeat the GAT throughout their career as part of the ongoing process to assess strength and resilience skills.

A recent graduate of the Army’s MRT, Sgt. 1st Class Ramon Bonilla, of the 442nd Field Artillery Unit, 1st Brigade Combat Team, 4th Infantry Division at Fort Carson, Colo., said that he is a great believer in this program and wants to use what he has learned to educate not just the Soldiers of his unit, but also his wife and children.

“What we have learned here has added to the tools we already have, tools such as the values we have learned while grow-

This page: Soldiers and family members engage in non-traditional PT activities, like raquetball and cardio-machine training, at Biggs Gym at Fort Bliss.

Photos by Michael L. Lewis



Not Just For Soldiers

Dana Whitis, an expert in family programs, believes that family members and civilian employees are also key targets for the CSF program. Their mental and physical well-being directly affect the performance and development of a Soldier and the Army on the whole. “Through this program we are targeting the problems at a prevention and assessment stage, rather than waiting for a diagnosis and treatment stage,” Whitis

“Soldiers are like ready-mix cement; this program is like the water that is poured in to make us more solid in our beliefs.”

ing up and while serving in the Army,” he said. “The MRT program makes those values stronger by giving definition to the words and putting into perspective what they really mean. Terms such as loyalty, integrity and respect — now I understand why those words make me feel a certain way. Soldiers are like ready-mix cement; this program is like the water that is poured in to make us more solid in our beliefs.”

Bonilla added, “As NCOs (non-commissioned officers) we have to be the first to accept change and new techniques, and then be the leaders in teaching those techniques to the rest of our Army. Ten years from now we will be a different Army. The problems that are plaguing us now will be things of the past, and we will be better for the experiences and training we are receiving now.”

said. “Early education and intervention will prevent problems that seem insurmountable in the future.”

Army National Guard family member Melissa Pounding, a recent graduate of the MRT program, is also a great advocate of CSF. “We all learn things throughout our lives, but what this program has done is made me more self-aware,” she said. “It will make us better communicators, help make relationships better, help make better Soldiers and better people. It is important that we teach these skills not just to our Soldiers,

—Sgt. 1st Class Ramon Bonilla, a recent graduate of the MRT program

but to our children. The knowledge they gain from this program will be a big weapon in their arsenal, teaching them resilience, and allowing them to cope with the trials and tribulations they face now and will face in the future.”

Michael Rhinehart, another of the instructors at the MRT course, finished his lecture by saying, “There was a time when physical fitness wasn’t even considered a priority for being a Soldier in the military. There was a time when marksmanship wasn’t considered of value either, and individual marksmanship training was not favored in the Army. There was a time when mental fitness wasn’t a part of being a Soldier either ... until now. Hard to believe.” Rhinehart is a research consultant with the Battlemind Transition Office at the Walter Reed Army Institute of Research.

There have been 19 studies conducted on resilience training and its effectiveness. This particular course is based on an existing peer-reviewed course at the University of Pennsylvania, and there is scientific evidence to show its success at the school. The Army’s program will take two to three years to be validated; however, initial assessments will be reviewed in approximately six months, according to Capt. Paul Lester, a scientist attached to Cornum’s staff.

The program is scheduled to be implemented in phases. Phase 1 — the development of concepts and products — is nearly complete. Phase 2 — full implementation to the entire force, to include Guard and Reserve components —



Above: Students participate in the University of Pennsylvania Resiliency Program training in Philadelphia in August.

Photo by Master Sgt. Antony M.C. Joseph

is scheduled for October 2009 to March 2011. In Phase 3, which will begin in January 2010, a version of CSF will be made available to family members and Army civilians. 🙌

Editors Note: Resilience Training is in the Army Training Requirements and Resources System (ATRRS) and is already being taught at Army schools. See the Warrior Leader Course story by Michael L. Lewis in the November issue for more information.

Strong Minds, Strong Bodies

The goal of Comprehensive Soldier Fitness is to increase resilience and enhance performance by developing five dimensions of strength. It is designed to enable Soldiers, families and Army civilians to grow and thrive in the face of challenges and bounce back from adversity.

Physical

Performing and excelling in physical activities that require aerobic fitness, endurance, strength, healthy body composition and flexibility derived through exercise, nutrition and training

Emotional

Approaching life’s challenges in a positive, optimistic way by demonstrating self-control, stamina and good character with choices and actions

Social

Developing and maintaining trusted and valued relationships and friendships that are personally fulfilling and foster good communication including a comfortable exchange of ideas, views and experiences

Spiritual

Strengthening a set of beliefs, principles or values that sustain a person beyond family, institutional and societal sources of strength

Family

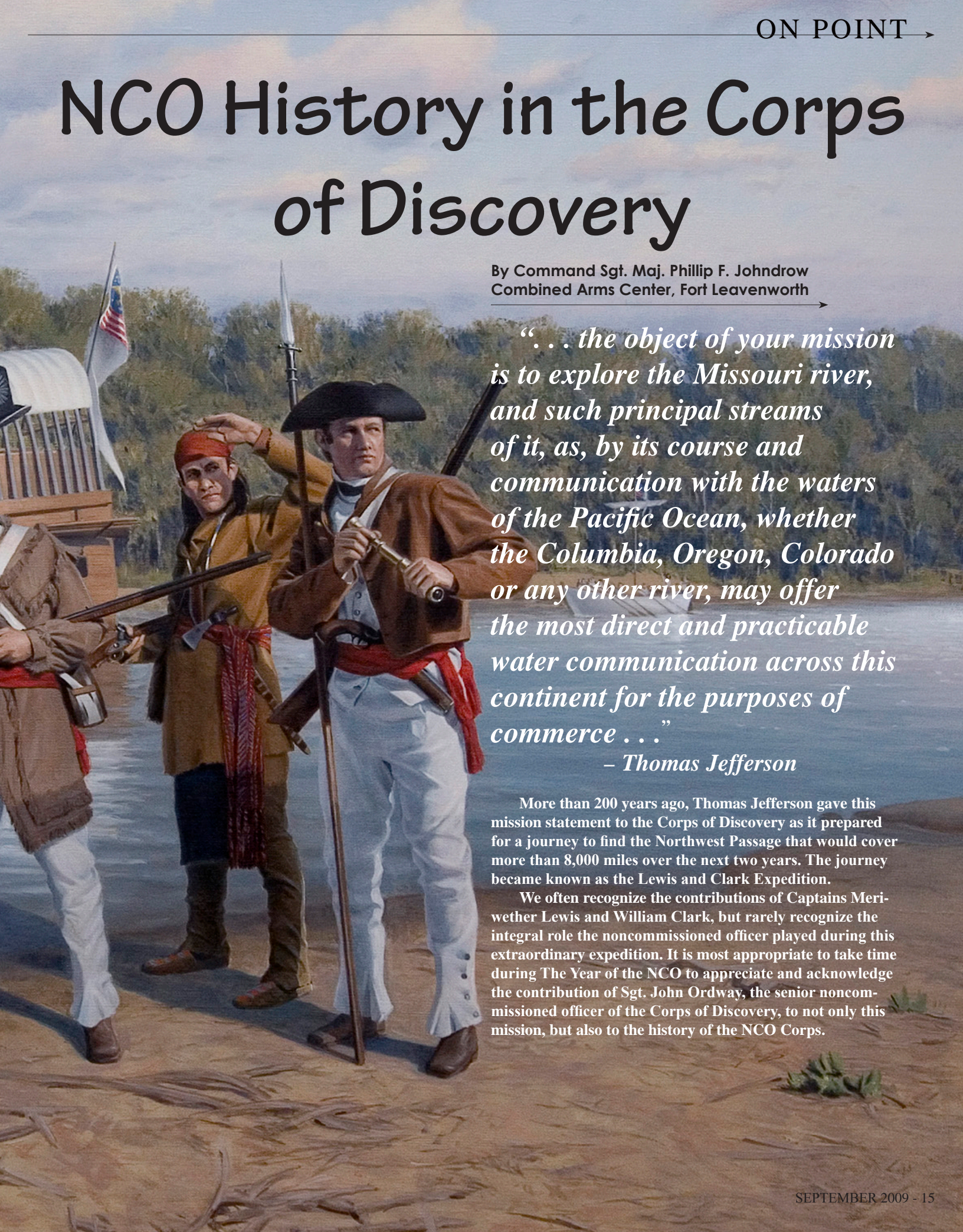
Being part of a family unit that is safe, supportive and loving and provides the resources needed for all members to live in a healthy and secure environment



“Lewis and Clarke - Breaking New Frontiers”
By Larry Selman

NCO History in the Corps of Discovery

By Command Sgt. Maj. Phillip F. Johndrow
Combined Arms Center, Fort Leavenworth



“... the object of your mission is to explore the Missouri river, and such principal streams of it, as, by its course and communication with the waters of the Pacific Ocean, whether the Columbia, Oregon, Colorado or any other river, may offer the most direct and practicable water communication across this continent for the purposes of commerce . . .”

– Thomas Jefferson

More than 200 years ago, Thomas Jefferson gave this mission statement to the Corps of Discovery as it prepared for a journey to find the Northwest Passage that would cover more than 8,000 miles over the next two years. The journey became known as the Lewis and Clark Expedition.

We often recognize the contributions of Captains Meriwether Lewis and William Clark, but rarely recognize the integral role the noncommissioned officer played during this extraordinary expedition. It is most appropriate to take time during The Year of the NCO to appreciate and acknowledge the contribution of Sgt. John Ordway, the senior noncommissioned officer of the Corps of Discovery, to not only this mission, but also to the history of the NCO Corps.

The successful Corps of Discovery mission was incredibly important to our nation's history. The expedition encountered and documented many unique cultures and uncharted geography that resulted in a vast body of new scientific information. The success of the mission opened the west to further exploration and economic opportunity. Although the Corps of Discovery failed to find the Northwest Passage, they proved that travel to the Pacific was possible. As any good scout knows, confirming the absence of a key piece of the puzzle is sometimes just as powerful as confirming its presence.

Ordway, the senior noncommissioned officer of the expedition, was a respected leader and a trusted deputy to the captains. He was the only member of the expedition serving as a regular Army NCO at the time he joined the expedition. Some of his responsibilities included helping select the members of the expedition, teaching them how to shoot effectively, building them into a team and taking care of the administration along the way. The officers made Ordway responsible for keeping track of the fair distribution of rations while ensuring they lasted the entire trip. The stretched and uncharted lines of communication made this task extremely important.

On the return trip, Ordway accompanied Clark as far as the Three Forks of the Missouri River. At this point, he led a separate part of the expedition, splitting from Lewis and Clark. He took charge of about 10 men and several canoes the expedition had left at the head of the river before crossing into the mountains. His task was to repair the canoes to support the completion of their return trip and reunite with the groups led by Lewis and Clark. Ordway's successful completion of the mission meant quite a lot to Lewis' group. As Lewis arrived at the linkup point, he relayed to Ordway his fear that Blackfeet warriors were tracking his group and his desire to depart immediately. Ordway's professional execution of his mission made this potentially lifesaving course of action possible.

Perhaps the most important contribution Ordway made to the expedition may not have been his leadership or his competence as a Soldier, but the intelligent writing style that he used to compile



Sgt. John Ordway

a comprehensive journal of the mission. Ordway never missed a day in his journal; even though Lewis and Clark missed days. This is important because he alone gives us the exact day some things happened; whereas the journals of others in the Corps of Discovery sum up several days and some other entries annotate the wrong date.

Most of Ordway's longest journal entries summarize his observations and participation in meetings with Native American tribes encountered along the way. Being a part of key engagements with unknown tribes may sound familiar to you. These details led Lewis and Clark to incorporate Ordway's journal in their official report to the president and illustrated the professionalism we see throughout the NCO Corps today.

The NCO Creed, as we know it, did not exist in Ordway's time, but the principles upon which it was written were exemplified by Ordway's actions and professionalism:

- **“No one is more professional than I...”** He was the senior noncommissioned officer on the trip and epitomized the word “professional” through the execution of his administrative and training duties. Ordway's professionalism contributed to

the mission's success and the safe return of its members.

- **“Leader of Soldiers”** In addition to his administrative and training duties Ordway was also a squad leader throughout the entire trip as well as leading his own successful separate mission to secure the canoes for the return trip.

- **“My two basic responsibilities ... accomplishment of my mission and welfare of my Soldiers.”** Two times during the journey, Ordway saved Pvt. Alexander Willard by pulling him from a river.

- **“Officers in my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence. I will exercise initiative...”** Ordway formed the unit in St. Louis while the officers were out performing other duties. He took men from various organizations and made them a disciplined, united force while Lewis and Clark bought supplies and negotiated for contractor support. Once again, Ordway earned respect not only through the extensive writing used by Lewis and Clark for their final report,

but also by gaining their confidence in his decision making after they empowered him to lead the split group on the return trip.

Ordway was responsible for a diverse group of individuals just as NCOs in Iraq and Afghanistan are today. The Corps of Discovery included infantryman, artillerymen, engineers, contractors and Native Americans employed as interpreters along the way. Today our noncommissioned officers work with provincial reconstruction teams, non-governmental organizations, interpreters and host nation security forces, achieving the same outstanding results as Ordway did more than 200 years ago.

This year, units across the Army will express their appreciation to our NCOs for their dedication and accomplishments, while highlighting contributions NCOs make today not only to their units, but to our communities. We should never forget the exemplary acts of courage our NCOs performed in the past and continue to perform each day to accomplish the mission. These acts of bravery range from Valley Forge to Gettysburg, from Missouri to the Pacific Ocean, from the charges on Omaha beach and the battles along the Ho Chi Minh Trail, to the current conflicts in Afghanistan and Iraq.

Our NCO Corps is a national treasure and a strategic asset. For more than 200 years, it has distinguished itself as the world's most accomplished group of military professionals. The NCO Corps' reputation as "the backbone of the Army" was built throughout the history of our Army by Soldiers like Ordway.

As we celebrate "The Year of the NCO," we can honor great NCOs like Ordway in many ways. We can reach out to our local communities in order to share our Army's story. We can reflect on our rich history as a Corps. Finally, we can re-dedicate ourselves to leading, training and caring for the incredible men and women who have volunteered to serve their country and earned the right to be called "Soldier."



U.S. Army Photo

Command Sgt. Maj. Phillip F. Johndrow is the command sergeant major for the U.S. Army Combined Arms Center and Fort Leavenworth, the command sergeant major of the U.S. Army Command and General Staff College and the senior enlisted advisor for the Joint Center for International Security Force Assistance.



Prior to coming to the Combined Arms Center, Johndrow served as the 1st Cavalry Division command sergeant major and was deployed to Iraq as the command sergeant major for Multi-National Division Baghdad. He also served in Operation Iraqi Freedom (OIF) I & II with the 1st Armored Division, and in OIF III with the 3rd Infantry Division.

Johndrow has served in every enlisted leadership position in the Armor Branch in his 29 years of service, including tank commander, platoon sergeant, operations sergeant major, first sergeant and command sergeant major. 🇺🇸



First Sergeant Course: *The Last ‘Hooah!’*

VTT replaces resident course; Entire FSC to be discontinued

By Cindy Ramirez

The graduation of 38 soldiers from USASMA’s resident First Sergeant Course this September marked the last of its kind as the course underwent major changes under the Noncommissioned Officer Education System transformation.

As of October, the resident course for active duty first sergeant candidates at the U.S. Army Sergeants Major Academy at Fort Bliss, Texas, is being replaced with video tele-training. The VTT component will be transmitted to at least five installations per class cycle, officials said.

The course will be discontinued altogether in 2010. However, officials said special tasks training will migrate to the Advanced Noncommissioned Officer Course (soon to be known as the Senior Leader Course) and its associated Structured Self-Development program.

Some recently promoted first sergeants said they believe the dissolution of the course will weaken training.

“Future first sergeants will miss out on the camaraderie and lessons learned from other first sergeants and other leaders,” said 1st Sgt. Quorey D. Joseph, Fort Bliss, who completed the FSC in September. “I don’t think it will be the same from now on. I think it is a loss.”

The tasks under the Senior Leaders Course will provide much of the same training and continue to meet the needs of Soldiers’ career management fields, said Sgt. Maj. Ramzy Noel, director of the First Sergeant Course at USASMA.

“The special tasks implemented into the Senior Leaders Course will be decided by each proponent in the Army,” therefore providing more tailored instruction, Noel said.

Active-duty soldiers who are selected for first sergeant positions after the course is discontinued at USASMA in 2010 will have the option for two more years to attend training at reserve NCO academy sites, provided there is room available.

The Reserve and National Guard components will offer the First Sergeant Course through 2012.

The “M” skill identifier associated with the FSC will continue to be awarded until the complete elimination of the course in 2012.

Lifeblood and Principal NCO

Despite the change, the duties, responsibilities and importance of a first sergeant will remain the same.

“The duties of the first sergeant will not change. A first sergeant is the right-hand person to the commander, and that will not change,” said 1st Sgt. Charles Mort of the Pennsylvania National Guard, Fort Indiantown Gap, Pa. About two-thirds of the Soldiers who take the FSC are national guard service members or reservists, Mort said.

First sergeants are responsible for training and ensuring the health and welfare of all the unit's Soldiers and their families.

The FSC prepares first sergeants, master sergeants and sergeants first class to perform first sergeant duties with emphases on unit personnel management, leadership, discipline, morale, logistics, maintenance, security, unit operations, training and physical fitness.

In 2008, the FSC curriculum was changed, no longer offering instruction in areas such as training meetings and training executions. Added was instruction on riot control, casualty evacuation and improved logistics, among others.

The resident portion of the course had been reduced from 21 days to 15 days with extended hours.

Rite of Passage

"It's a rite of passage to go to the academy for the course, to receive the 'M,'" said Sgt. Maj. Robert J. Ireland of the U.S. Army Reserve Command in Atlanta.

"However, we have incorporated all the key tasks of that training into the Senior Leaders Course, so they will receive the same kind of preparation needed to become successful leaders in their positions," he added.

Ireland said the dissolution of the First Sergeant Course will streamline the NCOES into a "one Army school system" that should prove especially beneficial to reservists.

"It definitely is important in allowing our Soldiers, our first sergeants — our leaders — more time with their units rather than away at school," Ireland said.

"And with the training embedded in the Senior Leaders

FIRST SERGEANT COURSE MISSION

To prepare first sergeants, master sergeants and sergeants first class to perform first sergeants' duties with emphases on unit personnel management, leadership, discipline, morale, logistics, maintenance, security, unit operations, training and physical fitness.



The First Sergeant Course began in October 1981, and has graduated more than 24,000 students, including numerous international candidates from more than 10 different countries.

Video tele-training at the U.S. Army Sergeants Major Academy

NCO Journal file photo

Course, these Soldiers will continue to benefit from the NCO education system,” he added.

The First Sergeant Course began in October 1981, and has graduated more than 24,000 students, including numerous international candidates from more than 10 different countries.

NCOES Overhaul

Charged with implementing the NCOES transformation, the Sergeants Major Academy has the lead in making changes to courses taught at the Army’s 30 NCO academies worldwide. The changes are part of the overall redesign of the Army’s Noncommissioned Officer Education System approved by the commanding general of the Training and Doctrine Command in 2005.

The system restructuring is among numerous education initiatives aimed at supporting the enhancement, growth and sustainment of NCOs.

Updated curricula for most courses, course name changes, the discontinuation of some courses, as well as the addition of a Structured Self-Development program, are part of the transformation aimed at better supporting the professional development needs of Soldiers.

One of the most anticipated changes is the Army’s new self-development program, which will include three phases: structured, guided and personal. Most immediately, the SSD program will be mandatory for enlisted Soldiers starting in January 2010, with the implementation of other phases to follow.

Mort said the changes to the courses under the NCOES transformation will push training and education to lower-level

Soldiers to better prepare them for leadership positions before they are promoted, rather than having them undergo on-the-job type training and education that sometimes took place in the past.

Improved education and training for the Army’s NCOs, including boosting tactical and leadership skills



“The goal is to strengthen the education and development of our NCOs, and in turn, we strengthen our Army to successfully complete the numerous and various missions we undertake across the world.”

— Sgt. Maj. Ramzy Noel,
Director, First Sergeant
Course, U.S. Army Sergeants
Major Academy

and teaching how to better leverage technology, will help strengthen the global war on terrorism.

“The goal is to strengthen the education and development of our NCOs, and in turn, we strengthen our Army to successfully complete the numerous and various missions we undertake across the world,” Noel said. 🇺🇸

***“Sergeants First Class:
Principal NCO and life blood of the company.
Provider, disciplinarian and wise counselor...”***

— 2009 Year of the Noncommissioned Officer Web site

NCOES HISTORY AND TRANSFORMATION

The current Noncommissioned Officer Education System is more than 35 years old. In May 2005, the commanding general of the Training and Doctrine Command approved the transformation of the NCOES, with the aim of better supporting the professional development needs of Soldiers while continuing to strengthen the global war on terrorism.

The U.S. Army Sergeants Major Academy, Fort Bliss, Texas, is charged with implementing the NCOES transformation, and has the lead in making changes to courses taught at the Army's 30 NCO academies worldwide. Among the changes under the NCOES transformation:

- **NCOES will exist at three levels:** Operational, institutional and self-developmental.
- **The Warrior Leader Course**, formerly the Primary Leadership Development Course, will become a 17-day course for privates first class through staff sergeants with a focus on tactical and leadership skills to train and lead Soldiers at the team and squad level.
- **The Basic Noncommissioned Officer Course** (BNCOC) has been renamed the Advanced Leader Course (ALC) and will prepare promotable sergeants and staff sergeants to lead squad- and platoon-sized elements in combat. Phase I of the ALC will be provided solely through distance learning.
- **The Advanced Noncommissioned Officer Course** (ANCOC) now becomes the Senior Leader Course generally attended by staff sergeants and sergeants first class. The course will absorb some of the tasks currently under the First Sergeant Course.
- **Courses will better leverage technology** as it relates to fighting the war on terrorism.
- **Course curricula will align** across the U.S. Army and improve access by the Active Reserve and National Guard NCO academies.



UNITED STATES ARMY
SERGEANTS MAJOR ACADEMY

Photo by Cindy Ramirez

BYE-BYE BNCOC: HERE COMES ALC

Mark your calendars, program your Personal Digital Assistants and set up the Outlook appointment reminder—Oct. 1 the new ALC officially begins: 13 classes, totaling 1,300 students. Backlog will soon be a problem of the past.

By Linda Crippen

The Army is changing. Unlike the Army of old, non-commissioned officers and Soldiers in general have more control and options today regarding their military careers.

Officially, the Department of the Army announced last November that the Basic Noncommissioned Officers Course would be changing its curriculum and name to the Advanced Leader Course in an effort to align the NCO Education System with the needs of today's Soldiers and their missions.

The new ALC will help prepare junior NCOs for current combat and deployment engagements that place them into more challenging leadership roles. Ongoing conflicts in Iraq and Afghanistan dictate the necessity for junior NCOs to conduct independent operations and missions. Often, they must make command decisions regarding movements of their troops, strategy and planning.

The unspoken rules of combat have changed. Gone are the days of back-and-forth, structured volleys in battle. Modern warfare is chaotic, situational, unique and unpredictable. No longer are battles vicariously planned and fought by officers located in a tactical operations center sometimes miles away from engagement. Sergeants and staff sergeants must be able to interpret information, analyze situations and implement decisions and maneuvers that require specific leadership skills, knowledge and abilities at a much earlier time in their careers and for a larger number of subordinates.

"We have team leaders and squad leaders — sometimes (their) decisions are going to be something that wakes the president of the United States in the middle of the night, and there is no real reach-back-and-forth," said Michael E. Doyle, Ed.D., dean of academics at the United States Army Sergeants Major Academy, where the new ALC was written. "Our world is so fast, and things happen so quickly. The individual (NCO) is going to have to make that decision and is not going to be able to reach back to a higher authority."

Changes within NCOES, and ALC in particular, are critical for the success of the entire organization, as well as the success of each individual. BNCOC was outdated

according to current mission demands, and thanks to research and input from all levels, ALC will now prepare junior NCOs for broader leadership roles.

The organization of ALC includes a two-phase system, though some Soldiers may need to go through three phases. Phase I, the Common Core curriculum, includes topics and information that every NCO, regardless of military occupational specialty, should know. Phase I instruction will also transition from an in-residence or video tele-training course to an Internet distance-learning course via Blackboard software. Phase II and III are based on an individual Soldier's MOS, and those courses will remain in-residence.

"Right now, USASMA will do all active components (for Phase I training)," Master Sgt. Rochele Thomas, deputy director for ALC Common Core, said. The Academy has 55 instructors who will conduct online training, and over time, that number will increase. "USASMA is the hub, the proponent for the Common Core, and we're ready to go."

Once selected and approved for ALC, Soldiers will have 90 days to complete the online course. Since the course is self-paced, hypothetically, "it could be completed in 30 days, making the Soldier eligible for the next step, Phase II," Sgt. 1st Class Lacey Clayton, the ALC team leader, said.

USASMA cadre ran a pilot program from January through March of this year to initiate the experimental Blackboard online delivery.

"In fiscal year 2008, we had to change our curriculum and really fine-tune it to develop a good product, and it's something that we constantly update. Every year we're looking at it," Clayton added.

Most of the subjects will remain the same as they were for the pilot course, but the new method of delivery will allow instructors and administrators to make changes to the curriculum when the need arises.

"We're still going to hit on basic combat leadership, NCO evaluation reports, improvised explosive devices and sexual harassment courses to make sure our NCOs are refreshed," Clayton said. The course will include the same topics that were in the resident BNCOC, but measures will

be in place to shift the curriculum according to what is happening in current missions around the world.

Any proposed changes must go through a critical task selection board, which will meet this month to review proposed changes submitted by sergeants first class across the Army, Clayton said. The course may continue to see more changes in the content.

“Just as the Army is ever-changing with techniques, tactics and procedures, we are going to be ever-changing with (the courses). We’re going to tap into our best resources — the people who are out there on the battlefield — and see what their thought processes are and do our best to develop it for our junior leaders,” she added.

What Should Future ALC Students Expect?

Once Soldiers are scheduled for the course, the Army Training Requirements and Resource System, commonly known as ATRRS, will send some simple instructions regarding reporting procedures.

“The instructions will include a Web site login so Soldiers can begin in-processing,” Thomas said. The Soldier will also receive another reminder approximately 30 days before the course begins.

Because the course is asynchronous and self-paced, it is unlikely all Soldiers will log in on day one. “We want to give the instructors a chance to know who they have, so that two-week timeframe will be the reporting period,” Thomas said. The course materials will not be available until the start date, but the two-week reporting period will provide Soldiers who have other scheduled activities the ability to report online at a convenient time.

There will be five modules, so

the students will have five exams. “Content will be narrated,” Clayton explained. “Some classes will have videos they’ll get to watch, slide presentations, an online reference section and threaded discussions, which will allow interaction between Soldiers to comment to each other.” The pilot launched earlier in the year demonstrated very productive and beneficial online discussions among students.

“We’ll have students in Iraq and Afghanistan who come on and tell us, ‘Hey, this is what we’re seeing now,’ so it benefits everyone in the class,” she said. Furthermore, course instructors will be able to give feedback through e-mail and discussion threads, with a 24-hour response time to get back to the students. “It’s hands-on without being hands-on,” Clayton said.

Content and delivery won’t be the only changes Soldiers should expect. Their role as participants will also shift. Online classes require Soldiers to be more proactive in their learning; hence, they must take on more responsibility for the actual process. What time Soldiers log on to the course and how long they study will be completely up to them. “Bottom line, it’s going to be on the student,” Clayton added.

There are several safety nets if Soldiers experience difficulty with course content. Similar to procedures followed at most academic institutions, ALC will issue academic letters to command sergeants major, commanders and first sergeants to alert them of the concern. Blackboard will also offer remedial material.

Soldiers “may not be in a location to go to the campus library, so we make those resources available to them online,” Doyle said. “If they need remediation, there is an area (on Blackboard) that presents those types of materials so they can move forward.”

Why Blackboard?

Sending Soldiers to training schools can become expensive; their travel, room and board and supplies, among other things, can be quite costly. Indeed, someone has to pay the instructors, too. One of the issues the Army wanted to address is providing educational materials to a large number of Soldiers, no matter where they are located. Online distance learning resolves the location issue and is much cheaper than building new schools. Besides, colleges and universities nationwide have used this same technology for the past few years.

Perhaps more importantly, the Army has Internet security requirements, which

cannot be compromised. Doyle explained that when the Army researched the issue, they thought Blackboard gave them the most functionality in the Information Assurance environment.


“There are other systems that have more functionality but won’t work inside our Information Assurance requirements, allowing us to deliver the materials without corrupt-



NCOA ALC
Common Core
Distributed Learning

PURPOSE

Sexual Assault Prevention & Response
Lesson 1 of 5
PFN# L301DL



Screen shot taken from the ALC online: Sexual Assault Prevention and Response Lesson

REFERENCES

but rather which system best met the Army's requirements.

Blackboard is well-known within the educational industry and recently partnered with two other leaders. According to the company's Web site, Blackboard will provide online services for the NBC television network news content and will also partner with Vanderbilt University to support an iTunes application, making multimedia learning content available to users' mobile phones.

ing the Army's information," he said.

"It's a balancing act. At the very highest levels of the U.S. Army Training and Doctrine Command, they looked at what colleges and universities are using; what the other services are using; and what (other) industries are using," Doyle said.

Essentially, the Army employed a best-practices approach in their decision to use Blackboard, letting corporate America provide the best solution. The main deciding point was not the lowest price

The Unit's Role

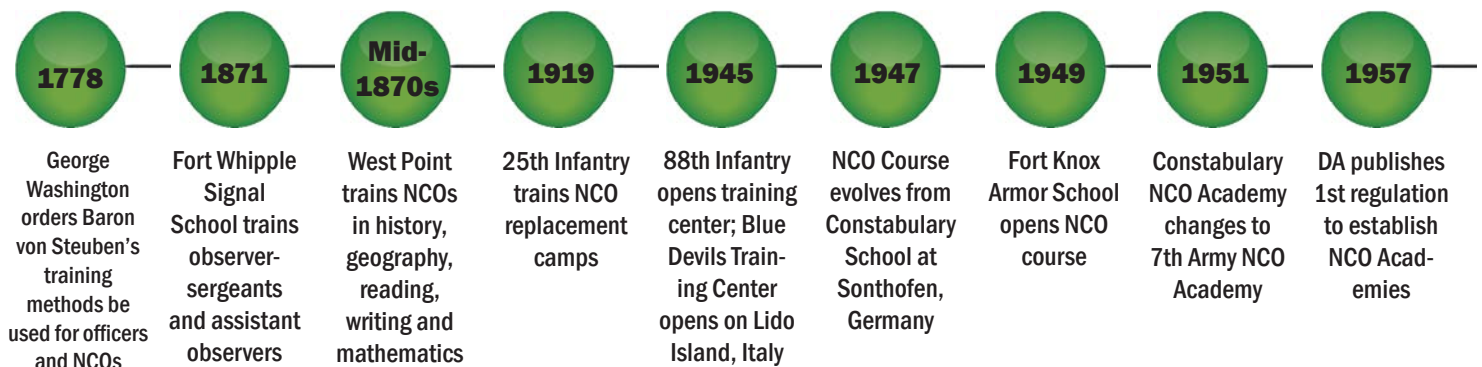
Thomas explained that in the past, units were responsible for preparing Soldiers to attend schools and still are. They assisted Soldiers in the ramp-up before reporting to a school, but once they left for school, the unit's responsibility ended until course completion.

The online course will allow Soldiers to remain home at their units, but first-line supervisors and commanders must afford their Soldiers time to work the course.

"One hour per day, six days out of the week — that's

Timeline for NCO

From Command Sgt. Maj. Daniel K. Elder's "Educating Noncommissioned Officers: A chronological study"



ADVANCED LEADER COURSE COMMON CORE



"Educating Today's Leaders for Tomorrow"



all it takes to complete the 80-hour course in 90 days," Thomas said.

With the transition to online distance learning for ALC, units' roles and responsibilities must also be proactive throughout the course. Since the hands-on portion of ALC is gone, these practical exercises must now be accomplished at the unit level. Whereas Soldiers can memorize the online content of the course, they must practice applying it to fully understand and learn it. For example, leading or managing a physical training formation cannot be learned by reading alone. Units have to be invested in their Soldiers' training.

"We need units to buy-in, especially for the hands-on (training)," Thomas said. "The units take it from the on-the-job-training side, and (ALC) will handle the educational side."

Historically, the Army has excelled in skills training. The step-1, step-2, step-3 system works very well in training Soldiers to do certain tasks, Thomas explained, but educating Soldiers requires more than parroting and repetition.

"We are not looking to teach skills," Doyle said. "We want to provide (Soldiers) with doctrine, philosophy, case studies. That's experiential learning, which can then be applied to other situations. That's the direction we want to

go, because that's what education is."

Thomas agreed. "Training should happen at the unit. In the long run, it will improve things," she said. "We can't stay stagnant; we've got to keep moving with the times."

Furthermore, the changes to ALC, and NCOES in general, are just the beginning. Thomas predicts that five years from now the system will be 10 times better and one of the best things the Army could have done.

Growing Pains

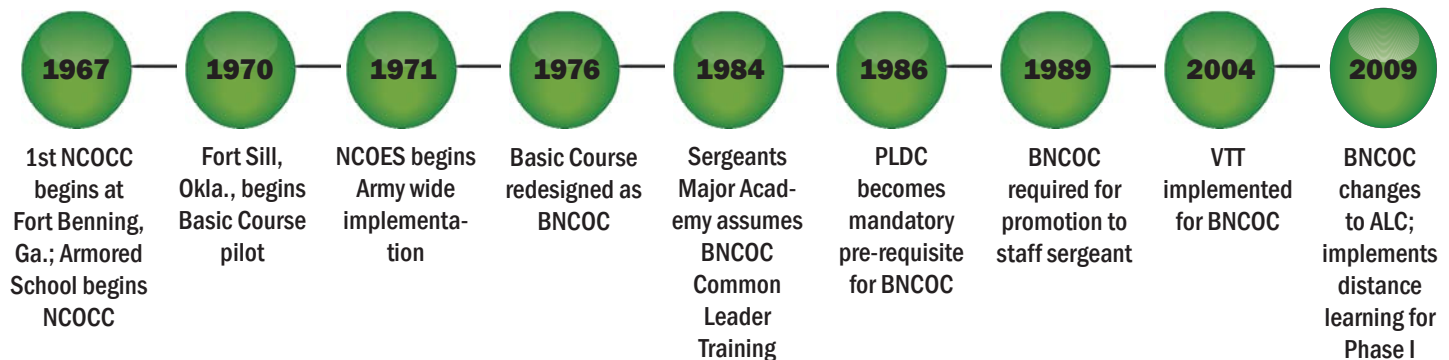
With any transition, there will be some growing pains as administrators and senior leaders iron out the kinks, especially on the technological side. Doyle asks for Soldiers and their command units to be patient and understanding as the new program launches.

"Issues may arise with Information Assurance, or the intuitive nature of the program might not work as well as they would like," he said. However, a team of technicians and administrators is dedicated to address issues as they occur.

The integration of this technology and pedagogical approach marks a milestone for both the Army and the Department of Defense. None of the other branches of service has incorporated such a system for educating their noncommissioned officers. 🏠

ES Development

on the development of educational programs for U.S. Army Noncommissioned Officers," July 1999



NCO Stories

A selection of Valor



Platoon Sgt. Finnis D. McCleery

Citation to award the Medal of Honor

For conspicuous gallantry and intrepidity in action at the risk of his life above and beyond the call of duty. Platoon Sgt. McCleery, U.S. Army, distinguished himself while serving as platoon leader of the 1st Platoon of Company A. A combined force was assigned the mission of assaulting a reinforced company of North Vietnamese Army regulars, well entrenched on Hill 352, 17 miles west of Tam Ky. As McCleery led his men up the hill and across an open area to close with the enemy, his platoon and other friendly elements were pinned down by tremendously heavy fire coming from the fortified enemy positions.

Realizing the severe damage that the enemy could inflict on the combined force in the event that their attack was completely halted, McCleery rose from his sheltered position and began a one-man assault on the bunker complex. With extraordinary courage, he moved across 60 meters of open ground as bullets struck all around him and rockets and grenades literally exploded at his feet. As he came within 30 meters of the key enemy bunker, McCleery began firing furiously from the hip and throwing hand

grenades. At this point in his assault, he was painfully wounded by shrapnel, but, with complete disregard for his wound, he continued his advance on the key bunker and killed all of its occupants. Having successfully and single-handedly breached the enemy perimeter, he climbed to the top of the bunker he had just captured and, in full view of the enemy, shouted encouragement to his men to follow his assault. As the friendly forces moved forward, McCleery began a lateral assault on the enemy bunker line. He continued to expose himself to the intense enemy fire as he moved from bunker to bunker, destroying each in turn. He was wounded a second time by shrapnel as he destroyed and routed the enemy from the hill. McCleery is personally credited with eliminating several key enemy positions and inspiring the assault that resulted in gaining control of Hill 352. His extraordinary heroism at the risk of his life, above and beyond the call of duty, was in keeping with the highest standards of the military service, and reflects great credit on him, the Americal Division and the U.S. Army.

Two Silver Stars awarded to Soldiers after fierce battle in Afghan mountains

By Lori Egan

FORT BENNING, Ga. — Three Soldiers received medals March 30 for valor and gallantry in action during the Battle of Wanat, July 13, 2008, while deployed to Afghanistan.

Capt. Matthew Myer and Sgt. Michael Denton received Silver Stars and Sgt. 1st Class David Dzwik received a Bronze Star with “V” device from Fort Benning’s commanding general, Maj. Gen. Michael Barbero.

During the Battle of Wanat, nine Soldiers with C Company, 2nd Battalion (Airborne), 503rd Infantry Regiment, 173rd Airborne Brigade Combat Team, died and 27 were wounded when an estimated 200 insurgents attacked a vehicle patrol base near the village of Wanat in the Hindu Kush mountains near the Pakistan border.

The platoon-sized element withstood a coordinated enemy assault of rocket-propelled grenades and effective small arms fire from numerous concealed fighting positions for more than four hours.

Col. Bill Ostlund, the 75th Ranger Regiment’s deputy commander, commanded the 2nd Battalion (Airborne), 503rd Infantry during the unit’s 15-month deployment.

He told the crowd gathered for the award ceremony how the Soldiers lived in a very rugged, austere, underdeveloped and contested mountainous region where they gained and maintained freedom of movement in an area that had never seen government agents or Afghan security forces; how they bettered the lot of nearly 1 million Afghan people.

“Many talk about being in the company of heroes,” Ostlund said. “Today, we truly are in their company.”

Myer’s Silver Star citation reads, “Myer’s perseverance under fire and leadership in the face of mortal danger saved the day when almost all had been lost. Myer’s valorous actions, enabling the defeat of a numerically superior enemy force, are in keeping with the finest traditions of military service and reflect great credit upon himself, the 173rd Airborne Brigade Combat Team and the United States Army.”

According to Myer’s narrative, his “steadfast leadership and calm direction of battle singularly enabled the battalion to bring the full force of all available enablers to bear on the determined enemy formation, allowing the



Photo by Lori Egan

Maj. Gen. Michael Barbero, Fort Benning’s commanding general, pins a Bronze Star with “V” device on Sgt. 1st Class David Dzwik. Also pictured are Capt. Matthew Myer, left, and Sgt. Michael Denton.

outnumbered group of American paratroopers to decisively defeat a much larger enemy force. ... At the decisive moment of battle, Myer unflinchingly ordered the audacious reinforcement of the OP, and then exposed himself to the same risk his Soldiers faced in order to continue effectively leading the successful defense of his position.”

Denton’s Silver Star citation reads, “While serving as a grenadier ... Denton’s perseverance under fire and bravery in the face of mortal danger saved the day when almost all had been lost. Denton’s valorous actions, enabling the defeat of numerically superior enemy force, are in keeping with the finest traditions of military service and reflect great credit upon himself, the 173rd Airborne Brigade Combat Team and the United States Army.”

According to Dzwik’s Bronze Star Medal with “V” device narrative, Dzwik directly engaged the enemy with his personal weapon while also directing indirect fire.

Dzwik led reinforcements to a beleaguered coalition force observation post and then ensured that several casualties were evacuated. Dzwik’s tremendous courage, tactical and technical skills, high level of dedication and commitment to excellence were unmatched when he contributed toward overcoming an intense enemy attack.



Korean War veteran recognized for combat valor

By Elaine Wilson
Fort Sam Houston

A Korean War veteran was awarded the Bronze Star with "V" device Feb. 2, more than 50 years after he risked his own life to save the lives of his fellow Soldiers.

Brig. Gen. P.K. Keen, commander, U.S. Army South, presented the medal to 77-year-old Silvestre Acebedo in front of a crowd of family and friends at the Army Medical Department Museum at Fort Sam Houston, Texas. When awarded for bravery, the medal is the fourth highest combat award of the U.S. Armed Forces.

"It's never too late to recognize a great contribution to our nation," Keen said at the ceremony. "This award ceremony is an opportunity for us to reflect on the selfless efforts of countless men and women who have answered the call to service in far away places and ... who have performed valiantly, such as Silvestre Acebedo."

Six veterans who served with Acebedo during the Korean War attended the ceremony.

Maj. Gen. Russell Czerw, Fort Sam Houston's installation commander, also attended the ceremony to pay tribute to the heroic Soldier. He felt compelled to speak when he saw the other Korean War veterans in attendance. "We can't do anything alone; we're part of a team," he said to the veterans. "Thank you for your service."

Acebedo distinguished himself in August 1950 while serving as a platoon commander with the 2nd Infantry Division in the Republic of Korea. The corporal's platoon was ordered to help extract Companies I and K, 9th Regimental Combat Team, from an enemy ambush. When a fellow crew member was wounded, Acebedo manned all four .50 caliber machine guns on an M-16 vehicle while under heavy enemy fire. According to the citation, his bravery significantly contributed to the safe extraction of the infantry troops, with only three wounded.

"The Korean War is often referred to as the forgotten war, but we have not forgotten," Keen said. "Because of the efforts of individual Soldiers such as Mr. Acebedo, we were able to protect the Republic of South Korea from being overtaken — a nation that has since developed into a stalwart democracy, a powerful economic force and a committed ally to the U.S."

Acebedo's heroism, while appreciated by his fellow Soldiers, fell by the wayside during what Keen called "a fierce and difficult war." His family later battled to get him the recognition he deserved, but met with little success, until they met Col. Ralph Hockley.

"We were in the same outfit," said Hockley, president of the



Photo by Elaine Wilson

Brig. Gen. P.K. Keen, commander, U.S. Army South, congratulates 77-year-old Silvestre Acebedo after presenting him with the Bronze Star with "V" device Feb. 2 at the Army Medical Department Museum at Fort Sam Houston, Texas. Retired Col. Ralph Hockley (far right), president of the Second Infantry Division-Korean War Veterans Alliance, helped Acebedo obtain the medal.

Second Infantry Division-Korean War Veterans Alliance. "We met at a reunion three years ago. He told me his story and said no one would listen."

Hockley, who had assisted others with obtaining medals, asked Sen. Kay Bailey Hutchison of Texas to assist with the medal quest. The medal was approved a short time after. "To get a medal, you have to have done something beyond the call of duty. Anyone who does that is deserving of a medal," said Hockley, also a recipient of the Bronze Star with "V" device.

"Sometimes in our military, our bureaucracy moves slow, sometimes slower than other times," Keen said. "But today is evidence that it nevertheless does move. We are accomplishing a mission by recognizing a true hero who has given to our country and is evidence that the fight goes on in recognizing our heroes who have served our country. "Wars are not won by machines such as tanks, aircraft missiles or weapons systems. They are won by individual Soldiers and other servicemen and women," Keen added. "We are evidence today that it is men like Mr. Acebedo who stand up and put boots on the ground and defend our country when it calls."

Acebedo said he was honored to receive the recognition, especially with two generals present. He added that he is still ready to serve. "If I was young, I'd go to Iraq. I might do it."

Czerw said he doesn't doubt it for a moment. "If we could put a uniform on him, I think he would come back."



Stryker Soldier awarded Distinguished Service Cross

By Spc. Vincent Fusco
20th Public Affairs Detachment

A 1st Stryker Brigade Soldier who saved the life of his platoon leader was awarded the Distinguished Service Cross on Dec. 12 at Fort Wainwright, Alaska, for his actions during an ambush in Iraq.

Sgt. Gregory Williams received the Army's second-highest award for valor from Army Chief of Staff Gen. George W. Casey Jr. for what he did in a gun battle that ensued after an improvised explosive device stopped his Stryker last year in Baghdad.

Although injured himself, Williams pulled his lieutenant from a smoldering Stryker, provided suppressive fire with a .50-caliber weapon and enabled first aid to be given to Soldiers burned by the IED blast. He was a squad leader in Headquarters and Headquarters Company, 1st Battalion, 5th Infantry Regiment, 1st Stryker Brigade Combat Team, 25th Infantry Division.

"When I want to talk about the quality of the force, I talk about Sgt. Williams," Casey said. "(Soldiers like Williams) are the heart and soul of the Army."

During a mounted night patrol Oct. 30, 2006, in Baghdad's Huriyah neighborhood, Williams' Stryker was struck by shaped charges that sent a stream of fire through the hull of the vehicle.

"It was like someone took a can opener and peeled (the Stryker) open," Williams said.

As the Stryker and its occupants caught fire, enemy forces unleashed an ambush of rocket-propelled grenades and AK-47 rounds. While the vehicle was still in motion, the Soldiers dismounted from the back ramp, found cover and returned fire.

Williams, a Valley Spring, Calif., native, was unconscious for a few seconds after the blast, recovered and put the flames out on himself and other Soldiers around him before grabbing a first aid bag to treat his comrades.

But Williams realized that the Soldiers were in greater need of suppressive fire, so he expended 120 rounds — four magazines — of ammunition from his M4 carbine upon the enemy.

After helping provide suppressive fire, he saw his platoon leader, 1st Lt. Aaron Willard, from York Springs, Penn., inside the smoldering Stryker. Willard's legs were burned and lacerated from shrapnel, and he had just finished his third magazine engaging the enemy when he began to pass out from blood loss.

"My ears started ringing and I started to see a white light in front of my eyes," Willard said. "Sgt. Williams grabbed me and threw me toward the back of the vehicle."

Willard then remembered waking up on the ramp and the medic treating his wounds.

Spc. Matthew Driscoll, a gunner in Williams' company, was



Photo by Staff Sgt. Matthew MacRoberts

Army Chief of Staff Gen. George W. Casey pins the Distinguished Service Cross on Sgt. Gregory Williams for his actions during a firefight after an IED stopped his Stryker in Baghdad.

one of the Soldiers trapped by enemy fire and recalled how Williams established fire superiority.

"We didn't have any cover because we were taking fire from our 12 o'clock," Driscoll said. "So Williams jumped into the (.50-caliber M2 machine gun) spot and started unloading."

A rifle round went past Williams' head and hit the hatch before he expended 100 rounds into the enemy's position. He paused for a moment before two more rounds hit the hatch.

Williams then fired another 200 rounds before the weapon jammed and B Company, 1st Battalion, 17th Infantry Regiment, 172nd Stryker Brigade Combat Team, (now 1st Battalion, 5th Infantry Regiment, 1st Stryker Brigade Combat Team) arrived to provide security.

"That (Williams' suppressive fire) was the turning point of the firefight," Willard said. "If no one got on the .50-caliber, there would've been more casualties."

When the medic pulled Williams down to assess his injuries, Williams found that he couldn't hear and everything felt like it was spinning. He had minor burns and two punctured eardrums that needed surgery.

Willard, now a captain in the Warrior Transition Unit, credits Williams as the person who, in the heat of the moment, "recognized when to get on the .50-caliber and start shooting."

"I think it was a great honor to receive this award, I'm very proud to receive it," Williams said. "But I was just doing my job and what I was trained to do."



PHOTO JOURNAL

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 they're 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 names of individuals in the photo, a brief description of the action, location, the photographer's name and unit.

Photos may be submitted as a hard copy or digitally. If you e-mail 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@conus.army.mil.

Photo by Tech. Sgt. Charles Larkin Sr.



Air Force Senior Airman Cody Noble, 380th Expeditionary Security Forces Squadron, hugs his mother, Army Sgt. 1st Class Karen Hickman. Noble had not seen his mother in more than a year when she visited the 380th Air Expeditionary Wing.

Photo by Sgt. Jon Soles



Sgt. David Howell, left, and Sgt. Michael Stanley of the 30th Heavy Brigade Combat Team, North Carolina National Guard, pull security while a civil affairs team checks on a well in a farmer's field near Mahmudiyah, Iraq.

Photo by Sgt. Matthew Moeller



Soldiers with the 10th Mountain Division fire mortar rounds at suspected Taliban fighting positions during Operation Mountain Fire, in the village of Matal, Afghanistan.

Photo by Staff Sgt. Gina Vaile-Nelson



Soldiers carry a "wounded" comrade off the battlefield during a Warrior Leader Course training exercise at the Joint Multinational Training Command in Grafenwoehr, Germany.

Photo by Staff Sgt. Andrew Smith



Soldiers patrol an area near the village of Kowtay, Khowst province, Afghanistan. The Soldiers are deployed with 4th Brigade Combat Team, 25th Infantry Division.

Photo by Staff Sgt. Mike Pryor



Soldiers from the 82nd Airborne Division Chorus serenade Cole Branigan, a patient at Peyton Manning Children's Hospital in Indianapolis during a visit to the Hospital while in town for an 82nd Airborne Division Association convention.

Roll call

o f t h e f a l l e n

Operation Iraqi Freedom

Sgt. Roger L. Adams Jr., 36, Jacksonville, N.C., June 29, 2009 ♦ Sgt. Juan C. Baldeosingh, 30, Newport, N.C., June 29, 2009 ♦ Spc. Robert L. Bittiker, 39, Jacksonville, N.C., June 29, 2009 ♦ Pvt. Lucas M. Bregg, 19, Wright City, Mo., July 8, 2009 ♦ Spc. Herberth A. Berrios-Campos, 21, Bealeton, Va., July 24, 2009 ♦ Spc. Daniel P. Drevnick, 22, Woodbury, Minn., July 16, 2009 ♦ 2nd Lt. Joseph D. Fortin, 22, St. Johnsbury, Vt., Aug. 23, 2009 ♦ Spc. Matthew D. Hastings, 23, Claremore, Okla., Aug. 17, 2009 ♦ Chief Warrant Officer Rodney A. Jarvis, 34, Akron, Ohio, July 13, 2009 ♦ Sgt. 1st Class Edward C. Kramer, 39, Wilmington, N.C., June 29, 2009 ♦ Pfc. Thomas F. Lyons, 20, Fernley, Nev., Sept. 8, 2009 ♦ Pvt. Taylor D. Marks, 19, Monmouth, Ore., Aug. 28, 2009 ♦ Pfc. Zachary T. Myers, 21, Delaware, Ohio, Sept. 8, 2009 ♦ Staff Sgt. Johnny R. Polk, 39, Gulfport, Miss., July 25, 2009 ♦ Staff Sgt. Todd W. Selge, 25, Burnsville, Minn., Sept. 3, 2009 ♦ Spc. Jordan M. Shay, 22, Salisbury, Mass., Sept. 3, 2009 ♦ Staff Sgt. Shannon M. Smith, 31, Marion, Ohio, Sept. 8, 2009 ♦ Sgt. 1st Class Duane A. Thornsby, 30, Bridgeport, W. Va., Sept. 12, 2009 ♦ Pfc. William Z. Vanosdol, 23, Pinson, Ala., Aug. 19, 2009 ♦ Spc. Richard A. Walters Jr., 41, Cleveland, Ohio, Aug. 10, 2009 ♦ Sgt. Earl D. Werner, 38, Mondovi, Wis., Aug. 28, 2009 ♦ Spc. James D. Wertish, 20, Olivia, Minn., July 16, 2009 ♦ Spc. Carlos E. Wilcox IV, 27, Cottage Grove, Minn., July 16, 2009 ♦ Pvt. Keiffer P. Wilhelm, 19, Plymouth, Ohio, Aug. 4, 2009 ♦ Spc. Michael S. Cote Jr., 20, Denham Springs, La., Sept. 19, 2009

Operation Enduring Freedom

Staff Sgt. Neel B. Allen, 29, Rochester, N.Y., Sept. 12, 2009 ♦ 2nd Lt. Darryn D. Andrews, 34, Dallas, Texas, Sept. 4, 2009 ♦ Sgt. 1st Class Bradley S. Bohle, 29, Glen Burnie, Md., Sept. 16, 2009 ♦ Staff Sgt. Clayton P. Bowen, 29, San Antonio, Texas, Aug. 18, 2009 ♦ Pfc. Jordan M. Brochu, 20, Cumberland, Maine, Aug. 31, 2009 ♦ Pfc. Justin A. Casillas, 19, Dunnigan, Calif., July 4, 2009 ♦ Sgt. Brock H. Chavers, 25, Bulloch, Ga., July 6, 2009 ♦ Spc. Justin D. Coleman, 21, Spring Hill, Fla., July 24, 2009 ♦ Spc. Daniel L. Cox, 23, Parsons, Kan., Sept. 12, 2009 ♦ 1st Sgt. Jose S.N. Crisostomo, 59, Inarajan, Guam, Aug. 18, 2009 ♦ Staff Sgt. Kurt R. Curtiss, 27, Murray, Utah, Aug. 26, 2009 ♦ Staff Sgt. Jason S. Dahlke, 29, Orlando, Fla., Aug. 29, 2009 ♦ Spc. Paul E. Dumont, Jr., 23, Williamsburg, Va., Aug. 19, 2009 ♦ Sgt. 1st Class Jason J. Fabrizi, 29, Seffner, Fla., July 14, 2009 ♦ Pfc. Aaron E. Fairbairn, 20, Aberdeen, Wash., July 4, 2009 ♦ Spc. Joshua R. Farris, 22, La Grange, Texas, July 9, 2009 ♦ Pvt. Patrick S. Fitzgibbon, 19, Knoxville, Tenn., Aug. 1, 2009 ♦ Capt. Mark A. Garner, 30, N. C., July 6, 2009 ♦ Pfc. Nicolas H. J. Gideon, 20, Murrieta, Calif., July 6, 2009 ♦ Sgt. Robert D. Gordon II, 22, River Falls, Ala., Sept. 16, 2009 ♦ Sgt. 1st Class Alejandro Granada, 42, Fairfax, Va., Aug. 2, 2009 ♦ Capt. John L. Hallett III, 30, California, Aug. 25, 2009 ♦ Sgt. Randy M. Haney, 27, Orlando, Fla., Sept. 6, 2009 ♦ Pfc. Eric W. Hario, 19, Monroe, Mich., Aug. 29, 2009 ♦ Spc. Chester W. Hosford, 35, Hastings, Minn., July 6, 2009 ♦ Sgt. Matthew L. Ingram, 25, Pearl, Miss., Aug. 21, 2009 ♦ Capt. Cory J. Jenkins, 30, Arizona, Aug. 25, 2009 ♦ Spc. Issac L. Johnson, 24, Columbus, Ga., July 6, 2009 ♦ Capt. Cory J. Jenkins, 30, Mesa, Ariz., Aug. 25, 2009 ♦ Pfc. Richard K. Jones, 21, Person, N.C., Aug. 1, 2009 ♦ Sgt. Tyler A. Juden, 23, Winfield, Kan., Sept. 12, 2009 ♦ Cpl. Benjamin S. Kopp, 21, Rosemount, Minn., July 18, 2009 ♦ Spc. Anthony M. Lightfoot, 20, Riverdale, Ga., July 20, 2009 ♦ Staff Sgt. Andrew T. Lobosco, 29, Somerville, N.J., Aug. 22, 2009 ♦ Capt. Ronald G. Luce Jr., 27, Fayetteville, N.C., Aug. 2, 2009 ♦ Sgt. 1st Class Shawn P. McCloskey, 33, Peachtree City, Ga., Sept. 16, 2009 ♦ Sgt. Andrew H. McConnell, 24, Carlisle, Pa., Sept. 14, 2009 ♦ Pfc. Matthew M. Martinek, 20, DeKalb, Ill., Sept. 11, 2009 ♦ Spc. Alexander J. Miller, 21, Clermont, Fla., July 31, 2009 ♦ Staff Sgt. Joshua M. Mills, 24, El Paso, Texas, Sept. 16, 2009 ♦ Spc. Gregory J. Missman, 36, Batavia, Ohio, July 8, 2009 ♦ Pfc. Jeremiah J. Monroe, 31, Niskayuna, N.Y., Sept. 17, 2009 ♦ Spc. Raymundo P. Morales, 34, Dalton, Ga., July 21, 2009 ♦ Cpl. Darby T. Morin, 25, Victoria, Canada, Aug. 22, 2009 ♦ Staff Sgt. Michael C. Murphrey, 25, Snyder, Texas, Sept. 6, 2009 ♦ Spc. Randy L.J. Neff, Jr., 22, Blackfoot, Idaho, July 22, 2009 ♦ Sgt. Gregory Owens Jr., 24, Garland, Texas, July 20, 2009 ♦ 1st Lt. Tyler E. Parten, 24, Arkansas, Sept. 10, 2009 ♦ Spc. Justin R. Pellerin, 21, Boscawen, N.H., Aug. 20, 2009 ♦ Pfc. Dennis J. Pratt, 34, Duncan, Okla., July 20, 2009 ♦ Sgt. Joshua J. Rimer, 24, Rochester, Pa., July 22, 2009 ♦ Spc. Andrew J. Roughton, 21, Houston, Texas, July 20, 2009 ♦ Cpl. Nicholas R. Roush, 22, Middleville, Mich., Aug. 16, 2009 ♦ Sgt. 1st Class Ronald W. Sawyer, 38, Trenton, Mo., Aug. 25, 2009 ♦ Pvt. Gerrick D. Smith, 19, Sullivan, Ill., July 29, 2009 ♦ Staff Sgt. Tara J. Smith, 33, Nashville, N.C., Aug. 8, 2009 ♦ Sgt. 1st Class Severin W. Summers III, 43, Bentonina, Miss., Aug. 2, 2009 ♦ Spc. Christopher M. Talbert, 24, Galesburg, Ill., July 7, 2009 ♦ Capt. John Tinsley, 28, Tallahassee, Fla., Aug. 12, 2009 ♦ Spc. Troy O. Tom, 21, Shiprock, N. M., Aug. 18, 2009 ♦ Spc. Demetrius L. Void, 20, Orangeburg, S.C., Sept. 15, 2009 ♦ Chief Warrant Officer Douglas M. Vose III, 38, Concrete, Wash., July 29, 2009 ♦ Pfc. Morris L. Walker, 23, Chapel Hill, N.C., Aug. 18, 2009 ♦ Cpl. Jonathan M. Walls, 27, West Lawn, Penn., Aug. 1, 2009 ♦ Spc. Jonathan D. Welch, 19, Yorba Linda, Calif., Aug. 31, 2009 ♦ Spc. Abraham S. Wheeler III, 22, Columbia, S.C., Aug. 28, 2009 ♦ Pfc. Matthew E. Wildes, 18, Hammond, La., Aug. 27, 2009 ♦ Pfc. Dennis M. Williams, 24, Federal Way, Wash., Aug. 25, 2009 ♦ 2nd Lt. Derwin I. Williams, 41, Glenwood, Ill., July 6, 2009 ♦ Pfc. Brian M. Wolverton, 21, Oak Park, Calif., Aug. 20, 2009 ♦ Sgt. 1st Class William B. Woods Jr., 31, Chesapeake, Va., Aug. 16, 2009 ♦ 1st Lt. David T. Wright II, 26, Moore, Okla., Sept. 14, 2009 ♦ Pfc. Jonathan C. Yanney, 20, Litchfield, Minn., Aug. 18, 2009

Editor's note: This is a continuation of the list that was started with the October 2003 issue of the NCO Journal and contains those names released by the Department of Defense between July 1 and Sept. 21, 2009.



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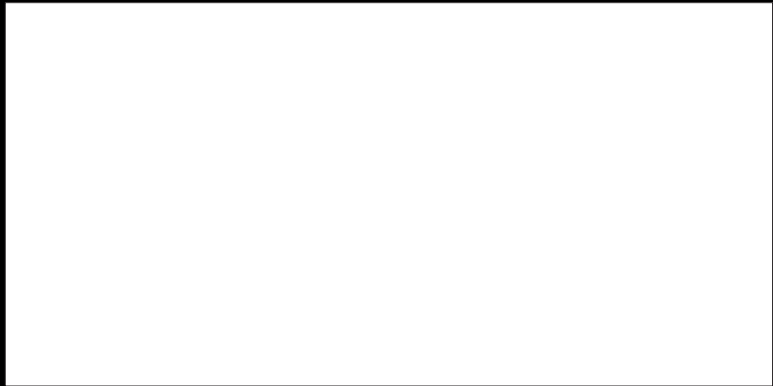
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