

The background of the cover is a photograph of a person in silhouette, standing on a ridge or cliff edge. The person is wearing a helmet and has a rifle slung over their shoulder. The sky behind them is a mix of blue and orange, suggesting a sunset or sunrise. The overall mood is contemplative and focused.

THE NCO
JOURNAL

2011

14-MONTH PLANNER



NCO CREED

No one is more professional than I. I am a Noncommissioned Officer, a leader of Soldiers. As a Noncommissioned Officer, I realize that I am a member of a time honored corps, which is known as "The Backbone of the Army". I am proud of the Corps of Noncommissioned Officers and will at all times conduct myself so as to bring credit upon the Corps, the Military Service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

Competence is my watchword. My two basic responsibilities will always be uppermost in my mind – accomplishment of my mission and the welfare of my Soldiers. I will strive to remain technically and tactically proficient. I am aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities inherent in that role. All Soldiers are entitled to outstanding leadership; I will provide that leadership. I know my Soldiers and I will always place their needs above my own. I will communicate consistently with my soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my Soldiers. I will be loyal to those with whom I serve; seniors, peers, and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, Noncommissioned Officers, leaders!

ON THE COVER

A Soldier stands against the Afghan skyline after securing a combat outpost in Rajankala in the Kandahar province of Afghanistan.

Photo by Air Force Tech. Sgt.
Francisco V. Govea II



SOLDIER'S CREED

I am an American Soldier.

I am a Warrior and a member of a team. I serve the people of the United States and live the Army Values.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills. I always maintain my arms, my equipment and myself.

I am an expert and I am a professional.

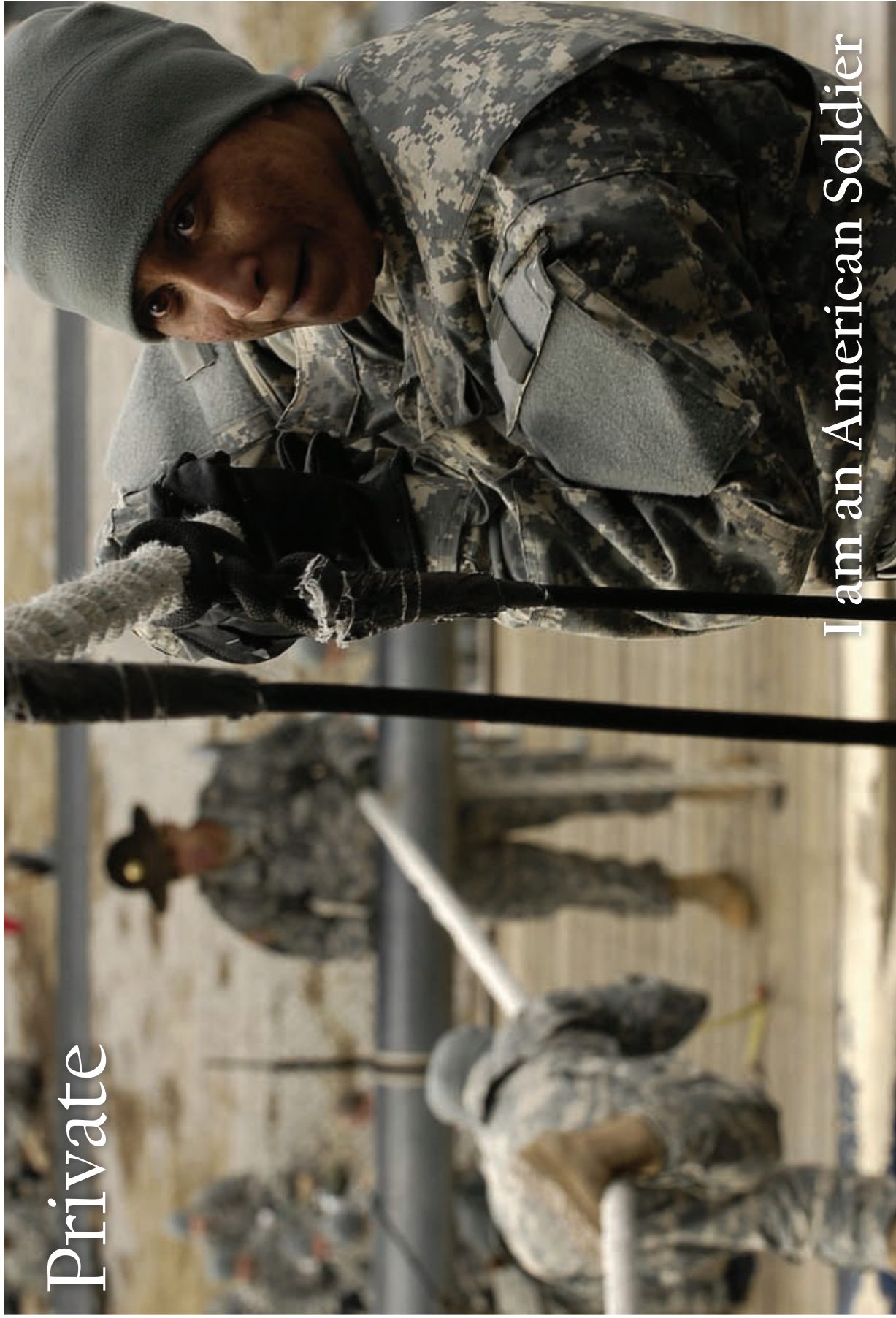
I stand ready to deploy, engage and destroy the enemies of the United States of America in close combat.

I am a guardian of freedom and the American way of life.

I am an American Soldier.

Private

I am an American Soldier



December

2010

Lowest rank: a trainee who's starting Basic Combat Training. Primary role is to carry out orders issued to them to the best of his/her ability. (Private does not have insignia)

Army Pvt. Lilly Dialo completes an obstacle at Victory Tower during basic combat training at Fort Jackson, S.C. -Photo by Senior Airman Michy M. Bazaldúa

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
NOVEMBER <small>SUN MON TUE WED THU FRI SAT</small> 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	JANUARY <small>SUN MON TUE WED THU FRI SAT</small> 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31		1	2	3	4
5	6	7 National Pearl Harbor Remembrance Day Islamic New Year	8	9 Hanukkah begins	10	11
12	13 Army National Guard Birthday	14	15	16	17 Human Rights Day	18
19	20	21	22	23	24 Wright Brothers Day	25
		28 Operation Just Cause -1989 Winter begins	29	30	31	Christmas Day
26 Kwanzaa begins	27	28	29	30	31 New Year's Eve	

Private Second Class



I am a warrior and a member of a team

January

2011

A trainee in Basic Combat Training. Primary role is to carry out orders issued to them to the best of his/her ability.

Future Army combat medics practice the rescue and treatment of a downed helicopter crew during Advanced Individual Training at Fort Sam Houston, Texas.-Photo by Neal Snyder

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
DECEMBER <small>SUN MON TUE WED THU FRI SAT</small> 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	FEBRUARY <small>SUN MON TUE WED THU FRI SAT</small> 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28					1 New Year's Day Kwanzaa ends
2	3	4	5	6	7	8
9	10	11	12	13	14	15
Sergeant Major of the Army's Nominative Sergeants Major Conference begins						
16	17	18	19	20	21	22
Desert Storm, Desert Shield begins -1991	Martin Luther King, Jr. Birthday (observed) Benjamin Franklin's Birthday					
23	24	25	26	27	28	29
30	31					

Private First Class

I serve the people of the United States and live the Army Values



Specialist



I will always place the mission first

Corporal

I will never accept defeat



April



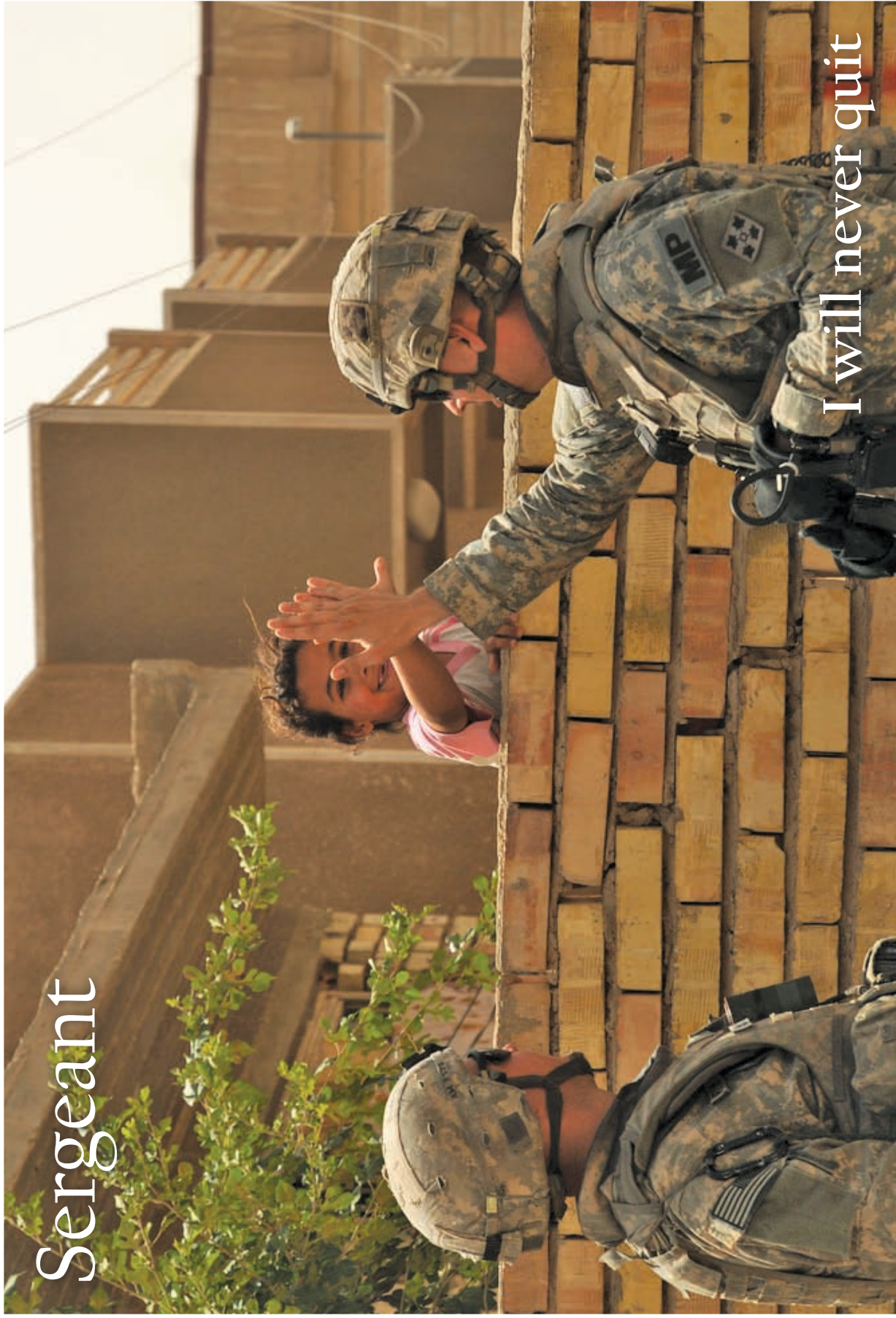
2011

The base of the noncommissioned officer ranks, Corporals serve as team leader of the smallest Army units. Like Sergeants, they are responsible for individual training, personal appearance and cleanliness of Soldiers.

Army engineer Cpl. Kyle Morris, right, assigned to 46th Engineer Battalion, receives a certificate of achievement for his work in helping to build life-support facilities at Joint Security Station, Zafaraniyah, Iraq...U.S. Army photo

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
MARCH <small>SUN MON TUE WED THU FRI SAT</small> 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	MAY <small>SUN MON TUE WED THU FRI SAT</small> 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	Cancer Control Month			1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
		American Civil War Begins - 1861	World War I Begins - 1917		Income Tax Day	
17	18	19	20	21	22	23
		Passover Revolutionary War Begins - 1775			Good Friday Earth Day	
24	25	26	27	28	29	30
Easter	Spanish-American War Begins - 1898		Administrative Professionals Day			

Sergeant



I will never quit

May



2011

Typically commands a squad (9 to 10 Soldiers). Considered to have the greatest impact on Soldiers because sergeants oversee them in their daily tasks. In short, sergeants set an example and the standard for privates to look and live up to.

U.S. Army Sgt. Matt Radcliffe, a military policeman from the 3rd Brigade Combat Team, 4th Infantry Division, gives a high five to a young Iraqi girl while another Soldier watches during a patrol through the Thawra 1 neighborhood of Sadr City, Iraq. -Photo by Tech Sgt. Cohen A. Young

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1	2	3	4	5	6	7
Mother's Day	9	10	11	12 Cinco de Mayo National Day of Prayer	13	14
15	16	17	18	19 Nurses' Day	20	21
22	23	24	25	26	27	28 Armed Forces Day
29	30 Memorial Day (observed)	31				

APRIL

SUN MON TUE WED THU FRI SAT
 3 4 5 6 7 8 9
 10 11 12 13 14 15 16
 17 18 19 20 21 22 23
 24 25 26 27 28 29 30

JUNE

SUN MON TUE WED THU FRI SAT
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 5 6 7 8 9 10 11
 12 13 14 15 16 17 18
 19 20 21 22 23 24 25
 26 27 28 29 30

**Asian Pacific-
American
Heritage Month**

Staff Sergeant



I will never leave a fallen comrade

Sergeant First Class

I am disciplined, physically and mentally tough



July

2011

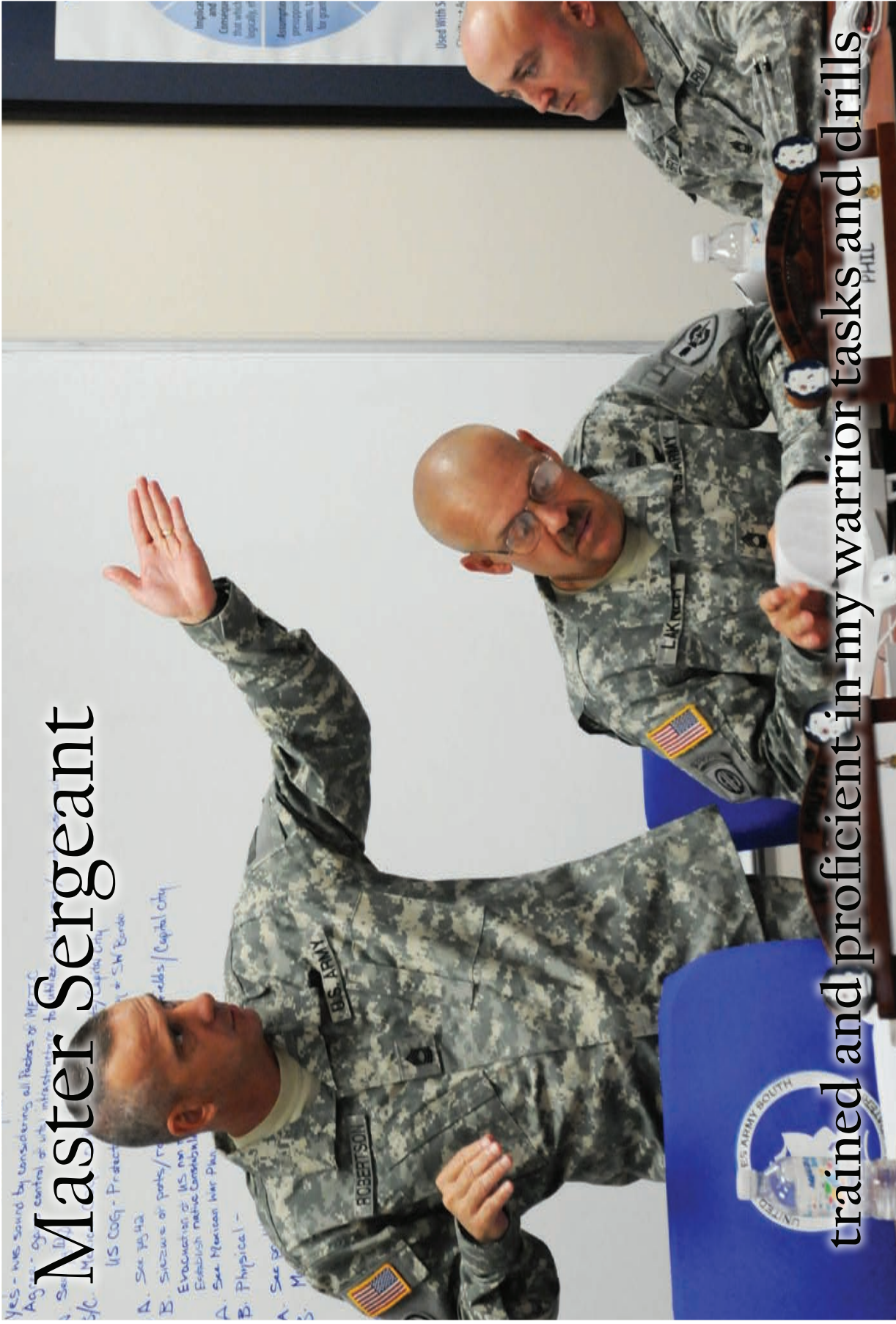


Key assistant and advisor to the platoon leader. Generally has 15 to 18 years of Army experience and puts it to use by making quick, accurate decisions in the best interests of the Soldiers and the country.

Sgt. 1st Class Marquise Goodwin from Fort Jackson, S.C., leads a group of privates through lunges during the AIT Platoon Sergeant of the Year competition at Fort Monroe, Va. -Photo by Pat Buffett

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
JUNE <small>SUN MON TUE WED THU FRI SAT</small> 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	AUGUST <small>SUN MON TUE WED THU FRI SAT</small> 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31				1 U.S. Army Sergeants Major Academy Birthday Canada Day	2
3	Independence Day 4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

Master Sergeant



trained and proficient in my warrior tasks and drills

August

2011



Principal NCO at the battalion level and often higher. Not charged with all the leadership responsibilities of a First Sergeant, but expected to dispatch leadership and other duties with the same professionalism.

From left, Master Sgts. Jim Robertson, Phil Lakner and Mason Bryant discuss a mock military operation during the Operational Design and Operational Art lesson in Class 60 of the Sergeants Major Course at Fort Bliss, Texas. -Photo by Cindy Ramirez

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	1 Ramadan Begins	2	3	4	5	6
7	8	9	10	11 Coast Guard Birthday	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26 National Aviation Day	27
28	29	30 Ramadan Ends	31		Women's Equality Day	

JULY

SUN MON TUE WED THU FRI SAT
 3 4 5 6 7 8 9
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 17 18 19 20 21 22 23
 24 25 26 27 28 29 30

SEPTEMBER

SUN MON TUE WED THU FRI SAT
 1 2 3
 4 5 6 7 8 9
 10 11 12 13 14 15 16 17
 18 19 20 21 22 23 24
 25 26 27 28 29 30

First Sergeant



I always maintain my arms, my equipment and myself

September

2011



Principal NCO and life-blood of the company: the provider, disciplinarian and wise counselor. Instructs other Sergeants, advises the commander and helps train all enlisted Soldiers. Assists officers at the company level (62 to 190 Soldiers).

First Sgt. LaShan Hayes, Company D, 3rd Battalion, 34th Infantry Regiment, inspects Soldiers after training. -Photo by Delaware Fulton

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
AUGUST <small>SUN MON TUE WED THU FRI SAT</small> 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	OCTOBER <small>SUN MON TUE WED THU FRI SAT</small> 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 30 31	National Hispanic Heritage Month				
4	5 Labor Day	6	7	8	9	10
11	12	13	14	15	16	17
Patriot Day	19	20	21	22	Mexican Independence Day	Constitution Day
18	19	20	21	22	23	24
Air Force Birthday	26	27	International Day of Peace	29	Native American Day First Day of Autumn	30
25	26	27	28	29	30	

Sergeant Major



I am an expert and I am a professional

October

2011

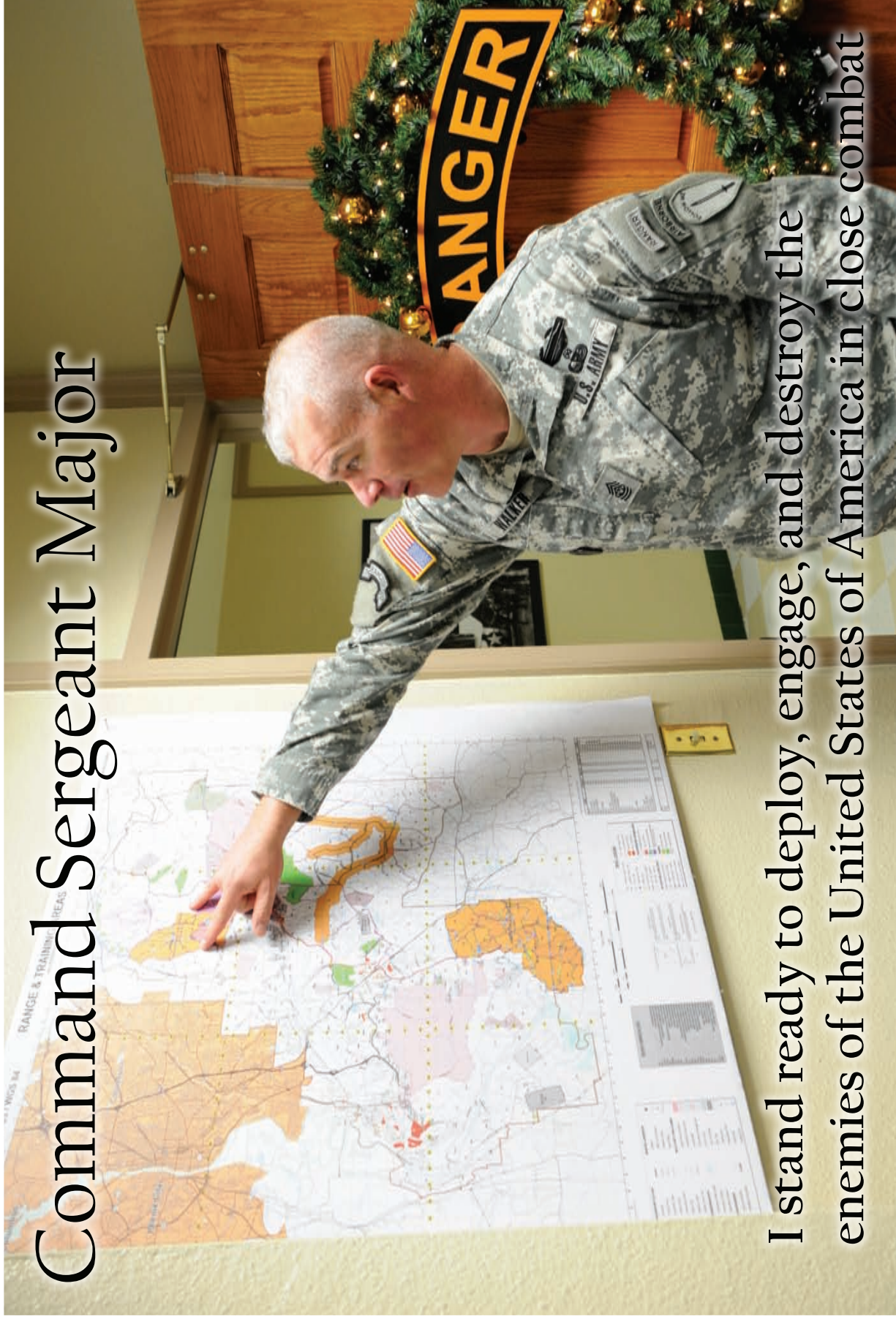


Sergeants major serve as the chief administrative assistants for a headquarters unit of the Army, but the sphere of influence regarding leadership is generally limited to those directly under his charge. They are key enlisted members of staff elements at levels at battalion or higher.

Sgt. Maj. Benny Hubbard, the district sergeant major for Gulf Region South, U.S. Army Corps of Engineers, shakes hands with an Iraqi child prior to the ribbon-cutting ceremony for the Salah Hadi Obid Elementary School in Afak, Iraq. Photo by Tech. Sgt. Dawn M. Price

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
SEPTEMBER <small>SUN MON TUE WED THU FRI SAT</small> 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	NOVEMBER <small>SUN MON TUE WED THU FRI SAT</small> 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	4	5	6	7	1
2	3	10	11	12	13	14
9	16	17	18	19	20	21
	Columbus Day			Navy Birthday		
National Boss Day	23	24	25	26	27	28
	United Nations Day					
30	Halloween	31				

Command Sergeant Major



I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat

November

2011



Command sergeants major are the senior enlisted advisors to the commanding officer. They carry out policies and standards, and advise the commander on the performance, training, appearance, and conduct of enlisted Soldiers. The command sergeant's major counsel is expected to be calm, settled and unequivocally accurate, but with an energy and enthusiasm that never wanes, even in the worst of times. A command sergeant major is assignable to any level Battalion or higher.

Command Sgt. Maj. Matthew Walker, Maneuver Center of Excellence command sergeant major, points out the Harmony Church area of Fort Benning, Ga., where construction was underway in December 2009 to house the U.S. Army Armor School. -Photo by Michael L. Lewis

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
National American Indian Heritage Month		Vietnam War Begins - 1955				
6	7	8	9	10	11	12
Daylight Saving Time ends				Marine Corps Birthday	Veteran's Day	
13	14	15	16	17	18	19
20	21	22	23	24	25	26
				Thanksgiving Day		Islamic New Year
27	28	29	30			

OCTOBER

SUN MON TUE WED THU FRI SAT
 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31

DECEMBER

SUN MON TUE WED THU FRI SAT
 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31

Sergeant Major of the Army



I am a guardian of freedom and the American way of life

December

2011



There's only one sergeant major of the Army. This rank is the epitome of what it means to be a sergeant and oversees all non commissioned officers. Serves as the senior enlisted advisor and consultant to the chief of staff of the Army (a four-star general).

Sgt. Maj. of the Army Kenneth O. Preston urges students to take the knowledge they are learning at the Master Resilience Training and share it with fellow Soldiers and family members back home.-U.S. Army photo

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
NOVEMBER SUN MON TUE WED THU FRI SAT 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	JANUARY SUN MON TUE WED THU FRI SAT 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31			1	2	3
4	5	6	7 National Pearl Harbor Remembrance Day	8 World War II Begins - 1941	9	10
11	12	13	14	15	16	17 Human Rights Day
18	19	20	21 Operation Just Cause - 1989 Hanukkah Begins First Day of Winter	22	23	24 Wright Brothers' Day
25	26 Kwanzaa Begins	27	28	29	30	31 New Year's Eve
Christmas Day						



I am an American Soldier

January

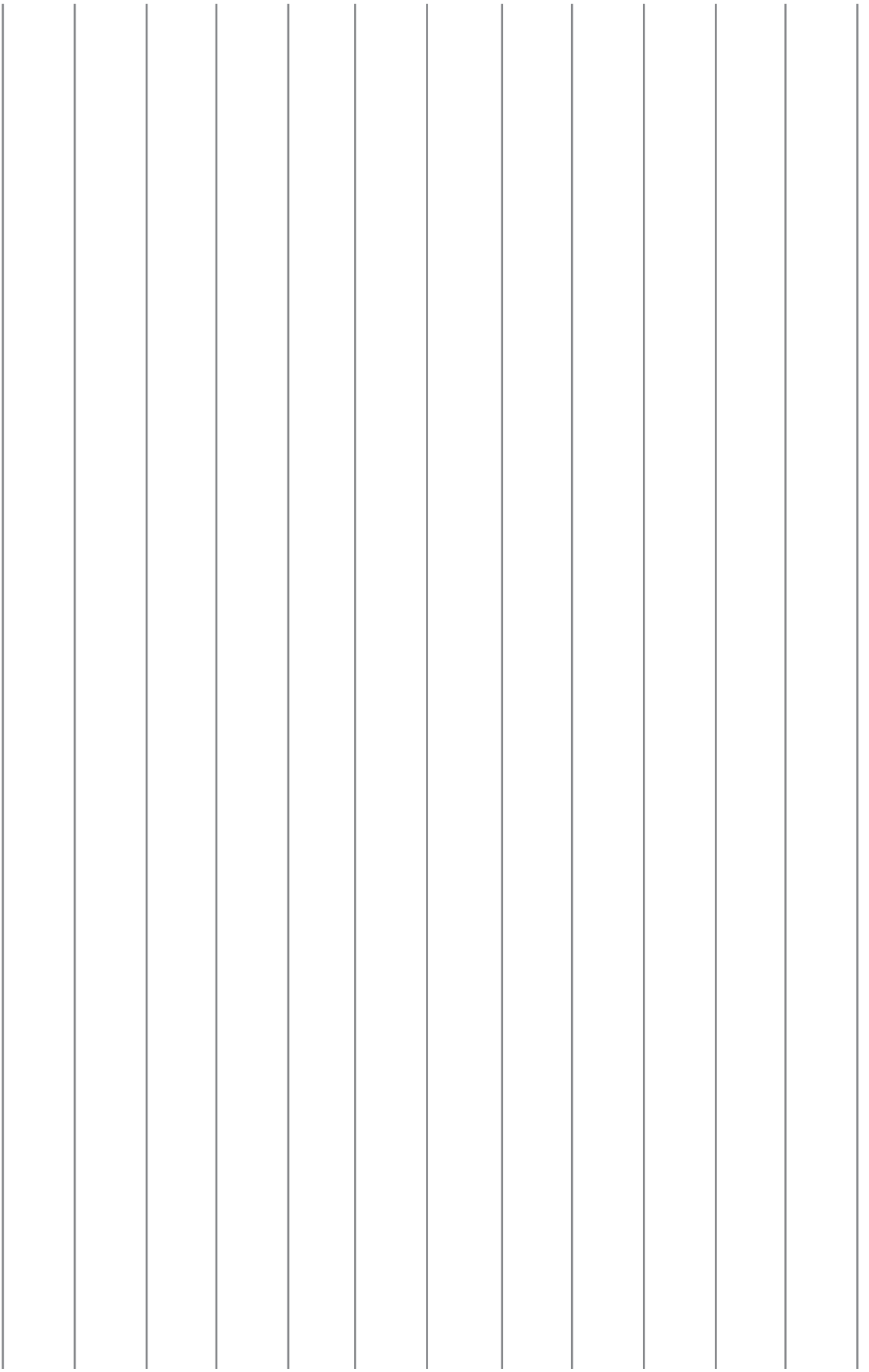
2012

"The goal of the corps of NCOs, whose duty is the day-to-day business of running the Army so that the officer corps has time to command it, is to continue to improve our Army at every turn. We want to leave it better than we found it. Regardless of the kind of unit you're in, it ought to be an "elite" outfit, because its NCOs can make it one."
— Sgt. Maj. of the Army William G. Bainbridge

An Army National Guard Soldier from the 29th Brigade Combat Team stands watch at the U.S./Mexico border. -Photo by Sgt. Jim Greenhill

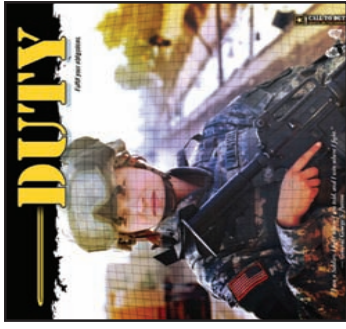
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1	2	3	4	5	6	7
New Years Day	9	10	11	12	13	14
15	16	17	18	19	20	21
	Desert Shield/Desert Storm - 1991 Martin Luther King, Jr. Birthday (observed)	Benjamin Franklin's Birthday	25	26	27	28
22	23	24	25	26	27	28
	Chinese New Year	31				
29	30	31				
<p style="text-align: center;">DECEMBER</p> <p style="text-align: center;">SUN MON TUE WED THU FRI SAT 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31</p>						<p style="text-align: center;">FEBRUARY</p> <p style="text-align: center;">SUN MON TUE WED THU FRI SAT 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29</p>

**National
Volunteer Blood
Donor Month**

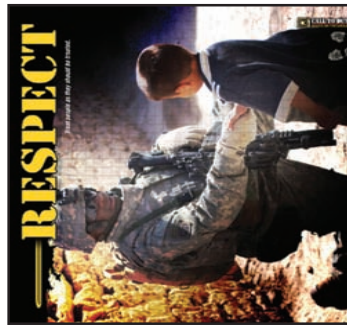




Bear true faith and allegiance to the Constitution, the Army and other Soldiers. Be loyal to the nation and its heritage.



Fulfill your obligations. Accept responsibility for your own actions and those entrusted to your care. Find opportunities to improve yourself for the good of the group.



Treat people as they should be treated. How we consider others reflects upon us, both personally and as a professional organization.



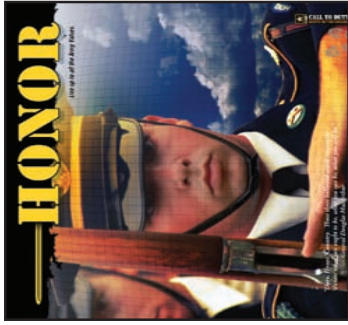
Put the welfare of the nation, the Army and your subordinates before your own. Selfless service leads to organizational teamwork and encompasses discipline, self-control and faith in the system.

2011

JANUARY SUN MON TUE WED THU FRI SAT 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	FEBRUARY SUN MON TUE WED THU FRI SAT 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28	MARCH SUN MON TUE WED THU FRI SAT 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	APRIL SUN MON TUE WED THU FRI SAT 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30
MAY SUN MON TUE WED THU FRI SAT 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	JUNE SUN MON TUE WED THU FRI SAT 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	JULY SUN MON TUE WED THU FRI SAT 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	AUGUST SUN MON TUE WED THU FRI SAT 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31
SEPTEMBER SUN MON TUE WED THU FRI SAT 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	OCTOBER SUN MON TUE WED THU FRI SAT 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	NOVEMBER SUN MON TUE WED THU FRI SAT 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	DECEMBER SUN MON TUE WED THU FRI SAT 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31

2012

JANUARY SUN MON TUE WED THU FRI SAT 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	FEBRUARY SUN MON TUE WED THU FRI SAT 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29	MARCH SUN MON TUE WED THU FRI SAT 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	APRIL SUN MON TUE WED THU FRI SAT 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30
MAY SUN MON TUE WED THU FRI SAT 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	JUNE SUN MON TUE WED THU FRI SAT 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	JULY SUN MON TUE WED THU FRI SAT 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	AUGUST SUN MON TUE WED THU FRI SAT 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31
SEPTEMBER SUN MON TUE WED THU FRI SAT 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29	OCTOBER SUN MON TUE WED THU FRI SAT 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	NOVEMBER SUN MON TUE WED THU FRI SAT 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	DECEMBER SUN MON TUE WED THU FRI SAT 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31



*Live up to all the Army values.
Honor is a matter of carrying
out, acting and living the values
of respect, duty, loyalty, selfless
service, integrity and personal
courage in everything you do.*

2013



*Do what is right, legally and morally.
Be willing to do what is right even
when no one is looking. It is our
"moral compass" - our inner voice.*

<p>JANUARY</p> <p>SUN MON TUE WED THU FRI SAT 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31</p>	<p>FEBRUARY</p> <p>SUN MON TUE WED THU FRI SAT 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28</p>	<p>MARCH</p> <p>SUN MON TUE WED THU FRI SAT 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31</p>	<p>APRIL</p> <p>SUN MON TUE WED THU FRI SAT 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30</p>
<p>MAY</p> <p>SUN MON TUE WED THU FRI SAT 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31</p>	<p>JUNE</p> <p>SUN MON TUE WED THU FRI SAT 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30</p>	<p>JULY</p> <p>SUN MON TUE WED THU FRI SAT 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31</p>	<p>AUGUST</p> <p>SUN MON TUE WED THU FRI SAT 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31</p>
<p>SEPTEMBER</p> <p>SUN MON TUE WED THU FRI SAT 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30</p>	<p>OCTOBER</p> <p>SUN MON TUE WED THU FRI SAT 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31</p>	<p>NOVEMBER</p> <p>SUN MON TUE WED THU FRI SAT 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30</p>	<p>DECEMBER</p> <p>SUN MON TUE WED THU FRI SAT 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31</p>



*Physical and moral courage
encompasses our ability to face
fear, danger or adversity. You can
build your personal courage daily by
standing up for and acting upon the
things that you know are honorable.*

AIRMY

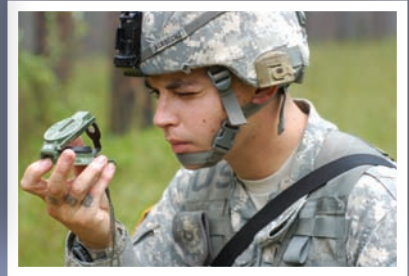
VALUES



December



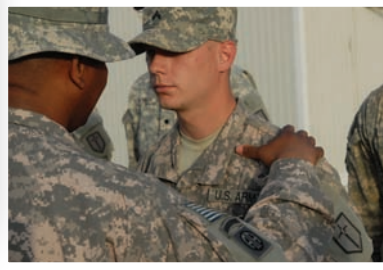
January



February



March



April



May



June



July



August



September



October



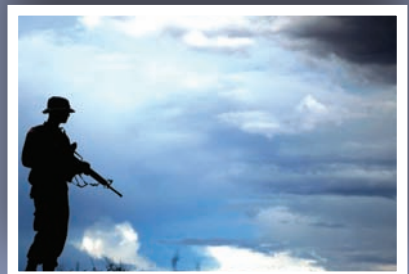
November



December

THE NCO JOURNAL

SPECIAL SUPPLEMENT



January