

U.S. ARMY SERGEANTS MAJOR ACADEMY



HISTORY

1980 - 1989

LEARNING CENTER
US ARMY SERGEANTS MAJOR ACADEMY
FORT BLISS, TEXAS 79918-8002

71-10
USASMA HISTORY INDEX

The Decade of the 80's

6 JUL 90

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12-90

Learning Resources Center
US Army Sergeants Major Academy
Fort Bliss, Texas 79918-5000

OVERVIEW

The USA Sergeants Major Academy has gradually matured in the 1980s from a small officer-led organization to a much larger noncommissioned officer institution. At the beginning of the decade, fewer than 100 soldiers worked at the Academy; 25% of them were officers. By the end of the same decade, 174 soldiers worked at the academy; only 9% of them were officers.¹

Before 1985, the Commandant had a² CSM, Assistant Commandant, and six directorates reporting to him. Each directorate was led by a lieutenant colonel.

The Director of Training contained the largest number of faculty members. The Director of Training was composed of the SMC (then called the Sergeants Major Academy) Instructors, FSC Instructors, Student Distribution Center and Library. Their mission was to train the students attending the resident courses.

The second largest directorate was the Director of Training Development. Their mission was to develop the training for the resident Sergeants Major Course and First Sergeants Course and the core curriculum of PLDC and ANCOC. The FSC, ANCOC, and PLDC were each represented by a division of training developers within the Director of Training Development. The SMC Curriculum Division, larger than the other three, had separate divisions for the four areas of study--Military and World Studies, Resource Management, NCO Development, and Leadership and Human Relations.

The Director of Support handled much of the internal housekeeping functions for the Academy. Chief among these responsibilities was the Student, Staff and Faculty Company, Administrative Support Division (including Academic Records), the NCO Museum, and Management & Coordination. Management and Coordination contained the Resource Management and Logistics functions.

The two remaining directorates, Director of Evaluation and the Director of Extension Training, rounded out the organization. The Director of Evaluation was responsible for ensuring the SMC and FSC followed the Program of Instruction developed by the Director of Training Development. In these early years, the Director of Evaluation was also responsible for the maintenance of the students' grades through the Academic Records Branch.

¹A complete list of all key leaders in the 1980s and a bar graph showing the shift in population of the Sergeants Major Academy is at pp. 1-8, 1-9, and 1-10.

²See p. 1-11 for an organizational chart for the FY80-84 time period.

of the students' grades through the Academic Records Branch. Only later would they inherit the mission to accredit NCOAs in the Total Army. The Correspondence version of the SMC was managed by the Director of Extension Training.

Though not authorized on any documentation document until 1989, the Academy has had a Reservist/Guardsman advisor for the Commandant since 1979. Initially only one soldier held this position, SGM John Terranova of the Army Reserve. SGM Terranova largely defined the scope of the position and its key makeup. He travelled extensively to tell the reserve and guard commands the mission of the Academy, acted as a faculty advisor to the students, wrote some lessons for DOTD and acted as the liaison between the Academy and the OCAR and NGB.

Beginning in 1985, both the NG and AR have had advisors to the Commandant. They continue to perform the duties as defined by SGM Terranova. Additionally, they conduct orientations for the incoming NG/AR SMC students and counsel those soldiers having difficulty. The overall mission and commitment to excellence has remained unchanged from its early definition. As the decade closed, SGM Watkins of the USAR and SGM Laverpool of the NG were continuing the tradition of quality advisement for the Commandant in Reserve Forces affairs.

In FY85 the organization of the Academy changed as a result of a Manpower Survey conducted in the Summer of 85. The Academy hope was for verification of the "Student Battalion" concept. This internally developed concept aimed for a single battalion commanded by a sergeant major that would house both the students, their instructors, and the Student Support Center. Unfortunately, the Manpower Survey Team from TRADOC found the concept to be "nonsupportable".³ In its place, they maintained the Resident Training Department with control of the instructors and the Student Support Center. As a separate entity they developed a Student, Staff, and Faculty Company. This organization had responsibility for the administrative control of the SS&F as opposed to the operational control.

The Manpower Survey Team did concur with several deviations⁴ of the School Model 83 concept for the Sergeants Major Academy. Chief among these was the establishment of the School Secretariat with operational control of the LRC, Academic Records, Data Systems Office (later renamed Information Management), the Museum of the Noncommissioned Officer, and the Academy Historian. The

³Manpower Survey Team Report dated 1 August 1985, page 2.

⁴See p. 1-12 for a view of the organizational chart that resulted from the 1985 Manpower Survey Team.

last position went unfilled for budgetary reasons. Additionally, the Director of Extension Training was renamed Corresponding Studies, and approval was granted for an Education Specialist within the Command Group.

In spite of the Manpower Survey Team's finding and the TDA, the Sergeants Major Academy restructured in late 1986 into the Student Battalion concept. SGM James E. Boofter moved from his position as commander of the SS&F Company to Battalion Commander on 13 December 1986. The Resident Training Department went out of existence with Captain Christie F. Cleve serving as the last Director.

In early 1987 there was also a shift in the duties and responsibilities of the Chaplain. Until 1986, the chaplain served as an instructor in the Leadership Division and a writer in DOTD. The chaplain's role changed in 1987 with the arrival of Chaplain (MAJ) Lawrence Evans. He was moved from DOTD to the control of the Command Group. The Chaplain's role became more pastoral. He became an advisor to the Commandant and carried out the religious program in the Academy. Additionally, he served as the community pastor at Biggs Field.

One of the duties of the chaplain that remained unchanged since the first class was his operation of the student Chaplain committee. The committee's makeup is ten or more senior NCOs who carry out a religious program for their class. The two most important events are a baccalaureate service and a prayer breakfast.

In support of Chaplaincy, a student group room was dedicated to the Chaplain Corps. Memorabilia from the Chaplain Corps such as the Christian and Jewish flags are displayed. Coffee mugs have the Chaplain Seal upon them. Each class has one or two Chaplain Assistants (71M50) who have continued an interest in developing the room.

There were other less dramatic changes that nonetheless affected the operation of the academy at this time. One of these changes was the introduction of word processors and, later, microcomputers into the workstations of the civilian and military employees.

Throughout this decade a "word processing center" was an integral part of the Academy. The bulk of the typing workload, especially for DOTD was done in this Director of Support/School Secretariat controlled area. In 1987, the first disbursement of microcomputers arrived on scene. The trainup period was coordinated through the recently renamed Information Management Division. Soon the major directorates and special staff were doing the majority of their word processing internally.

In this same era two significant duties were acknowledged by changes in the names of two directorates. The Director of Training Development became the Director of Training and Doctrine. This change in name came about because of the realization that they now wrote much more than less on plans; they wrote doctrine on what NCOs should know and teach throughout the Army. Their lesson plans were exported in NCOAs throughout the Total Army.

The second name change that came to the Academy was the Director of Evaluation which added "and Standardization" to its title. DOES travelled to far reaching NCOAs to evaluate and accredit their part in the Army's NCOES. This definition of their duties sharply increased their earlier defined role only to evaluate those courses taught within the Sergeants Major Academy.

In 1987 CSM Larry Hampton saw the need for the establishment of a Family Service Coordinator at the Academy. This position was largely responsible for the conduct of the popular Family Seminars held twice annually at the Academy for the spouses of the leading CSMs in the Army and the wives of the Sergeants Major Course students.



"The Family Seminar provides the spouses of SMC students a wide variety of topics in support of the establishment of support networks."

Ms. Candy Gentry was the first, and as it turned out only, holder of this position. When Ms. Gentry left the Academy to relocate with her family, the decision was made not to fill this position. The duties performed by Ms. Gentry were combined with the military position of Administrative NCO who worked directly for the CSM.

The overall organization remained relatively unchanged until the summer of 1989 when the TRADOC Manpower Survey Team returned to the Academy⁵. This Survey Team validated the establishment of what was now a 2 year old Student Battalion, acknowledged the need for a pastoral care type of chaplain, put the National Guard and Army Reservist Advisors on the TDA, established the Physical Fitness Coordinator position in the Command Group, and established a separate Headquarters Company for administrative control of the staff.



"SGM Hobbs became the second Commander of the S,S&F Battalion in May of 1987."

⁵See p 1-13 for a view of the organizational chart that resulted from the TRADOC Manpower Survey Team of 1989.

The Physical Fitness Coordinator is responsible for the administration of the Health Promotion Program for the SGM Course Students. This mission was shifted from Wright Beaumont Army Medical Center to the SGM Academy as the result of WBAMC never being funded to perform the mission. The first Physical Fitness Coordinator was MAJ(P) Molly Maguire.



"One part of the Physical Fitness Coordinator mission is the training of Staff and Faculty."

The headquarters company served as the administrative control point for the staff within the Academy. The Commander was dual hatted as the Academy Adjutant. The first commander of the Headquarters Company was Jeffery R. Holden.

The position of Secretary for the Commandant was held by Elma Townes until her departure in 1984 to Fort Bliss Protocol. Kathy Howrigan, secretary for the Cdr, The School Brigade, succeeded Ms. Townes in 1984 and served as the Commandant's Secretary throughout the decade.

Betty Kennedy held the position of Secretary to the Assistant Commandant and Director of Support (renamed Secretary in 1984) until her retirement in 1986.

Sergeants R.C. Pardue and David Smerud served as the Commandant's drivers during the 1980s.

In 1987 LTC McNulty, the Assistant Commandant, moved Ms. Tomi Henry from the School Secretariat into the authorized position of secretary for the AC and CSM. After her experience in the now defunct word processing center and the School Secretariat, any transition into the Command Group was smooth and short lived. She continued working as the secretary through the remainder of the decade.

The mission of the Academy is to prepare senior noncommissioned officers for positions of increasing responsibility. Throughout this decade this mission has increased to include responsibility for the NCOES as a whole, the First Sergeant Course (1981), the Operations and Intelligence Course (1985) the Personnel and Logistics Course (1988), and the Command Sergeants Major Course (1989). USASMA, recognized for excellence, began to receive International Military Students in 1986 for the Sergeants Major Academy. Through these courses and a doubling of the size of the Sergeants Major Course in 1987, the average number of students has increased nearly threefold. Many of the noncommissioned officers that have benefitted from this commitment to excellence have now returned to the Academy to take the reins and continue training the force.

KEY LEADERS WITHIN THE ACADEMY IN THE 1980s

Commandant

COL Joseph Ostrowidzki 1 Sep 79 - Jul 83
COL Fitzhugh H. Chandler Jul 83 - Jun 86
COL Richard C. Edwards Jun 86 - Aug 88
COL Kenneth W. Simpson 12 Sep 88 - 9 Jul 90

Command Sergeant Major

CSM Thomas J. Piasecki Nov 77 - Jun 81
CSM Kenneth W. Parson May 81 - Apr 83
CSM Thomas Shumaker May 83 - Sep 84
CSM Julius W. Gates Sep 84 - Jul 85
CSM Larry J. Hampton Sep 85 - Sep 87
CSM Oren L. Bevins 30 Sep 87 - 30 May 90

Assistant Commandant

LTC Terry Mavis 1979 - 2 Aug 81
LTC T. Hoffert 3 Aug 81 - 1 Aug 83
LTC James Chester 1 Aug 83 - Mar 84
LTC Francis J. Cummings Mar 84 - 8 Mar 86
LTC Wesley R. Linder 8 Mar 86 - 10 Nov 86
LTC John J. McNulty III 10 Nov 86 - Jun 87
LTC William T. Simmons Jun 87 - Oct 87
LTC Blaine Ball Oct 1987- present

Director of Training Development/Training and Doctrine

LTC R. Van Steenvurg 3 Aug 81 - 16 May 83
LTC James W. Bryant Jr. 16 May 83 - 21 Feb 85
LTC Wesley R. Linder 22 Feb 85 - 8 Mar 86
LTC Charles K. Sutton 8 Mar 86 - Jul 87
LTC Edward Hanigan 8 Jul 87 - 23 Feb 90

Director of Evaluation/Evaluation and Standardization

LTC J. Swendson 3 Aug 81 - 1 Aug 83
LTC Stephen M. Sasfy 1 Aug 83 - 22 Feb 85
LTC James W. Bryant 22 Feb 85 - 8 Nov 86
LTC David L. Bower 8 Nov 86- 7 Nov 87
SGM Elvin Hobbs 8 Nov 87 - Aug 89
MAJ Don Hayashakawa Aug 89 - present

Director of Support/School Secretariat

LTC C. Staggs 3 Aug 81 - 3 Mar 84
LTC George K. Hobson 3 Mar 84 - 8 Dec 86
LTC William T. Simmons 8 Dec 86 - 30 May 88
CPT Jefferey Holden 1 Jun 88 - 31 Dec 88
CPT Frank C. Lester 1 Jan 89 - Jul 89
MAJ Curtis Hartvigsen Aug 89 - Apr 90

Director of Extension Training/Corresponding Studies Department

MAJ Hugh E. Howard Jan 1981-31 Dec 83
SGM Everett R. Perdue 1 Jan 84 - Aug 84
LTC Wesley R. Linder Aug 84 - 21 Feb 85

Director of Extension Training/Corresponding Studies Department
(cont.)

LTC Stephen M. Sasfy 22 Feb 85 - Mar 87
SGM Sidney Smith Mar 87 - Jul 87
SGM Jerry McDaniels Jul 87 - 1 Nov 88
SGM Reynolds 1 Nov 88 - present

Director of Training/Resident Training Department

LTC G Mevis 3 Aug 81 - May 84
LTC Ronald E. Curry May 84 - 1 Nov 85
MAJ Thomas W. Lucas 1 Nov 85 - 8 Aug 86
CPT Christie F. Cleve 8 Aug 86 - 12 Dec 86

Student & Faculty Battalion Commander

SGM James E. Boofter 13 Dec 86 - May 89
SGM Elvin R. Hobbs May 89 - Apr 90

Student Staff and Faculty Company Commander

SGM Robert D. Antcliff 1 Jan 82 - 10 May 82
SGM James T. Sullivan 11 May 82 - 21 Jan 83
SGM Donald B. Woolever 21 Jan 83 - 24 Apr 84
SGM Donald W. Kelley 24 April 84 - 1 Jul 86
SGM James E. Boofter 1 Jul 86 - 12 Dec 86

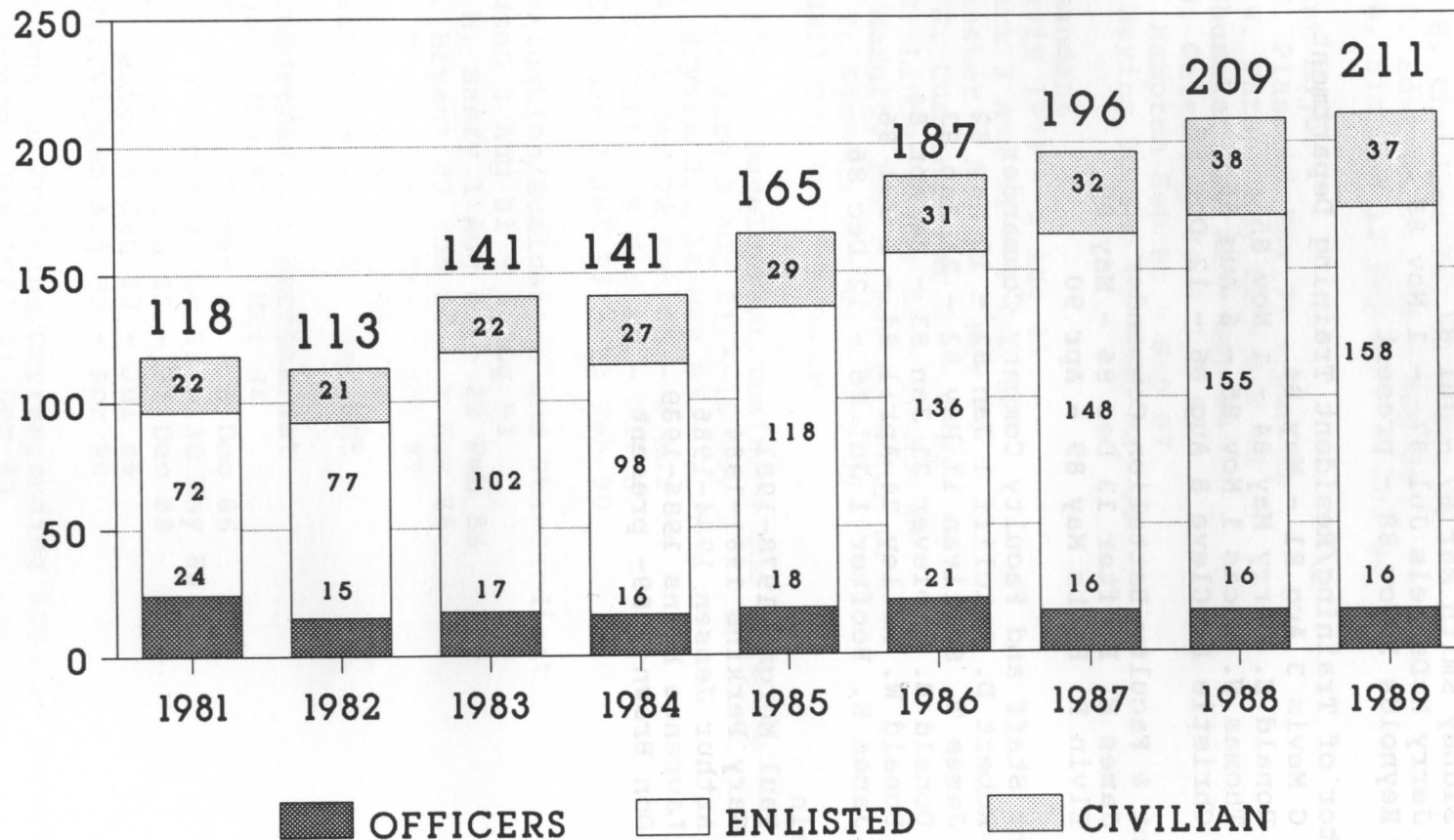
Chaplain

MAJ Paul Morgan 1978-1981
MAJ Gary Perkins 1981-1984
MAJ Arthur Jensen 1984-1986
MAJ Lawrence Evans 1986-1989
MAJ Don Brown 1989- present

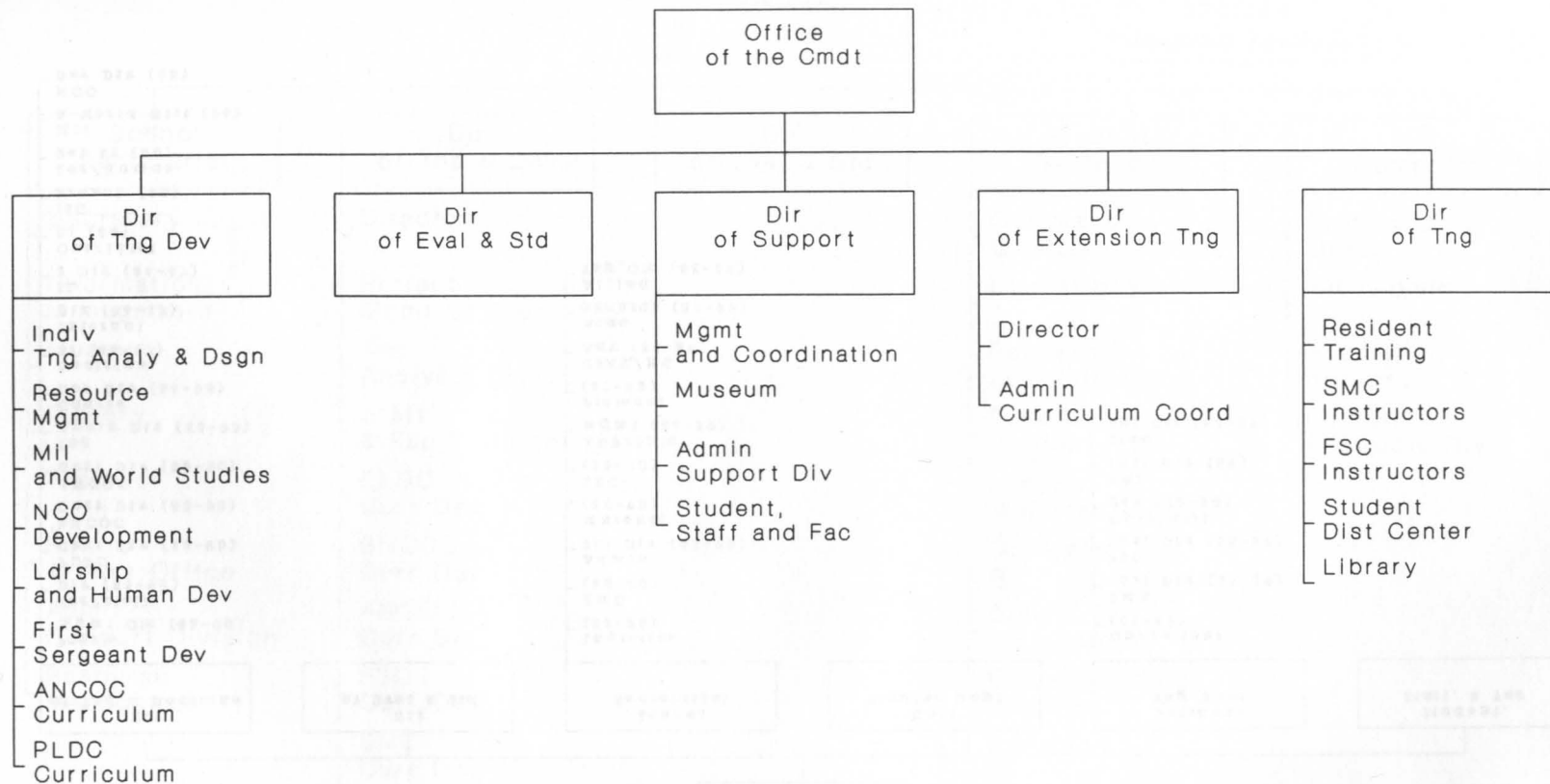
USASMA 1981-1989

Authorized Strength

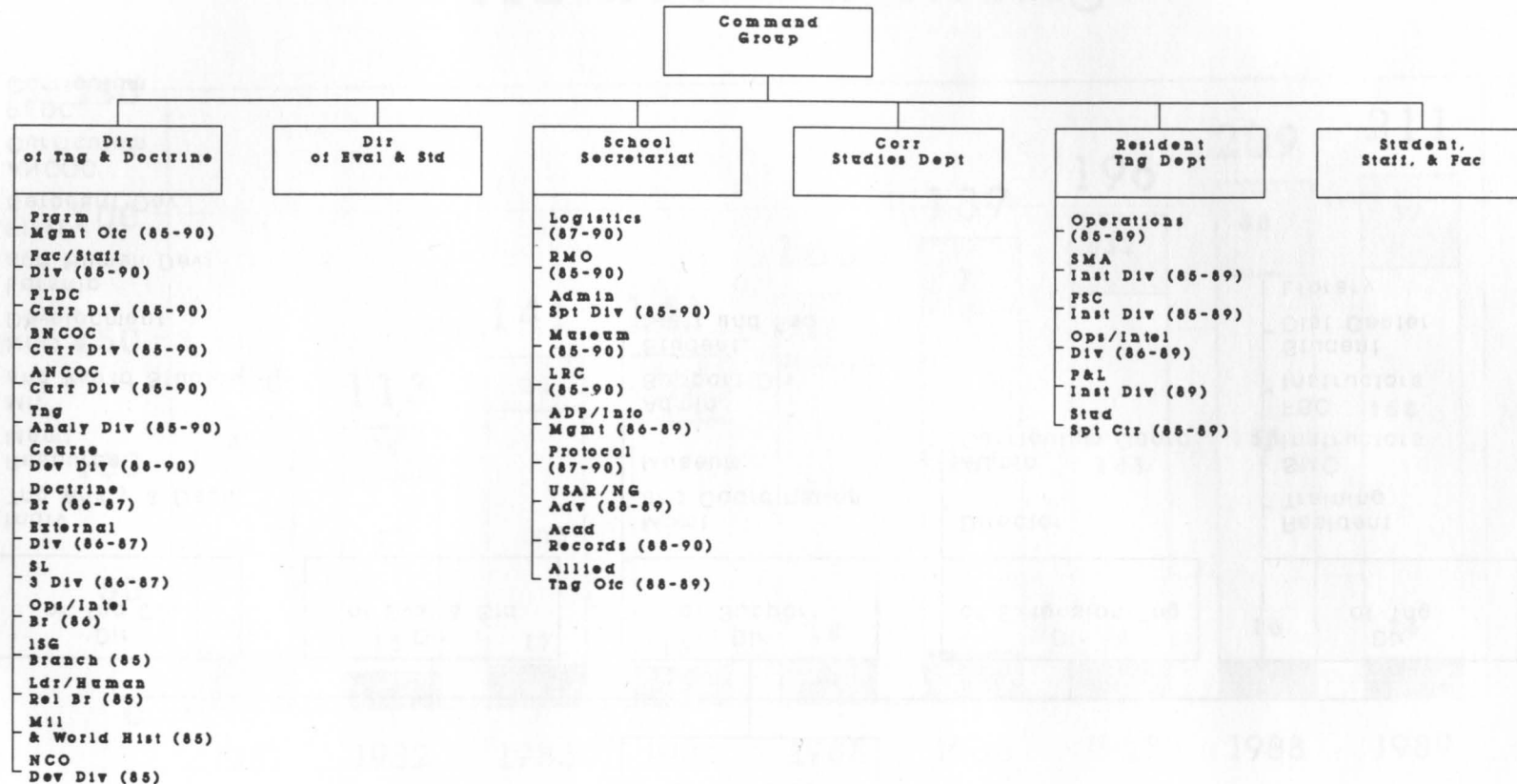
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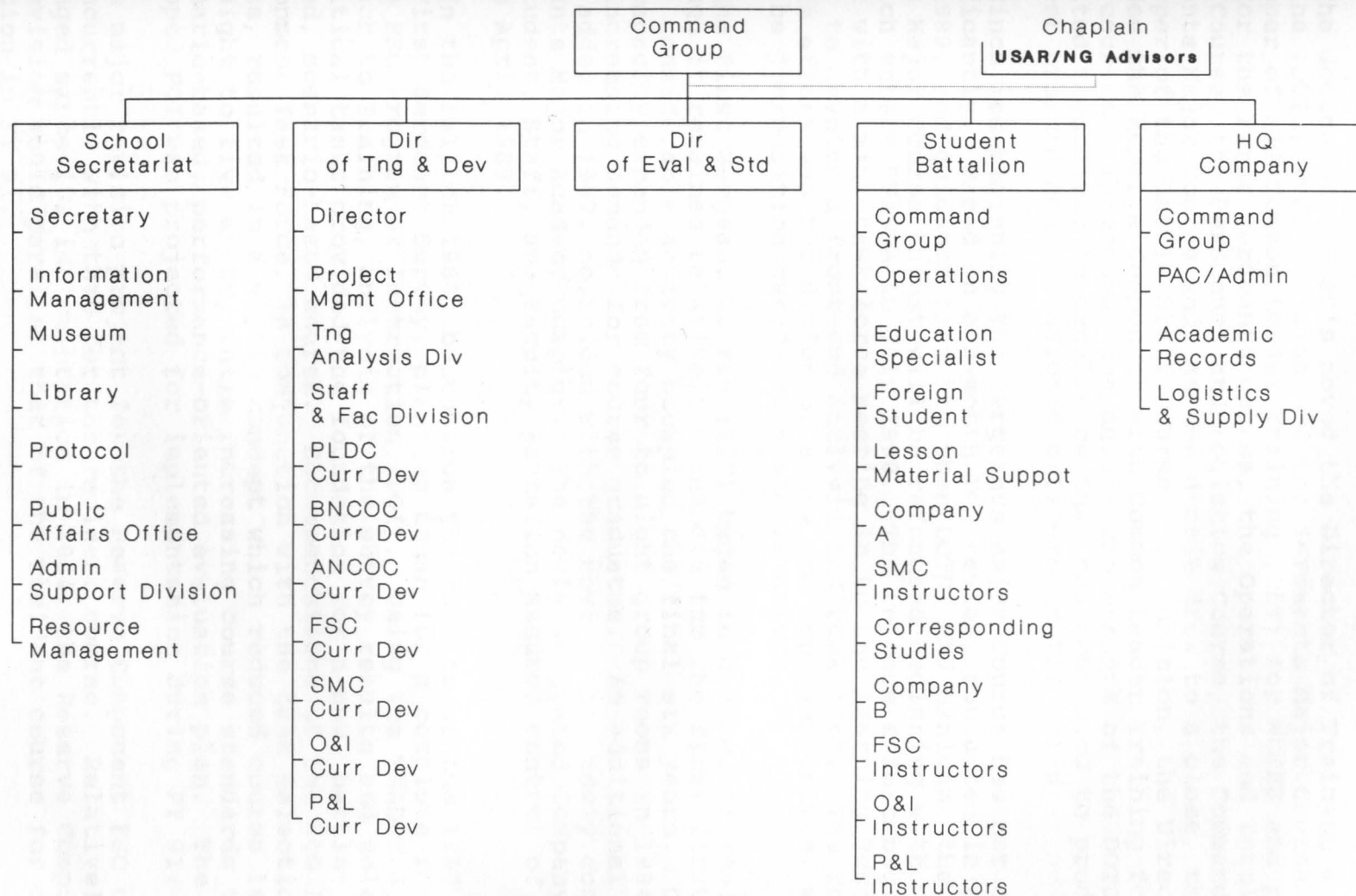
USASMA FY80 - FY 84



USASMA FY85 - FY89



USASMA 1 Oct 89



**Logistics and Supply Division
not controlled by Headquarters
Company.**

DIRECTORATE OF TRAINING AND DOCTRINE

The decade of the 80's moved the Director of Training and Doctrine (DOTD) from oversight of the Sergeants Major Course to the developer of all Common Leader Training (CLT) for NCOES and proponent for the First Sergeants Course, the Operations and Intelligence Course, the Personnel and Logistics Course, the Command Sergeants Major Course and, as the decade drew to a close, the developer of the Battle Staff Course. In addition, the Directorate provides the Reserve Component with Common Leader Training for all NCOES courses. Throughout the decade the members of the DOTD committed themselves to excellence that has continued to produce the best trained noncommissioned officers in the world.

Since its beginning the Sergeants Major Course has not changed significantly. Based on a 3-month POI review, conducted in April-June 1989, and guidance from the then DOTD, MAJ Hanigan, the Sergeants Major Course thrust will be refocused beginning with Class 36 which enters USASMA in July 1990. The refocus effort began in August with a mini-task force meeting in to the Learning Resources Center to develop a front end analysis and task list. The result of this effort was the design of a new and improved course, which would be job/position based and scenario driven.

The First Sergeant Course (FSC) began in October of 1981 although it remained relatively unchanged for the first first two years, considerable activity occupied the final six years. Classroom capacity expanded from four to eight group rooms in 1984 to meet increasing demands for course graduates. An additional classroom, added in 1987, coincided with the move to the newly completed Sergeants Major Academy complex. The newly activated Company B of the Student, Staff, and Faculty Battalion assumed control of the FSC in April 1989.

In the Fall of 1988, based upon the results of the 1987 Army-wide First Sergeant Survey, planning began for a complete revision of the FSC Program of Instruction (POI). Using the TRADOC Systems Approach to Training, analysis of the survey results and selection of critical tasks provided the foundation for a new, battle-focused, scenario-based course. Recommendations of the NCO Leader Development Task Force, in conjunction with the task selection process, resulted in a viable concept which reduced course length from eight to five weeks, while increasing course standards through a scenario-based, performance-oriented evaluation plan. The newly developed POI was projected for implementation during FY 91.

A major revision project for the Reserve Component FSC operated concurrently with that for the resident course. Relatively unchanged since its implementation in 1984, the Reserve Component FSC revision would parallel that of the resident course for implementation in FY 91.

In September 1981, the Army Training 1990 Action Plan identified the need for an Operations and Intelligence Course at USASMA. By early 1984, USASMA received the tasking from the CAC Commander to begin development of a senior NCO Operations/Intelligence Course. Needs and front end analysis visits were made to service schools and centers having proponentcy for operations and intelligence related doctrine and to 83 units in CONUS, Europe, Hawaii, and Alaska. Based on this information, and hours of doctrinal literature review, DOTD developed the POI for planned implementation in April 1987. During a briefing to the CAC Commander in October 1984 at USASMA, the CAC Commander directed implementation of the pilot course in January 1986 vice April 1987. The O&I Course principal developer and first Chief Instructor was SGM Harry Lewis. USASMA conducted the first pilot course in January 1986. Since then, the O&I course has trained over 400 Active and Reserve Component senior operations and intelligence sergeants each year. The 10-week course includes training; military briefings and writings; intelligence; doctrine and tactics; security; air-ground operations; automation; and plans, orders, and annexes.

The Personnel & Logistics (P&L) Course was established in 1986 as a Chief of Staff of the Army initiative to provide S1/S4 NCOs with battle staff training similar to that of the Operations & Intelligence Course. SGM Charles Steward took charge of the project and in January 1987 began to form a task force to develop the course. SGM Steward became the first Chief Instructor. By July 1987 there were nine USASMA developers and two logisticians from Fort Lee, Virginia, working full time to develop the course. The pilot course was in January 1988 and validated the course. Because of funding constraints the first P&L class did not meet until August 1988. The course trains 48 students per class and consists of 9 or 10 iterations per year.

The current Chief Instructor, SGM Trent, is now helping to phase out P&L Course as it integrates with the Operations & Intelligence (O&I) Course to become the Battle Staff NCO Course in January 1991. To date about 750 students have graduated from the P&L Course in 17 classes.

In March 1984 the Commander, Combined Arms Center (CAC) tasked USASMA to do a needs analysis for skill level three Common Leader Training (CLT). An analysis was conducted, which included visits to 27 locations in the United States and Europe and 200 personal interviews with soldiers. In October 1984, based on the information obtained, the CAC Commander tasked USASMA to develop a CLT package to be taught to all NCO academies with a Basic Noncommissioned Officer Course (BNCOC). Implementation of the BNCOC CLT began in March 1987.

As with the other levels of NCOES, the BNCOC CLT subjects and POI hours have changed. The POI to be implemented over the next two fiscal years calls for a total of 83.5 CLT academic hours. Some pending changes are additional combat skills, a new physical

fitness training program, a revised training management lesson (Training the Force) and marksmanship training.

In early 1981, Training and Doctrine Command (TRADOC) surfaced a need for a standard common core for all Advanced Noncommissioned Officer Courses (ANCOC). Preliminary research revealed that most courses devoted approximately one-third of the hours to common subjects; however, there was a disparity as to what each school considered common. In June 1981 TRADOC designated USASMA as the proponent for ANCOC common core. In May 1982, USASMA completed an analysis of requirements. By June 1983, ANCOC common core development work for 168 academic hours was completed, and lessons were mailed to the NCO academies in November 1983.

Through the developmental stages of ANCOC curriculum at USASMA, the "common core" terminology was changed to Common Leader Training (CLT), a more accurate reference to the intent of ANCOC common subject development. Throughout the periods of ANCOC development, the ANCOC chiefs have faced many subject and POI hour changes. Beginning with 168 academic hours, the current POI calls for a total of 83 academic hours. The current ANCOC Chief, MSG James Russell, has also faced many changes in hours and subjects. Some pending changes for inclusion over the next two fiscal years are additional combat leader skills, a new physical fitness training program, training management (Training the Force), marksmanship training, Leadership Assessment and Development Program (LADP).

On 25 December 1988 the Army Chief of Staff, GEN Carl E. Vuono, tasked the Commandant USASMA to design, develop, and field a Command Sergeants Major Course (CSMC). The CSMC training would be a requirement for all first-time serving CSMs appointed after the 1989 selection board. The CSMC would be a BDU sleeves-up curriculum that focused on the role of the Command Sergeant Major the NCO support channel in preparing and executing a battle focused organizational training program. The course was to ensure an absolute knowledge and understanding of FM 25-100, Training the Force.

In early January 1989, the DOTD USASMA formed a task force of training developers from internal resources. The following NCOs were assigned to the CSM Course Task Force: Chief, SGM Dan Murphy; Training Analyst, SGM Dave LaCroix; Training Developers SGM Ed Papke, SGM John Watkins (USAR), SGM Lena Williams, SGM Fred Winters, and MSG(P) Bob Butler. The course, actually begun in February, would be piloted in May 1989 and followed in June 1989 by Class 1. The results of an August 1988 ARI CSM Survey served as the base line for a course task list. Tasks were then grouped into topic areas, which were then labeled as potential subject-lessons. Following this process, a panel of serving Fort Bliss Command Sergeants Major reviewed the critical task list thus assuring that the resulting task list was as accurate as possible based on empirical data. Many tasks fell out the ARI study because the CSM did not perform them but rather ensured that second or third parties performed them.

The resulting POI addressed the course as follows:

a. Module 1: Administrative considerations to include course introduction by the USASMA Commandant and Command Sergeant Major.

b. Module 2: Addresses leader transition into the unit. A key topic is establishment of a working relationship with the Commander, staff, unit commanders, officers, NCOs and soldiers of the organization. Other discussions center on establishing areas of specific concern and/or responsibility with the commander, conveying concerns to the entire organization, transitional in-briefings, and what to expect or what to ask for. Viewing the TVT "The Road to Abilene", which focuses on an organization's inability to management agreement, is also part of the POI.

c. Module 3: Training Management at the organization-unit level vis-a-vis FM 25-100, Training the Force.

d. Module 4: A series of lessons that addressed issues and root causes of in soldiers not participating in unit training activities. Among the subjects are the Army Sponsorship Program, Soldier Assignments and Utilization, Counseling (subsequently dropped after the pilot), Unit Retention/Reenlistment (taught by a USAREC GS), the NCOER, Quality of Life (Family and Unit Readiness and their relationship), and Unit Status Reporting. NCODP, also an original topic, was subsequently dropped as a stand-alone lesson but was addressed in Training Management as a supporting element.

e. Module 5: Contemporary issues - a program of guest speakers who would address subjects and topic areas applicable to all echelons of the Army that affected unit and soldier readiness and training.

Class 1 and 2 were conducted in June 1989 and were made up of students already in the resident Sergeants Major Course who had been selected by the 1989 CSM board. This captured one-third of the 1989 CSM-designees at no additional cost to the government. Subsequent classes would be comprised of CSMs or CSM(D)s sent TDY to USASMA. Course attendance was directly linked to appointments and assumption of CSM duties. With little exception, the CSMC continues as it was initially designed and developed, except for doctrinal updating and fine-tuning to better meet the needs of the students and the force.

In April 1990, GEN Vuono, Chief of Staff of the Army, pursuant to a 1989 NCO Leader Development Action Plan, approved the concept for the Battle Staff Noncommissioned Officer Course. This new course basically combines the O&I, and the P&L Courses into a fully integrated battle staff training course. The focus is to train S1, S2, S3, and S4 battalion and brigade staff NCOs to serve as integral members of the battle staff and manage the day-to-day operations of battalion command posts and admin log centers. NCOs will learn their specific staff duties and become familiar with the

duties of other staff sections. The pilot course will be conducted in January 1991 and will replace the O&I and P&L Courses whose last classes graduate in 1990.



"DOTD analyzed, designed and developed the Battle Staff NCO Course which culminates in a three-day CPX."

The BSC Chief of Course Development and primary briefer is SGM William Smolak. SGM Phil Cantrell is in charge of developing the Command Post Exercise, and ensuring the course follows published ARTEP Mission Training Plans for light and heavy divisions. SGM Smolak will be the first Chief Instructor, while SGM Cantrell will become the Chief of Battle Staff NCO Course Development in DOTD.

Initially, the target population consists of staff sergeant and above in armor, infantry, field artillery, aviation, cavalry and ranger battalion and brigade level assignments. The active component course developers will publish and maintain a reserve component course that presents similar training in a modular format to accommodate weekend and two week summer camp ADT. The course

will teach manual and automated reporting commensurate with battle-field operative systems to include Maneuver Control System (MCS), TACCS, IBM-equivalent computer systems, radio communications, and automated battlefield exercises.

Students will recognize all staff needs, yet be proficient in his/her own specific command post operations. A graduate will be ready to fight on the integrated, multi-echeloned battlefield.

DOTD ROSTER
DIRECTOR/SGM/DIVISION CHIEF's

DIRECTOR	MAJ GEORGE PRATE	January 1990 -
DIRECTORATE SGM	SGM DANIEL MURPHY	April 1989 -
Chief, Course Development	SGM DEL RANEY	July 1989 -
Chief, Training Analysis Division	SGM THOMAS GULICK	January 1990 -
Project Management Office	SFC JOHN NOVAK	February 1990 -
Chief, Staff and Faculty Development	SGM DAVID MAVITY	July 1989 -

FORMER DIRECTORS

LTC Edward Hanigan	July 1987 - January 1990
MAJ Chris Cleve	June 1987 - July 1987
LTC Kenneth Sutton	April 1986 - June 1987
LTC Wesley Linder	- April 1986
LTC Bryant	

FORMER SGMS

SGM George Guier	June 1986 - April 1989
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FORMER C, CDD

MAJ George Prate	November 1989 - January 1990
MAJ Christopher Clark	June 1988 - November 1989
SGM Gerald Bernosky	- June 1988

FORMER C, TAD

CPT Michael Pulsipher	November 1989 - January 1990
MAJ David Robinson	July 1989 - November 1989
CPT Eric Colvard	January 1989 - July 1989
CPT Robert Simis	
MAJ Chris Cleve	

FORMER PMO

MSG John Biddle	November 1989 - February 1990
CPT James Murray	April 1989 - November 1989
SGM Lawrence Kraus	March 1989 - April 1989
CPT James Aston	December 1988 - March 1989
SGM Walter Herring	July 1988 - December 1988
CPT Ron St. Clair	- July 1988
CPT Eric Colvard	September 1984 - December 1986

FORMER C, SFDD

SGM John Butler	January 1987 - June 1989
CPT Eric Colvard	December 1986 - January 1988
CPT Thomas Lemon	

NCO EDUCATION SYSTEM (ACTIVE COMPONENT)

The decade of the 80's saw the birth and development of the Primary Leadership Development Course (PLDC) as the foundation of NCOES. The Primary Noncommissioned Officer Course (PNCOC), dedicated to train junior combat arms NCOs and the Primary Leadership Course (PLC) designed to train combat service and combat service support soldiers gave way to PLDC as the single entry level NCO leadership course for all junior NCOs and the first step of the Noncommissioned Officer Education System. From November 1978 to March 1982 NCO academies studied and experimented with the concept of a combined course. In April 1982, the Army Chief of Staff, LTG Becton, approved the development of PLDC based on the exceptionally positive feedback from the senior commanders. In July 1982, TRADOC designated the US Army Sergeants Major Academy as sole proponent for PLDC, and authorized one SGM, two MSGs, and three SFCs to develop the course. A PLDC branch was added to the Directorate for Training and Doctrine, and continued until December 1983 when they completed the front end analysis, program of instruction, training support packages, pilot courses, and course validations. By February 1984, 29 NCO academies worldwide had implemented the Primary Leadership Development Course aimed at training the standard expected of prospective and newly appointed sergeants with regard to leadership, NCO responsibility, and training subjects.

In November 1987, USASMA received guidance to make PLDC a tougher, more challenging course emphasizing hands on performance oriented training on warfighting skills. The intent was to train the way we intend to fight. USASMA conducted a needs analysis and POI review followed by two worldwide conferences involving representation from all the service schools and NCO academies during which the tasks to be trained were determined. The PLDC branch developed, revised, and rewrote lessons and during August and September 1988, conducted three pilot courses to validate the material. Fort Sill, OK, Fort Knox, KY, and Fort Hood, TX participated in the pilot program. After the course was critiqued, evaluated, and further revised, USASMA presented the revised course to TRADOC for approval. Once approved, USASMA in conjunction with TRADOC conducted another worldwide conference to present and issue the new course to the NCO academies. The revised course included an additional 95 hours to the Program of Instruction, without increasing the course length of 28 days. It decreased classroom instruction by 18 hours, increased the field training exercise by 52 hours, added a night land navigation course, increased performance examinations by 23 hours and performance oriented training by 88 hours. The revision also decreased administrative time by 62 hours, replaced most supplemental readings and reference books with actual Army manuals, required students to serve in leadership positions at least five times, and increased the course standards.

The decade of the 80s also saw The Year of the NCO in 1989, during which great efforts were made to improve NCO training. The most significant initiative was the NCOES model which clearly

defined the desired product of NCOES. New and innovative training techniques and methods were employed to produce battle competent NCOs who were qualified team/section leaders, squad leaders, or platoon sergeants; trainers of leader and warfighting skills of all squad/platoon members; evaluators and counselors; conductors/participants in individual and collective training; developers of leader competencies; and performers/teachers of common leader skills. The NCOES model required PLDC to produce tactically proficient, qualified junior NCOs who could lead and train a fire team or section. This required a revision of the PLDC which is only now nearing completion.

LOGISTICS/SUPPLY DIVISION

Prior to the creation of the Logistics Plans and Operations Division in July of 1984, the logistical duties of the Sergeants Major Academy were performed by various individuals within the Directorate of Support, the predecessor to the School Secretariat, and later by personnel within the School Secretariat. Generally these duties were assigned as extra duties or special projects.

With planning for Academy expansion underway, and continued growth of USASMA a certainty, it was obvious that the Academy needed a Logistics Officer. CPT Ronnie St. Clair, assigned to the School Secretariat developed a job description and formalized the position of Logistics Plans and Operations Officer. The job description included responsibility of developing long range support requirements in real property and supply and services; point of contact for all external logistics actions; USASMA staff coordinating officer for supply actions, and advising the School Secretary on all matters pertaining to logistics. In July 1984, CPT St. Clair became the first Academy Logistics, Plans and Operations Officer.

The position of Logistics Plans and Operations Officer was placed under the School Secretary and the mission was as described in the job description above.

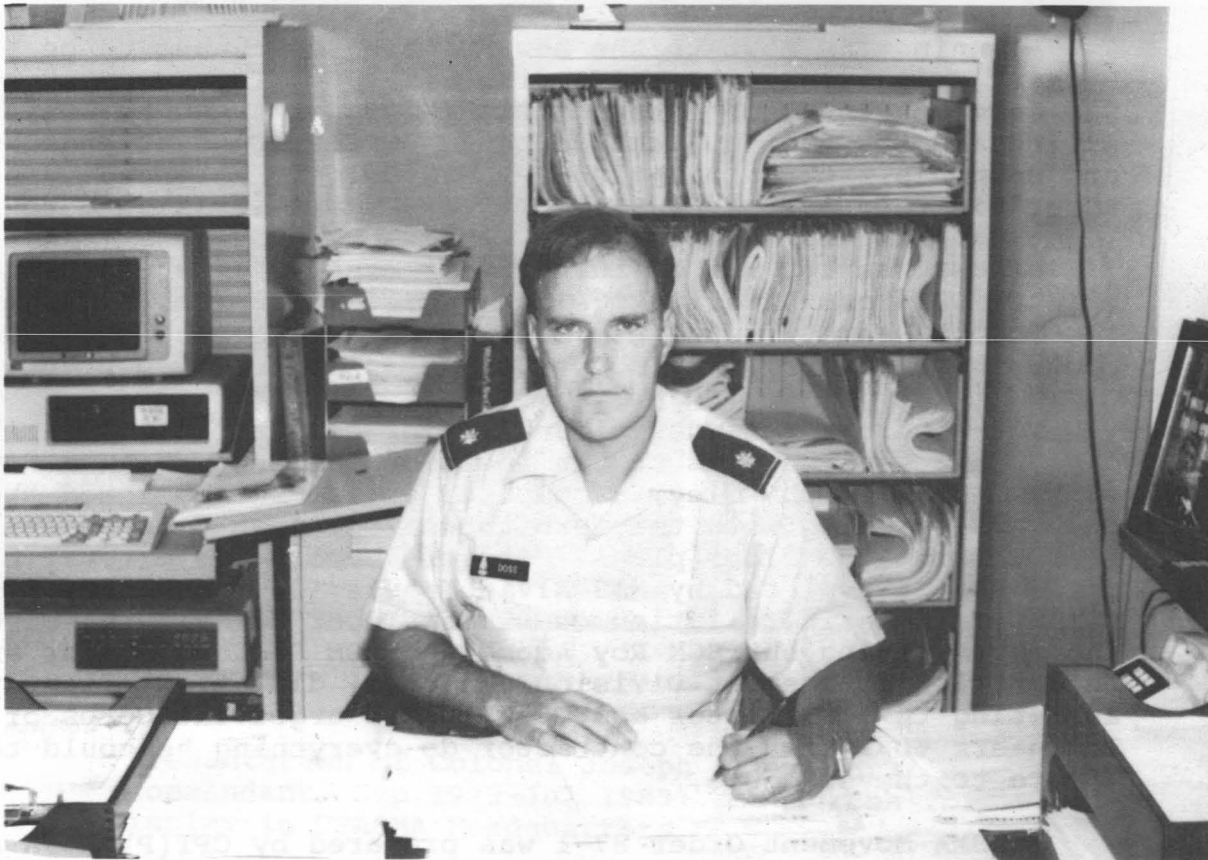
CPT St. Clair was supplemented with personnel assigned special projects and by NCOs on a temporary basis. His was the only official position dealing with Logistics. The property book was handled on Fort Bliss as a consolidated property book under the Air Defense School. A supply sergeant, SFC Pedro Ramos reported to SGM Boofter, who was the unofficial battalion commander of the soon to be formed Student Staff and Faculty Battalion. The placement of the supply sergeant appeared logical because at that time most of his duties were in service to the courses directed by SGM Boofter.

The primary functions of the Logistics Plans and Operations Officer during this period were in the area of developing long range support requirements, particularly in regards to USASMA expansion and the planning for the new building MCA project. Interface with the Supply Sergeant was limited and coordination of outside general support was limited because the Log Officer continued to be viewed as primarily a School Secretary asset.

A new USASMA building had been in the planning stages since 1973. In 1981 the project was approved and USASMA personnel within the Directorate of Support, School Secretariat as well as the Commandant and Assistant Commandant had been involved with the Fort Bliss Engineers and the Fort Worth district of the Corps of Engineers in defining the requirements. (This will be discussed in more detail in the paragraph entitled construction of the new building). In June 1983 the concept design for the new USASMA building was presented by Foutes, Gomez and Moore, a local

architectural firm, and by late 1984, planning for the new building was the most important thing on the agenda of CPT St. Clair. He budgeted for the furniture requirements for the new building, but before he could finalize the furniture plans, he was transferred to DOTD in the spring of 1985 and CPT Eric Colvard was transferred from DOTD and was assigned as the Log Plans and Operations Officer. Working with SFC Ramos, the Supply Sergeant, and SGM Erickson, a student holdover, CPT Colvard finalized the plans for furniture and identified the company which he believed could provide the best furniture at the best price. This local company was Logical Source and the brand name of the modular furniture was Wright Line. Working with the Directorate of Contracting and Patricia Arrellano, the Logical Source sales representative, plans were developed to replace most of the existing furniture with modular furniture and new GSA furniture.

CPT Norma Tovar, the USASMA Adjutant, determined that the project of planning and executing the move to the new building would be very difficult for CPT Colvard to accomplish without help, and coordinated with MILPERCEN for the assignment of CPT Olin E. Doss, Jr., a Quartermaster officer. Working together, they could finish the planning for the move to the new building and both would have time to attend Combined Arms Service Support School. CPT Doss reported in on 31 Dec 1986, and helped CPT Colvard finalize the furniture contract and began work on planning for occupation of the new building, which was scheduled to be completed by the summer of 1987.



"Major Olin Doss, Logistics Plans and Operations Officer, Dec 1986 - Jul 1990."

There were some very important loose ends to tie up. Among the most urgent was the equipment for the new auditorium. The architect had designed the new auditorium to have the latest state-of-the-art audiovisual equipment, but the budgeting for the equipment and its purchase had not been accomplished at this late date. The Sacramento Army Depot, Training and Audio Visual Service Center visited the new building and made recommendations in general as to requirements, but specific equipment was not identified.

CPT Doss arranged for Mr. Mike Kilijian, an engineer from the Sacramento Army Depot to visit the Academy and arranged for Mr. Don Evans, the TRADOC Audiovisual Manager to come to Fort Bliss to attempt to resolve the situation. All parties met with Mr. Martin Culpepper, the Fort Bliss TASC director and together they developed a plan to fund and requisition the minimum amount of equipment required. This was very difficult to accomplish at this late

date, but the plan worked and, with diligent follow-up, all equipment arrived in time for the opening ceremony.

Planning the move to the new building continued to be the highest priority during the spring of 1987. The movement contract was developed and submitted to DOC. It was awarded to Admiral Moving and Storage, a local company. CPT(P) Doss attended CASSS and upon his return in early May, CPT Colvard attended. Shortly after his return from CASSS, CPT Colvard was reassigned to DOTD.

Almost weekly, new building in-process-reviews were conducted, with CPT(P) Doss briefing COL Edwards, CSM Hampton, LTC Simmons, the School Secretary and the other directorate heads, on the progress of new building construction, and the movement plan.

There were a considerable number of changes to the furniture layout and some changes to the locations of sections and divisions. MSG Joseph Riley, a computer expert was assigned the extra duty of assisting with the furniture floor plan changes and the redrawing of the floor plans. Shortly before the execution of the move, he was replaced by MSG Alvin Travis. Concern for the lagging communications installation contract almost delayed the move to the new building but SGM Roy Acomb and SGM Richard Buller and the Information Management Division personnel did an excellent job of assisting the contractor and CPT(P) Doss urged the Corps of Engineers to insist the contractor do everything he could to adhere to the schedule.

USASMA Movement Order 87-1 was prepared by CPT(P) Doss and forwarded for execution on 27 August 1987. (a copy of the movement plan is at enclosure 1).

Key personnel involved in the execution of the movement plan were, CPT(P) Doss, SGM Corry, who replaced MSG Ramos as the Supply NCOIC, MSG Alvin Travis, whose primary duties were the proper relocation of plaques, pictures and memorabilia, SGM Buller and SSG King who moved all the computers to lessen the chance of damage by the moving company, and Mr. Heinz Baumgartner, the owner of Admiral Van and Storage.

The movement went well, and was on schedule. The First Sergeants Course 5-87 was the first course to occupy the new building on 27 August and class 30 of the Sergeants Major Course moved in on 31 August. On 16 September the Operations and Intelligence Course moved into the new building, and on 21 September the Learning Resource Center began to move. It should be noted that Ms. Murray and the LRC crew did an outstanding job prepacking and preparing for the move. The headquarters building was occupied in late Sept and early Oct. In mid October the Student Distribution Center moved. The DOES and DOTD occupied the headquarters building in late October.



"Presentation of Colonel Joseph Ostrowidzki's (Commandant, Sep 1979-Jul 1983) photograph for display in USASMA Headquarters."

The Corresponding Studies Division moved the last week of October and the Lecture Center was the last to occupy the new building on 30 Oct 1987. The O&I Tactical Operations Center was relocated from three old World War 2 buildings to building 11203 which was vacated by the Learning Resource Center during early October. (For more on the movement to the new building, see paragraph IV, The Movement and Transition To The New Building).

The Opening Ceremony for the new USASMA building was held on 12 November 1987. The ceremony was attended by a multitude of distinguished visitors. Shortly before the ceremony the Meritorious Service Medal was presented to CPT(P) Doss and MSG Travis, by the Army Chief of Staff, General Carl Vuono, for their efforts in coordinating the move. (It should be noted that in the opinion of this author, equally deserving of an MSM was SGM Corry, the Supply NCOIC)

With the new building and the many tasks in the building maintenance area it became apparent that the Academy would require a Facilities Manager who would report to the Logistics Plans and Operations Officer. CPT(P) Doss wrote a job description for this position and a civilian was deemed the best solution. This proved

to be a problem because of the civilian manpower target of the Academy and it was necessary to change it to an enlisted position. (It should be noted that from the period 1987 to 1989 the official TDA of USASMA and what the organization looked like in many areas was entirely different. This was due to ongoing debates over the TRADOC School Model and pending changes submitted by USASMA to the TDA).

The unofficial position of Facilities Manager was filled for a few months during 1988 by MSG Alvin Travis, and then in Dec 1988 by MSG Michael Staggs, who was replaced by SFC William Walters in Feb 1989. SFC Walters brought solid logistics skills and stability to the position which had previously been filled by whoever might be excess to the Academy's needs.

During 1988 CPT Frank Lester, the Resource Management Officer undertook a reorganization plan for USASMA in an attempt to get USASMA's needs recognized and blessed by the manpower people and to get the TDA to match what we had. There were disagreements as to where the Supply Section should fall on the proposed TDA. SGM Boofter, the Student Staff and Faculty Battalion Commander fought hard to keep the Supply Section under his battalion, fearing that without it, many of the labor intensive support tasks would not be easily accomplished. The Command Group approved the relocation of the Supply Section under the Logistics Officer, which was removed from the School Secretariat and placed under the Assistant Commandant, LTC Blaine Ball. In retrospect this was the correct decision. During 1987 and 1988 the Logistics Officer and the Supply Section worked closely together to accomplish the mission, but the reorganized Logistics/Supply Division centralized many of the USASMA support functions, and did not weaken the staff of the SS&F battalion as feared because the Student Operations Section was expanded to accomplish many of the miscellaneous labor taskings which had previously fallen on the Supply Section.

CPT(P) Doss developed a recommended staffing for the new Log/Supply Division. This included a change of the PBO position from a Warrant Officer to SGM. The recommended changes were blessed by the visiting TRADOC manpower team, however, when the 0290 TDA was received, the authorizations did not match the requirements.

After the Supply Section was placed under the Logistics Officer, the name was changed to Logistics/Supply Division. In January 1989 SFC Bob Poynor took over from SGM Corry as PBO/Supply NCOIC and SGM Corry was promoted to Senior Instructor, Personnel and Logistics Course. The Supply Sergeant and primary hand receipt holder for the installation property book hand receipts, TASC, and DOIM hand receipts was SSG William Dawson. Three supply clerks reported to SSG Dawson. On 1 June 1989 CPT(P) Doss was promoted to Major, and on 1 Oct 89, SGM Robert Judd replaced SFC Poynor as

Supply NCOIC. SFC Poynor stayed on to take the place of SSG Dawson who was scheduled to ETS in the spring of 1990.

In August 1989 Fort Bliss initiated an Inmate Labor Program, This program was patterned after a program at Maxwell Air Force Base and allowed the La Tuna Federal Prison to operate a camp at Biggs Field for prisoners deemed non violent, and who were serving time for less serious offenses. The prisoners would perform primarily custodial, upkeep and maintenance related tasks. USASMA's request for 4 laborers was approved, but at first USASMA was assigned only 2 inmates because of limited living space at the new Biggs Field Prison Camp. These low risk inmates performed maintenance and custodial tasks for the Log/Supply Division.

The Logistics/Supply Division, in addition to developing long range support requirements and coordinating day to day support with Fort Bliss Directorate of Installation Support (Supply and Engineering Divisions), took on an expanded roll in the facilities maintenance area. With the addition of the Facilities Manager position to the TDA, and the Inmate Labor Program, USASMA was able to accomplish more support functions in-house. Also the function of follow-up with the many shops within the DIS Engineers improved as SFC Walters and Log/Supply Division personnel learned the strengths and weaknesses of the personnel in each shop. The Supply personnel, notably SSG Dawson formed a good working relationship with the Supply and Services Division and MAJ Doss formed a good relationship with Mr. Rudolph Rivera, Chief, Supply and Services Division, DIS. The often stormy relationship between USASMA Log/Supply Division personnel and personnel from the Directorate of Contracting improved greatly in 1989 as DOC eliminated most of its work order backlog and USASMA necessities for high priority purchase requests diminished. By the fall of 1989, the function of contracts and purchase requests became as routine as the work requests submitted to the Engineers. These actions still required timely follow-up but DIS and DOC personnel knew that USASMA would be checking the status of ongoing actions, and thus provided better service.

1988 and 1989 was a time for correcting deficiencies in the new building. The staff of the Logistics/supply division spent a lot of time submitting service orders and work requests to correct problems with the mechanical systems, heating and cooling and the doors of the new buildings. The technology of the controls on the evaporative cooling and refrigeration units, and the heating system were new to Fort Bliss Directorate of Support maintenance shops and, faced with budget cuts and shrinking manpower, these shops struggled with the burden of maintaining the buildings. The staff of the Log/Supply Division began to accomplish many of the smaller tasks such as door adjustments, some repairs in latrines, etc, and the support maintenance shops improved in their efforts with a few exceptions. It became apparent that the heating and cooling personnel were not making progress on learning to control

and maintain the heating and cooling systems. After numerous memorandums to the DIS and continuous urging by MAJ Doss, the DIS finally acknowledged that their people were unable to accomplish the operation and maintenance of the heating and cooling system, and in late 1989, initiated actions which would eventually lead to contracting out the maintenance of the cooling and heating systems. The contract for cooling took effect in April 1990 and the contract for heating is scheduled for the fall of 1990.

The quality of the exterior doors installed in the new buildings was inferior and not built to withstand the heavy usage of the Academy. They never should have been accepted by the Corps of Engineers as adequate. Numerous memorandums were sent to the DIS and again, continued urging by MAJ Doss finally resulted in the DIS agreeing to contract to refurbish the existing doors by replacing the panic hardware and locking mechanisms and improving the thresholds and frames. This project was started in late 1989, with door repairs actually beginning in early 1990.

In the fall of 1988 the Logistics/Supply Division was tasked on short notice to determine furniture and equipment needs and place high priority requisitions to support a very important study of the NCO educational system. The NCO Leader Development Task Force was tasked by the Army Chief of Staff Carl Vuono to conduct a study to "consider the total leader development system, where we are today, what direction is needed for the next 15 years." LTG Crosby, the TRADOC Deputy Commanding General for Training was the Director and COL Kenneth W. Simpson, the USASMA Commandant was the executive agent. The Supply personnel, and notably SSG Dawson and SFC Poynor responded well and pulled it off, insuring all 127 pieces of furniture and equipment was on hand and installed by Christmas. This was a minor miracle by supply system standards, because the first requisitions were not placed until 25 October. Mrs Springer, the buyer at DOC responded well to the follow up by MAJ Doss, SFC Poynor and SSG Dawson.

By the time USASMA occupied the new building in November of 1987, it was obvious that the building could not accommodate future increases in enrollment or any new courses that future missions might necessitate. There was also a shortage of administrative space and storage space because USASMA had been reorganized twice since the MCA expansion project had been developed. Programming for an MCA project, however, had to wait until expansion could be justified. The recommendations of the NCO Leader Development Task Force produced recommendations which, upon approval, were sufficient to justify expansion. MAJ Doss submitted data justifying expansion of the Academy by 13 additional classrooms, and additional administrative and storage space to the Chief, DIS Master Plans Division, Mr. James Kemp.

The MCA project was approved by the Fort Bliss Installation Planning Board on 26 May 1989 as the number 3 priority for Fort

Bliss. The official DD form 1391 was submitted to TRADOC on 27 July 1989 as a 1993 project. The DD 1391 addressed a requirement for an additional 30,606 square feet at an estimated cost of \$3,600,000. It was assigned project number 32523. The justification was based on projections for expansion of the First Sergeants Course, the new Command Sergeants Major Course, and the requirement for additional administrative and storage space in the DOTD, Corresponding Studies Division and in the Student Distribution Center. Additionally a fudge factor was included to allow for the Battle Staff Course which was being developed but had not yet been approved.

In December 1989 TRADOC recognized the USASMA requirement and forwarded it to DA with a recommendation for approval as a 1995 project.

In 1988 and 1989 Fort Bliss had struggled to provide enough BEQ space to meet the needs of USASMA. To do this, they had to assign some soldiers to stay on main post. The increases in the student load of the FSC, scheduled to begin in the spring of 1990 and continuing in several increments would surpass the Fort Bliss capacity to provide BEQ space in the future. Also the necessity to house some of the students on post was not desirable because many of the TDY students come without transportation. MAJ Doss addressed the problem to the Fort Bliss DEH, and COL Simpson and LTC Ball verbally addressed the requirement to the Army Chief of Staff, General Vuono and the Fort Bliss CG, MG Infante. Shortly afterwards, MG Infante directed the DIS, COL Shoemaker to prepare a DD 1391 for an MCA project for a SEBQ at Biggs Field with a 300 room capacity. MG Infante had addressed the subject to Congressman Ronald Coleman, who said he would support the project as a Congressional Insertion to the Army MCA program. The DIS master plans personnel and the DIS housing personnel were skeptical that the project would be approved, short of a Congressional Insertion. MAJ Doss provided the data to Mr. Kemp, the Chief of DIS Master Plans, and Mr. Kemp began to prepare the DD 1391. Unfortunately MG Infante retired in August 1989 and the new CG, MG Lionetti, did not push for the project when he met with Congressman Coleman to discuss the Fort Bliss MCA program.

On 13 Feb 1990, USASMA again addressed the problem of projected BEQ shortage to the Fort Bliss CG. The shortage would be accentuated by a barracks remodeling project which would cut the capacity of four barracks on Biggs Field from 72 to 40 per barracks. Fort Bliss responded with a promise to find BEQ space on Fort Bliss until new construction could be programmed.

During 1987 and 1986 USASMA addressed the need for additional housing for the families of Sergeants Major Course students to the Engineers Housing Division several times. Because of a housing deficit officially identified in 1986, Fort Bliss was unable to assign more than 160 units of housing to USASMA. With the

increase in the student load in the Sergeants Major Course from 250 to 460 in 1987 the problem became more acute. In early 1988 Congress approved additional housing units for Fort Bliss, but did not fund it. MG Infante, knowing about the USASMA shortfall, obtained the backing of Congressman Coleman and pushed through the project for 300 units of housing to be used primarily by USASMA. Congress had specified that the new housing should be 801 Built-To-Lease Community Housing. The Request For Proposal (RPF) was issued in 1988 and the negotiations began in 1989 between the Corps of Engineers and developers and builders. In late 1989 the project was awarded at a lease cost of \$2,675,000 per year and the option to buy the property at the end of 20 years or turn it back to the builder. In March of 1990 the project review was completed and the notice to proceed was given in April 1990. The housing is to be located in northeast El Paso.

In 1989 USASMA experienced the first AAA audit in the last 14 years. The AAA appeared determined to prove that USASMA should cut the course length of the Sergeants Major Course and thus eliminate the need for the expansion project. They also attempted to make a case for eliminating the 801 Built-To-Lease housing project. As of this writing AAA has lost the battle over 801 Housing. Ground breaking is programmed for April 1990, and AAA appears to be losing the battle to force shorter courses and cancellation of the expansion project.

THE NEW ACADEMY BUILDING

A new USASMA building was first considered as early as 1973. Several attempts to get an MCA project off the ground were not successful in the mid 1970's. The first submissions were for two separate projects; a classroom facility and an administration building.

On 1 Sept 1979 COL Joseph Ostrowidzki was assigned as the USASMA Commandant. COL Ostrowidzki is generally considered the father of the new Academy building because of the impetus on planning for the new building and his actions in getting the MCA project approved.

During 1979 and 1980 there was talk of establishing several Sergeants Major Academies throughout the Army. In addition to Fort Bliss; Fort Knox, Fort Sill, Europe and Korea were considered as possible locations. COL Ostrowidzki convinced General Rick Brown, the TRADOC DCST, and General Otis the TRADOC CG, that USASMA should not be splintered. To do so USASMA would loose control, he argued. They agreed, with the exception of the First Sergeants Course at Munich. The plan was to train 900 First Sergeants per year at Fort Bliss and 300 per year at Munich.

In deciding how big the new Academy building should be, COL Ostrowidzki and his staff used 325 students per class as a Sergeant Major Course planning figure, 180 for the First Sergeants Course and 125 students for the Operations and Intelligence Course. USASMA received little assistance from TRADOC in determining future training requirements. During the planning process COL Ostrowidzki relied heavily upon the experience of his NCOs in determining how the new building should be designed, ie, the 3-room classroom suite, and the locations of the directorates and support offices.

Col Ostrowidzki asked LTC Gary Mavis, the Assistant Commandant, to coordinate the efforts of the planning group for the new building. Others contributing significantly to the effort were: LTC Hoffert, who succeeded LTC Davis, CSM Parsons, SGM Alphedie, CSM Piasecki, and LTC Staggs, the Director of Support.

In the winter of 1980 a visit to Fort Bliss by the Chief of Staff of the Army, General Edward C. Meyer, got the project off dead center and resulted in the two projects being combined into one project and in an official MCA project submission. This project in FY81 was given Fort Bliss priority 1A. At this time the project called for 105,000 square feet, at an estimated cost of \$7.9 million in 1984 dollars, the project year of construction.

In June 1981, primarily as a result of planning for the First Sergeants Course, the square footage was increased to 142,000, and the cost estimate rose to \$12.6 million in 1984 dollars. In November of 1982 TRADOC approved an increase in student load and the square footage was increased to 157,000, with a cost

estimate of \$15.4 million. Again in August of 1983 the project was increased to 170,131 square feet at an estimated cost of \$16 million in 1985 dollars (The project was slipped from a 1984 project to a 1985 project).

MG Maloney, the Fort Bliss CG backed the MCA project, but he argued that the funding should be considered separate from Fort Bliss MCA funding, and Academy and TRADOC personnel agreed with him. The new building was not considered part of the Fort Bliss MCA program for funding. Congressman Richard White, Chairman of the House Armed Services Committee, was also very helpful in getting the project approved.

The original design had a bookstore and a barbershop, but AAFES insisted the barbershop be open to everybody on Biggs Field and the Commandant would not allow this much civilian traffic, and the barbershop was eliminated. The bookstore was later eliminated by TRADOC, but reinserted by the USASMA Commandant, COL Edwards, shortly before construction was completed in 1986.

The architectural firm of Foutes, Gomez and Moore was awarded the design contract and Mr. Lorenzo Aguilar was the architect in charge of the project. Mr. Aguilar met several times with Academy personnel to discuss the design criteria. There were three designs considered, and the most non-traditional of the three was favored by COL Ostrowidzki, but he feared the Corps of Engineers and TRADOC would not approve it. This design differed from the other 2, in that it was not box like and did not look like a traditional schoolhouse or Army building. Rather it was in a starburst pattern and allowed for separation of functions. COL Ostrowidzki credits the NCOs with the common sense ideas that went into the design.

There were several design changes which created delays. Among them were the change from a white roof to a black roof (necessary because of funding restraints) and a redesign of the internal layout of the headquarters building. Also the original design called for above ground electrical wiring and this was changed to underground.

The contract was awarded on 30 Sept 1985 to R D Lohman, Construction, an El Paso firm, with the notice to proceed given 17 Oct 85. The initial cost was \$15,707,000, but before completion the cost rose to \$17.8 million, primarily because of modifications. R D Lohman was awarded the contract under a Small Business Administration program which precluded putting the contract out for nationwide competition. The groundbreaking ceremony was conducted on 26 November 1985. As construction progressed the structure began to dominate the Biggs Field landscape.

During the construction process there were 82 modifications, most of them minor. Also the interior of the headquarters building was modified to accommodate a USASMA reorganization. This mainly

involved the installation of Obrien walls, commonly referred to as temporary walls. While anchored to the ceiling and floor, these walls did not change the structure of the building and were ideal for creating smaller offices within directorates. The biggest headache created by this last minute reorganization was the modification required to locate electrical outlets, computer outlets and telephone outlets. There were also extensive modifications to the plumbing and some design changes in the heating and cooling system.

The project officer for the Fort Bliss office of the Corps of Engineers, Fort Worth District was, MAJ Joseph LoCasale, and the Chief of Quality control was Mr. Bob Cusick. MAJ LoCasale escorted hundreds of visitors during the two year construction period. Among them were Congressman Coleman, the Chief of Staff of the Army, and many other high ranking dignitaries. While MAJ LoCasale conducted briefings and tours, Mr. Cusick was the unsung hero of this construction project. He solved the problems as quickly as they arose, and served admirably as the liaison between the contractor, the Corps of Engineers, the Fort Bliss Directorate of Engineers, and the Sergeants Major Academy. The Academy personnel he dealt with primarily were CPT Doss and CPT Colvard, and occasionally with LTC Simmons and COL Edwards. Much of the contact between Academy personnel and Mr. Cusick was coordination of modifications or requests for modifications. Noted for his ever present cigar, Mr. Cusick would occasionally raise the dander of COL Edwards by refusing to make modifications he considered questionable or unauthorized. Assisting Mr. Cusick in his quality control duties was Mr. Armando Ramirez. The point of contact for R D Lohman Construction was Mr Don Shock.

The office charged with supervision of the project from the DEH side was the Master Plans Division. Mr. James Kemp, Chief of Master Plans assigned Mr. Robert Canas as the project engineer. Responsible for monitoring the project from the user and DEH standpoint, Mr. Canas efficiently served as liaison to USASMA and coordinated the many modifications requested by USASMA. Along with Mr. Cusick, Mr. Canas contribution to the success of this MCA project should not be overlooked.



"The new USASMA Complex under construction."

The classroom wings were completed in June, the Learning Resource Center was completed in July, but the auditorium and headquarters building were not completed until August and September respectively. Academy personnel began signing for the keys from the DEH, and DEH and Corps of Engineers personnel were breathing a sigh of relief that the project was completed. The CP Doss and MSG Riley still had a very complex task ahead, that of coordinating the move from 26 separate buildings.

As previously mentioned CPT Doss developed a movement plan several weeks before the move to the new building. USASMA Movement Plan 87-1 was published in 19 copies and included detailed instructions in annexes such as vacant building turnover, custodial contract, grounds maintenance, parking plan, movement of copiers, movement of computers, movement of memorabilia, relocation of memorial plaques, AAFES bookstore movement coordination data,

vending machines, key control, property accountability during the move, TASC equipment issue, and of course, a movement schedule by directorate.

Admiral Van and Storage Company began movement and assembly of the new furniture on 3 August, per the schedule required by the movement contract. Furniture had been stored in bld 11268 and bld 724. Per the movement contract and the movement plan, the USASMA supply personnel and the contractor were maintaining strict property accountability each time property changed hands.

The movement plan was officially executed on 27 August, with the First Sergeants Course and the P&L course occupying the classroom wings on this date. On 31 August Sergeants Major Course students reported to the new classrooms, and on 16 September the O&I course moved.

The Learning Resource Center closed on 14 September and moved in late September. The regular LRC schedule was resumed on 4 Oct. Prior planning and packing greatly facilitated this complex part of the move, with Ms. Murray and her crew having started packing weeks before. The O&I TOC facilities began to occupy the vacated LRC building (11203) on 30 September.

The move to the headquarters building, except for DOTD and DOES, was accomplished between 25 Sept and 7 October.

The relocation of A and B Companies to the classroom wing required some late changes. It was decided to locate them in the electives area in what was previously designated a lounge area. To do this it was necessary to purchase Obrien moveable walls and push the requisition through on a high priority. Everything arrived in time and A and B Companies moved on 8 October.

The Student Distribution Center moved from 9 to 14 October, DOES moved on 15 through 19 Oct, Corresponding Studies moved on 27-29 Oct, and finally the Lecture Center moved to the new auditorium during the period 30 Oct to 3 November.

Key personnel involved in the move were; Mr. Baumgartner, owner of Admiral Van and Storage, CPT Doss, SGM Corry, MSG Riley, MSG Travis, SGM Buller, SGM Acomb, and SSG King.

Late in the planning for the movement order, COL Edwards, the Commandant, made a decision to allow Corresponding Studies to occupy the new building. This had not been planned for and required space reallocation, including the locating of A and B Company offices in the converted lounge area as discussed in b(3) above.

There was considerable discussion and confusion as to where the secretaries of the Commandant and Assistant Commandant would

be located, with the plan to build walls or not to build walls changing several times during the last few weeks.

There were several changes on locations of offices during the last few weeks before the move. Originally the Supply Section had been programmed to be located in the area presently occupied by the PAC and HHC, but the reorganization which created the Staff and Faculty Battalion in place of the Resident Training Division forced us to give this area to PAC and HHC and locate the Supply Section in the Auditorium building.

The planters in the center ring were a late addition, arriving only days before the opening ceremony. These planters were a remedy for people bumping their head on the low mounted light fixtures.

During the move not a single piece of furniture or equipment was lost, a proud statistic for Academy personnel and the moving company. CPT Doss prepared a letter of appreciation for Mr. Baumgartner and crew at Admiral Moving and Storage, as well as a letter for Ms. Patricia Arreanno, the furniture vendor, for her assistance with the furniture layout. He also prepared a letter of appreciation for SGM Corry and his supply personnel for the outstanding performance during the move.

The planning for the opening ceremony had not progressed well and was behind schedule until the arrival of LTC Ball. This area consumed much of the newly assigned Assistant Commandant's time and effort to insure that we were properly prepared. The USASMA opening ceremony on 12 November 1987 went without hitch, and was highly praised by many of the high ranking dignitaries who attended.

SCHOOL SECRETARIAT

Just as the curriculum at the Sergeants Major Academy continued to evolve, so too did the structure of the School Secretariat and the mission support it provides. At the beginning of the decade, support functions were grouped under the control of the Director of Support. LTC Charles R. Stagg held this position from 3 August 1981 to 3 March 1984 and oversaw significant structural changes to the Directorate of Support as greater duties and responsibilities were assigned to him.

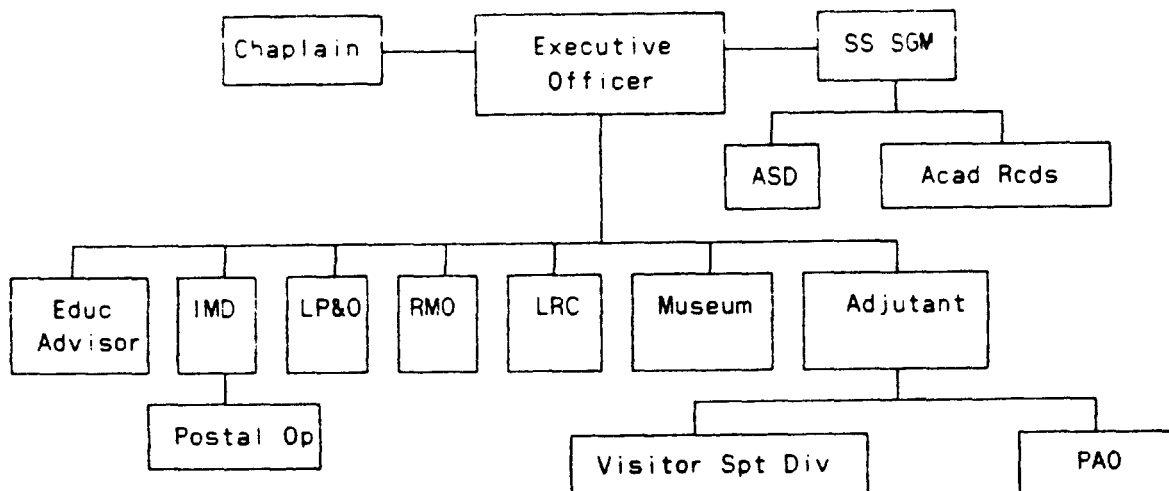
In 1982, the Directorate of Support consisted of five branches. These included a Management and Coordination Office; Administrative Service Division; Student, Staff, and Faculty Company; NCO Museum; and Public Affairs Office.

On 1 October 1983, School Model '83 was instituted by Training and Doctrine Command (TRADOC) which caused significant change to the Directorate of Support. It was renamed the School Secretariat and the structure was modified by removing the Student, Staff, and Faculty Company; forming a Data Systems Office to address automation needs; and assuming control of the Learning Resources Center which, until that time, had been part of DOTD. The NCO Museum also received its first certification from the Center for Military History during this period.

LTC George K. Hobson was assigned in 1984 as the School Secretary. Serving from 3 March 1984 to 8 December 1986, he provided superb support for daily operations, while continuing to manage the transitional changes that were reshaping the Secretariat. In an effort to place all administrative support functions under the School Secretariat, Academic Records Branch moved from the Directorate of Evaluation and Standardization to the control of Administrative Services Division. In 1984, Academic Records was manned by one staff sergeant as opposed to its current staff of four personnel.

LTC William T. Simmons served as School Secretary from 8 December 1986 to 30 May 1988 and consolidated additional offices under Secretariat control. This structure shown here, was the largest in terms of organization and responsibility that the Secretariat would see during the decade of the 80s. LTC Simmons worked as Secretary until June 1987, when he became the Assistant Commandant, leaving the adjutant as the acting SS. In the Fall of 87, LTC Ball arrived, and the Commandant divided responsibilities between LTC Ball and LTC Simmons. LTC Ball, who was the senior of the two, became the AC and took responsibility for the Academy's training related functions, such as DOTD, DOES, etc. LTC Simmons became the XO with responsibility for support activities such as SS, Chaplain, RMO, etc. Initially, the XO and AC were rated by the Commandant, but several months prior to LTC Simmons' departure, the rating scheme was changed wherein the XO was rated by the AC.

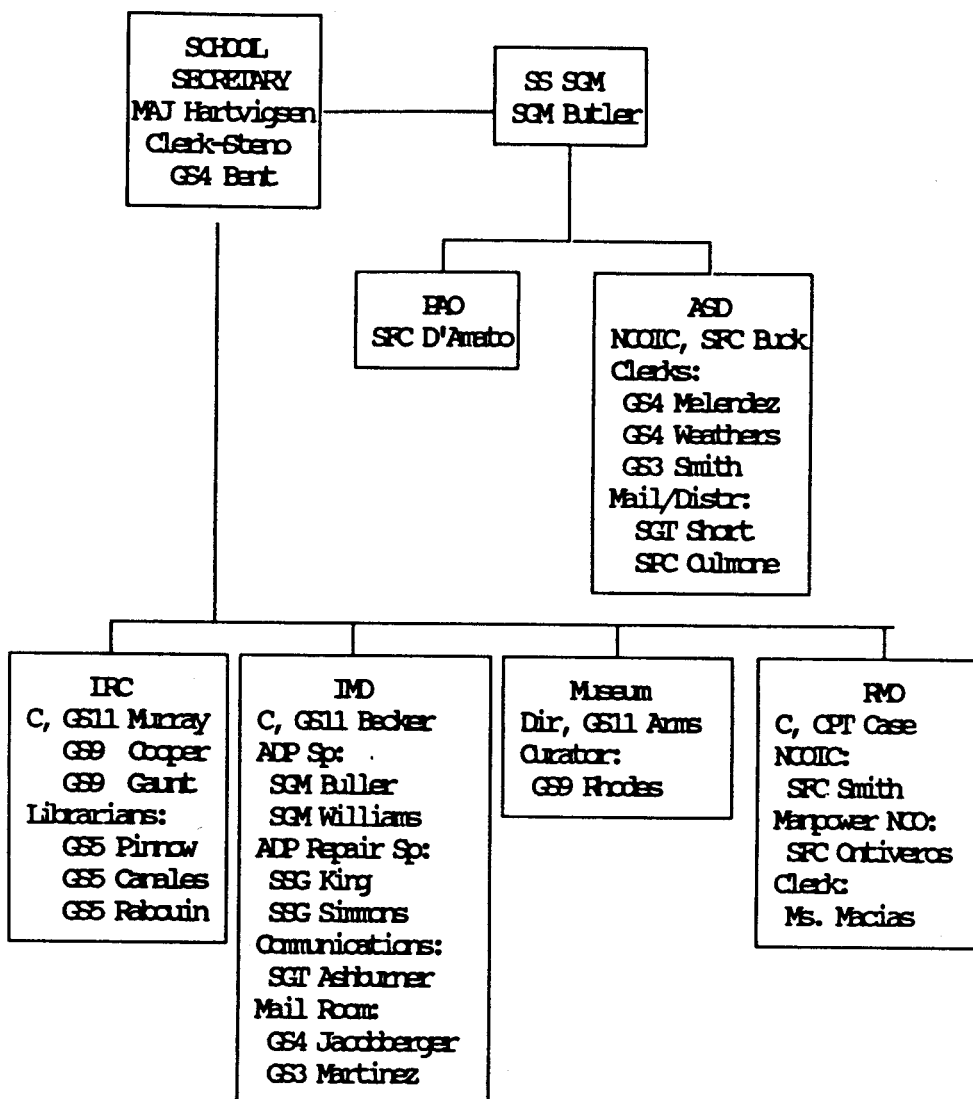
SS ORGANIZATION. AS OF MAR 88



After leaving the Academy, LTC Simmons went on to become the Fort Bliss DPCA before being selected as Commander of Ft. Bliss's Range Command. CPT Jeffery R. Holden, who was the adjutant at the time, was dual slotted as the School Secretary from 1 June to 31 December 1988. In January 1989, several changes happened, resulting in the Secretariat's current structure. A Headquarters Company was formed under the control of the Command Group, which CPT Holden was selected to command. When he left the Secretariat, the Assistant Commandant also transferred his adjutant duties, Logistics, and the Academic Records Branch to the company. At the same time, the Chaplain and Visitor Support Division (Protocol) came under the AC's direct control. The Education Advisor was the final loss as he was transferred to Student and Faculty Battalion control. The position remained "dual slotted" as the Resource Management Officer, CPT Frank C. Lester, took over until a new School Secretary could be assigned.

Finally, on 10 July 1989, MAJ Curtis R. Hartvigsen reported for duty as the School Secretary after completing an assignment with 3d Armored Division in Frankfurt, West Germany. No organizational changes were made during the rest of 1989, but much work needed to be done for people, programs and networking that had been under caretaker status for more than a year. While the School Secretary's position was civilianized in 1989 by a TDA change to that of a GM-14, an officer continues to fill this position. A current organizational chart for the School Secretariat is depicted below.

SCHOOL SECRETARIAT ORGANIZATION
AS OF: DEC 89



PUBLIC AFFAIRS OFFICE

The primary mission of the Public Affairs Office is to inform the public of the United States Army Sergeants Major Academy's mission of:

"preparing enlisted leaders to fight and win in joint and combined operations across the spectrum of conflict worldwide."

The PAO serves as the Academy's point of contact with the Fort Bliss Public Affairs Office, which retains release authority for the local commercial media and coordinates all visits by the national media. The Academy PAO, however, is considered the Academy spokesman and the media focal point, insuring that all members of the command, staff and faculty "speak with one voice."

The PAO is also the command expert on written and oral communications, with the additional responsibility of monitoring and evaluating USASMA staff actions to assess the public affairs implications of Academy actions and initiatives.

As in most Army Public Affairs offices, the Academy PAO's responsibilities normally fall into one of three categories: command information, public information or community relations.

Fort Bliss Public Affairs presently handles nearly all of the community relations activities associated with the Academy. Speakers for Lion's Clubs, Rotary luncheons, or other outside organizations are handled informally, without the need for a formal Academy Speaker's Bureau.

Public Information, educating both military and civilian publics about the Academy's mission, history, and people, is a major function of the Academy PAO. Under direction from the Commandant, Col. Simpson, a new public affairs campaign began in July 1989.

A wide range of professional leadership development articles, focused on people and programs at the Academy, was targeted for military professional journals and Post periodicals throughout the United States Army.

Presently, PAO-authored articles have been published or submitted and approved for publishing in SOLDIERS magazine (2), ARMY TRAINER (2), ARMY, FIELD ARTILLERY JOURNAL and SERGEANTS BUSINESS.

Command Information, informing those officers, soldiers, family members and civilians within the organization, has historically been the strength of the Academy's Public Affairs Office.

Short-lived attempts to publish updates or newsletters have given way to a reliance on periodic commander's calls and stories

in the post newspaper. Since the Post newspaper, the MONITOR, also serves the entire Fort Bliss community, articles published in this forum fulfill a public information role as well.

Articles carried in the MONITOR range from editorials to personality profiles, from stories on guest speakers to course completions or course changes.

Additionally, the Public Affairs NCOIC, as the subject matter expert on oral and written communications, has become increasingly involved in projects which involve other types of writing, such as film scripts, changes to field manuals or programs of instruction especially those within the communications spectrum.

The Academy's Public Affairs Office, throughout the 1980s, wrote almost exclusively for the Post newspaper, the MONITOR.

Although brief news releases and updates on course changes, graduations and special events were sent to professional journals, most articles on NCOs, the Noncommissioned Officer Education System (NCOES), and the United States Army Sergeants Major Academy were written by staff writers belonging to the journals themselves. The Academy normally provided the point of contact, background information and coordination for these articles.

In 1980-81, 19 articles concerning Army NCOs and 13 articles concerning NCO academies service-wide were published, including one by Academy PAO, SSG Bob Erwin, entitled "Making the Best Better," in the March 1981 issue of SOLDIERS magazine. Another article on the Academy appeared in the Summer 1982 issue of ARMY RESERVE MAGAZINE.

From 1982 thru 1984, 26 articles dealt with Army NCOs and another 11 with service NCO academies. While editor of SOLDIERS, prior to his becoming an Academy PAO, MSG Norm Oliver wrote "The NCOs Report Card," for the May 84 issue of SOLDIERS.

SGM Mike Mason wrote "Top Course," about the First Sergeants Course, for the July 1984 issue of SOLDIERS and "The Ultimate Step," about USASMA, for the October issue.

SGM George W. Beitzel, Chief of the Academy's NCO Development Division in the Directorate of Training Development, and MSG Gerald W. Hall, also of the NCO Development Division, collaborated on "NCO Leader Training," an article published in the June 1984 issue of the SOLDIER SUPPORT JOURNAL.

More than 35 articles on NCOs and 10 on NCO academies were written between 1985 and 1988, including an article about USASMA, which appeared in the Winter 1986 issue of ARMY RESERVE MAGAZINE.

SFC Rich Czizik and SFC Bob Erwin (who had returned for his second stint as Academy PAO) made more than 70 external new releases in 1986, individualizing and personalizing graduation stories for release to Army posts which had sent students.

For instance, an Operations and Intelligence Course graduation resulted in 13 releases to various posts, with only the lead rewritten and names of that post's graduates inserted.

In 1987, Academy PAO SFC Bob Erwin, made more than 85 news releases to MONITOR and other military periodicals according to Academy historical records. One of his releases, an extensive piece on the dedication of the new Academy complex, was carried by the Army News Service (ARNEWS) in Nov 1987, while others formed the basis of numerous ARMY TIMES articles written on the Academy and NCOES.

The 1987 building dedication, with special guests General Vuono and SMA Gates, attracted a great deal of local media attention. In conjunction with the Fort Bliss PAO, SFC Bob Irwin arranged for a press conference, and aircraft flyovers for aerial photography. Attending the dedication ceremony and supplying local coverage were crews and representatives from: KVIA (ABC Channel 7; KTSM (NBC) Channel 9; KDBC (CBS) Channel 4; El Paso Times; Herald Post; Associated Press; United Press International; Army Times; SOLDIERS; and ARMY.

MSG Norm Oliver's interview with SMA Glenn E. Morrell, entitled "Soldiers Deserve the Best Leaders" appeared in the December 1985 issue of SOLDIERS; while his story "The NCO Ladder" was published in the January 1987 issue.

Another Oliver article, "Retired Women Command Sergeants Major Comment On Army," was disseminated world-wide by ARNEWS in October 1988, for use in military periodicals.

Two articles on NCOES also ran in the Army's command information bulletin, SOLDIERS' SCENE.

"Educating NCOs," by National Guard senior advisor at the Academy, SGM Timothy L. Pentecost, was published in the Summer 1988 issue of the NEW PATRIOT. This and several other submissions by Academy staff and faculty were examples of MSG Oliver's efforts to get those working at or attending the Academy to publish.

Two SMC students, Naval Reservist YNCS Patrick F. Moore and Air Force Senior Master Sergeant John A. Carley, wrote stories on Academy attendance for ALL HANDS and AIRMAN magazine in June 1988.

The "Professional Writing Program," MSG Oliver designed, initiated and taught was discontinued, however, after a short trial. Efforts necessary to make the program successful were

deemed disproportionate to the number of quality submissions he received.

It is only one of SFC Erwin and MSG Oliver's on-target initiatives that failed at the time, but would be attempted again in different formats.

In June 1989, the "Professional Writing Program," produced three articles submitted to ARMY TRAINER for publication: CSM Henry Davis' "Training Comparison: Active vs. Guard"; "Delta Goes Combat," by MSG Karl Rogers; and "Sticks and Stones," by MSG David E. Lake.

Another story by a SMC student, MSG Michael Livingston's "Passing the NCO Torch," was picked up by ARNEWS in May 1989.

"Noncommissioned Officer Education System: An Army Success Story," co-authored by Commandant, Col. Kenneth W. Simpson, and Academy CSM, Oren L. Bevins, was published in the 1989 AUSA Army GREEN BOOK.

USASMA made two short-lived attempts at providing command information written and published at the Academy, during this period.

The first was a NCOES Network Newsletter, introduced in May 1985, containing information from conferences attended by the Doctrine Integration/Proponency Division of DOTD. It covered emerging doctrine and changes in regulations which would be of interest to subject matter experts designing courses, or "on the podium".

Another was a USASMA Newsletter, begun in Oct 1987, and designed to keep higher headquarters and Academy staff and faculty aware of upcoming events, and providing them with useful information on course changes, etc. After two or three newsletters the project was abandoned because frequent Academy visits by LTG Crosby and Gen. Thurman made such updates unnecessary.

In 1989, the "Year of the NCO," hundreds of articles were written about NCOs and several about NCOES, including a series by MSG Gil High of SOLDIERS, who visited the Academy in the early summer.

MSG Oliver and Maj. Gen. Donald R. Infante coauthored an article on Officer-NCO relationships for inclusion in the Department of the Army's OFFICERS' CALL. MSG Oliver's support of the 1989 theme included dozens of articles on the Academy, NCO professionalism and NCO accomplishments, as well as his stories on graduations and important addresses by guest speakers at the Academy.

In May 1989, MSG Oliver's efforts to get the Academy well-deserved credit for its modern, high-tech and high-quality facilities resulted in the "Benchmark Improvement Award" from the "National Forum for the Betterment of the Government Workplace." A TRADOC representative received the award, on behalf of the Academy, at the Government Workplace trade show in Washington, D.C.

Much of 1989, however, was taken up with the "Year of the NCO." In addition to the numerous articles he wrote, MSG Oliver was responsible for designing, monitoring and reporting on the Academy's extensive Action Plan.

TRADOC's Action Plan for the "Year of the NCO" included 108 initiatives, from which the Academy extracted 84 that it felt were applicable and/or relevant to its activities. USASMA was listed as the proponent for 17 separate initiatives in the TRADOC plan, and many of those were Public Affairs related.

In fact, the Academy PAO became the proponent, in our own Action Plan, for 16 initiatives, and the point of contact for another 36. Since all of the initiatives were important and time-consuming, and a monthly report on all 84 initiatives was required by TRADOC, the Academy PAO spent almost all of his time on meeting the requirements of the theme year.

In response to one of the initiatives, SFC John K. D'Amato, who became Academy PAO upon MSG Oliver's retirement in June 1989, published a story on the recommendations of the Academy-sponsored NCO Leadership Development Task Force. The article received wide-spread coverage, including ARMY magazine and SOLDIERS.

By the end of 1989, the milestones, goals and taskings of 84 initiatives had either been met, or were close to completion.

One of the projects, the creation and filming of the "NCO Induction Ceremony," required extensive PAO involvement. The student battalion had already developed an NCO Induction Ceremony, at TRADOC's request, but turned to the Public Affairs Office for help in filming.



"The Staff Ride to the historical site of Columbus, NM, was published in SOLDIERS Magazine."

SGM William Boentges, an Academy staff member with extensive audio-visual experience, provided invaluable assistance, acting as liaison with the Fort Bliss audio-visual people and helping to edit the final film.

Before filming could begin, however, a script had to be written and a story board, with each camera angle and scene change, needed to be drawn. Using a rough draft provided by Battalion Headquarters, the PAO wrote several scripts, which were continually massaged and improved by Battalion.

In November 1989, Col. Simpson approved SFC D'Amato's detailed 20-page story board, and filming was completed under the direction of SGM Larry Martin and SFC D'Amato in December 1989. At that time, a General Officer Steering Committee Review

recommended minor changes and the final video-tape version was ready for D.A. approval and Army-wide distribution March 1990.

In conjunction with the "Year of the NCO" public affairs initiatives, Col. Simpson asked for a new campaign designed to expose soldiers and NCOs Army-wide, to the Academy's mission, history, programs and people.

Gen. Colin Powell's August 1989 address to SMC Class #34, just prior to his appointment as the head of the Joint Chiefs of Staff, was disseminated by ARNEWS, and published in military periodicals as far apart as the Fort Sill Cannoneer and the 32nd ADCOMS paper in Darmstadt, Germany.

In addition to a piece on the importance and significance of the NCO Leadership Task Force recommendations, there were six other major story submissions in 1989. One, in response to another "Year of the NCO" initiative, was an in-depth look at the emphasis the Academy places on oral communications at the senior noncommissioned officer level. This article, submitted to the Army TRAINER, focused on oral presentations in the First Sergeants Course.

A second article, a lengthy historical research piece on "The History of NCO Education," from 1776 to the present, was submitted to the FIELD ARTILLERY JOURNAL in October 1989.

A third, published in the Museum and VFW newspapers and released to SOLDIERS, dealt with three former Academy students and staff members who were now serving concurrently as VFW post, district and state commanders. The story provided the opportunity to discuss leadership training at the Academy, and how such knowledge and values can last a lifetime.

The fortieth anniversary of the Academy system, established by Gen. Bruce Clarke in 1949, was the subject of another story, which was published locally and in the Museum paper, the CHEVRON. It chronicled Clarke's NCO education contributions, and provided a forum to spotlight Academy achievements.

Finally, two other stories, one detailing perhaps the first "Staff Ride" organized and conducted entirely by NCOs was submitted to SOLDIERS magazine, as an example of NCO leadership training beyond the ordinary.

Another, with automation, modernization and NCO training themes was released to Army TRAINER. The story focused on the introduction of the new Maneuver Control System installed in the Academy's Battle Simulation Center, and stressed the need not only for NCO technical and tactical expertise, but the importance of keeping up with technology in their fields.

One important issue raised several times during the 1980's and again raised in the recommendations of the NCO Leadership Task Force, was the need for an NCO Professional Development journal or forum of some sort.

Research indicated publishing such a journal at the Academy, given its limited resources and manpower, was not feasible. D.A. Public Affairs, through independent research, discovered such a magazine would cost in excess of \$6,000 an issue, and came to the same conclusion on its feasibility at the Academy.

Two courses of action seem to be available in the 1990s. Either the Academy could continue to provide NCO Professional Development articles to SERGEANTS BUSINESS and other military professional journals, or D.A. could increase the public affairs staff and resources at the Academy.

The problem of support, for such a magazine with articles from the field, would still remain, however. Nearly all military professional journals, such as INFANTRY, ARMOR, MILITARY REVIEW, etc., receive 95% or more of their articles, not from staff, but from outside sources.

An NCO Professional Leadership journal would require the same sort of support, and research indicates that the support is not there. NCOs simply are not writing, even for the existing publications.

Education in the form of "writing for publication," and command emphasis throughout the Army must precede such an undertaking before it can have any hope of success.

With that in mind, the Academy's Public Affairs Office, in conjunction with other faculty and staff, began to explore another professional writing program similar to the one MSG Oliver attempted at the end of the 80s.

The new decade may see more involvement by the PAO in course development, instruction, and planning, as the PAOs expertise in oral and written communications is utilized to its fullest extent.

In addition to creating more inspirational and eye-catching formal publications, such as FM 22-600-20, the NCO Guide, the Academy might expand its media campaign to include radio and television.

The written word, however, will remain the primary source for Academy publicity, and if in the 90s the Academy does become the focal point of Professional Development articles for Army NCOs, it must also become the training center of NCO professional writing.

INFORMATION MANAGEMENT DIVISION

The present mission of Information Management Division (IMD) is to develop and maintain an Information Management Plan (IMP) through ongoing information management "needs analysis" for the USASMA. We are to insure that the USASMA IMP conforms with all DA standard hardware and software requirements. We manage DOD, DA, TRADOC, and Installation Data Element Standards for USASMA. We plan, budget, and procure all Information Management equipment and software. Develop and maintain all computer networks. We manage and coordinate with Directorate of Information Management (DOIM) for the maintenance for all information management equipment for USASMA. This is just a small sample of the mission and the duty functions of IMD.

IMD is facing another year without any investment funds to expend towards our more significant information management initiatives. We are concentrating on improving our direct support to functional users and making maximum use of the capabilities designed for and built into the Sergeants Major Academy complex. The IMD staff uses initiative and ingenuity to accomplish projects in-house, which would normally require months of paperwork and staffing, and considerable funding to accomplish using normal channels.

Given the funds situation, IMD continues to step forward and take that extra step to assure that USASMA does not falter in its responsibilities to attain the hardware and software necessary to keep it in step with the latest technology.

At present IMD consists of the following personnel:

- Mrs. Judith Becker
- SGM Richard Buller
- SGM Manuel F. Lopez
- SGM Lena Williams
- SSG Ralph King
- SSG Barbara Simmons
- SGT Russell Ashburner
- Mr. Jesus Martinez (Mail Clerk)
- Mr. Harry Jacobberger (Mail Clerk)

The history of IMD goes back a number of years. The early 1980's saw the days of manual and electric typewriters. In August of 1982 LTC George K. Hobson was designated as Project Manager/Project Officer (PM/PO) for the USASMA Automatic Data Processing System, and the Project Manager Charter for USASMA Automatic Data Processing System was put into action. In 1982 the manual system still existed at USASMA. In 1982 a request went out for automation at the time the first generation MAG Card System was being used. This was not ADPE.

September of 1982 saw LTC James T. Chester Jr. designated as Project Manager/Project Officer (PM/PO) for the USASMA Automatic

Data Processing System. During this time USASMA saw the acquisition of six new word processing machines from Lanier Corporation. At this time one position (E9 74Z) was recognized but remained vacant until July of 1983.

While a student of Class 21, SGM Myron Orabanec began a special project to provide the Sergeants Major Academy with a five-year automation plan. This futuristic plan sought to establish a common data base for all functions in the Academy. In addition, the plan allowed for an increase in workload to meet additional requirements of the Academy. After graduation, SGM Orabanec was held over to begin implementation of the project. One of the first problems that had to be addressed was staffing. One military position was authorized during CY83. Another military position was slated for authorization in FY85. It was the view of the School Secretary that a civilian position should be established to manage the program. At the close of 1983 this position had not been recognized or authorized.

The eventual goal of this project is to interface the Academy's system with the Automation Management Office at Fort Bliss. This would allow the Academy to transfer information electronically. The growth of the Academy and the added requirements resulting from that growth have dictated the implementation of an automated system.

1983 saw the formation of the Data Systems Office (DSO). The School Secretary, at that time was LTC Charles R. Stagg.

The personnel situation for the Data Systems Office has remained a major concern for the Academy from the program's inception. SGM Orabanec, a graduate from Class 21, began implementation of a five-year automation plan in 1983. A military position was authorized in CY83. This gave the program a start, but it was felt the program's success would require additional staffing. The School Secretary requested that a civilian position be established to manage the program. This position was neither recognized nor authorized by year's end.

In 1984, a baseline hardware configuration was established by TRADOC. Approval was granted in FY83 and 84 to procure baseline automatic data processing equipment and upgrade equipment of current word processing equipment, providing the first phase of total system integration.

1984 saw the acquisition of six IBM Displaywriters. The job was started to convert a backlog of material from Lanier format to the new IMB format. This conversion carried on to the new year and demanded a great amount of attention. The new IMB system proved superior to the old Lanier system and allowed greater productivity for the Word Processing Center.

In 1984, the School Secretariat increased efforts to develop a sound Data Systems Office for the US Army Sergeants Major Academy. Additional equipment and personnel were obtained. The Academy acquired MSG Joseph Switzler, US Army National Guard, to work as a programmer, who developed nine programs for the Academy. These programs helped with the conversion to different formats and student evaluations. In addition, the Phase III ADPE, FY85, procurement package, developed by SGM Myron Orbanec, was sent to TRADOC for approval.

SGM Orbanec retired in 1984, and was replaced by MSG Roy Acomb, a graduate of Class 24. MSG Acomb developed three special projects: The USASMA continuity of Operations Plan for ADP, the USASMA ADP Site Accreditation, and the USASMA ADP SOP.

The combination of new personnel, programs, and special projects established solid footing for the Data Systems Office. As the year ended, many of the office's problems had been resolved yet much work remained to achieve the goals established in the Academy's five-year plan.

1985 saw the stabilization of Academy staff and faculty for a three-year period. This provided the Academy with a solid base for future growth and expansion.

The 1985 Data Systems Office acquired the services of two very knowledgeable people. MSG Richard Buller, (74Z5), a graduate of Sergeants Major Course Class 25, and Ms Francis Jones-Lory (GS-09).

During 1985, the Sergeants Major Academy continued to automate under Phase III of the USASMA five-year plan. A Quick Return on Investment Program purchase of IBM Displaywriters resulted in a \$7,500.00 savings. In addition, a communication system installed between a Lanier and an IBM Displaywriter enabled lessons to be transferred to IMB disks.

In 1986 the Academy began to feel the pinch of budgetary guidelines produced by TRADOC. The reduction of the Academy's budget by 90K caused curtailment of educational and administrative support functions.

A successful automation of the Academy required the creation of a civilian position which was accomplished in 1985. In early 1986, however, the GS-334-09 position again became vacant when the Computer Systems Analyst resigned. By January 1986, IMD lost Mrs. Francis Jones-Lory and the position remained vacant until 31 Mar 1986, when Mr. Alex Fajardo was hired. He joined SGMS Buller and Acomb in development of an Academy-wide program. They assisted Academy personnel in gaining computer training and guidance and also provided assistance for problems experienced by local Academy computer operators.

By June, 1986, the name of Data Automation Office was changed to Information Management Division, which better represented the scope of the office's mission.

March of 1987 saw the arrival of SSG King. His presence significantly enhanced the capability of IMD during the critical periods during and after the move to the new complex.

1987 saw the move to the new Academy. This move impacted greatly on IMD. SGM Buller saw and met the challenge head on. A Communications Systems Contract for telephone, data and educational television systems had to be coordinated by DOIM, Fort Bliss. The movement of all automation equipment required a detailed plan of action. SSG King and the staff of IMD disassembled, moved, reassembled, and inventoried all ADP equipment, while users moved their own software. No equipment loss or damage was sustained under the plan.

As the Academy enlarged and assumed new responsibilities, the management of information became increasingly important. For this reason the Academy increased computer acquisition and usage. The development of a central office to control this development has been a step by step process lasting several years. A long range Information Management Master Plan (IMMP) was approved and implemented in 1986. This authorized the purchase of software and hardware for the FY86-92 time frame. Actual monies for purchase were received through a recognized and supported Unfinanced Requirement submission.

In 1987, The GS-334-09, Chief of IMD position became vacant when Mr. Alex Fajardo transferred. Due to budget cuts the position remained vacant until FY89 funding supported filling the position.

The GS-334-09, while vacant, was successfully upgraded to GS-334-11 Supervisory Computer Systems Analyst, and by the year's end Mr. John Burt filled this position. Staffing for IMD at this point include: a GS-334-11; two 7425 SGMs; two 74D3 SSGs; and two GS-305-04 mail clerks.

IMD acquired 76 ZENITH Z-248 microcomputer and ALPS printer sets, and through good planning, all users were trained in applications software packages in advance. The systems were productive as soon as they were moved to the user area, assembled, and the software loaded.

IMD procured optical mark readers for DOES and Corresponding Studies. This hardware, with software nearing completion, supports automated examination scoring and grade posting to Corresponding Studies class data bases.

Lanier and IBM Displaywriter equipment (all government owned) was laterally transferred to units and activities on Fort Bliss.

Cuts to the IMD budget, which supports all Information Management programs and initiatives throughout the Academy, severely constrained our ability to meet the requirements of this academic institution. Limitations on funding prevented accomplishing our approved Information Management Plan initiative for procurement of a local area network. While some expansion of ADP equipment and applications software was realized, the budget situation prohibited executing any of our more significant plans for extending and enhancing automation in USASMA.

In 1988, Information Management Division established two primary objectives: support the effective utilization of ADP equipment and software, and ensure all information management capabilities were put in service.

During 1988 IMD focused on two long range goals: the integrating of all stand alone desktop microcomputer systems into two local area networks and the acquisition of lapheld microcomputers and software. The first goal would create one local area network for administration, training development, and maintenance, and another for training. The second goal would support Sergeant Major Course computer literacy. Long range plans include video conferencing, data links for transfer of lesson material throughout the TRADOC community, and battle simulation and wargaming.

In February, 1988, SSG Simmons (MOS 74D3) was added to the staff. Her duties involved supporting users, problem determination, and ADPE and software accountability.

In April of 1988, forty ZENITH Z184 lapheld microcomputers were procured for Sergeants Major Course computer literacy training.

Dial-up access to the Headquarters, TRADOC host was arranged for the USASMA Command Group and other key offices. This action linked the Academy to TRADOC for electronic mail service.

IMD procured copiers for the Learning Resource Center, whose machine was in excess of 12 years of age, and student companies, to meet their reproduction needs for resident course administration and management.

A secure telephone unit (STU-III) was acquired and installed in the Commandant's office. This instrument may be used by key leaders visiting USASMA.

Currently, Information Management Division (IMD), is facing another year without any investment funds to exercise towards our more significant information management initiatives, concentrated

on improvement of direct support to functional users and making maximum use of the capabilities designed for and built into the Sergeants Major Academy complex. The IMD Staff used initiative and ingenuity to accomplish projects in-house; which would normally have required months of paperwork and staffing, and considerable funding to accomplish using normal channels.

All procurements of automation equipment and software were consistent with declared Department of the Army, Training and Doctrine Command (TRADOC), Fort Bliss, and Academy automation architectural standards.

In March of 1989, an IBM 3174-01R Cluster Controller and 3278 emulation capability for four microcomputers was installed to provide data linkage to the Fort Bliss mainframe.

Connectivity, within the Academy complex, was establish for the Standard Installation Budget System (SIBS). The Resource Management Office received ADP equipment and software to enable their participation in this system.

In May of 1989, IMD established a data link for S1/PAC into the U.S. Army Personnel Command's PERNET and the Enlisted Distribution and Assignment System (EDAS). This capability allows USASMA to submit personnel requisitions electronically and participate in the personnel community's electronic mail network.

With a four port data connectivity capability with the Fort Bliss host computer, IMD analyzed Academy individual and work group need for use of the PROFS electronic mail system. All who needed it were registered at the installation level and passwords issued.

IMD hosted a visit by the Combined Arms Center (CAC) New Equipment Training Team (NETT), and NATIONS, INC, the materiel fielding agent for Communications-Electronics Command (CECOM). This visit provided all required coordination necessary for USASMA to receive the Maneuver Control System (MCS) (six AN/UYQ-43 (V)1 Tactical Computer Processors and twelve AN/UYQ 43 (V2) Analyst Consoles). Necessary liaison with Fort Bliss offices was completed.



"Introduction of the Maneuver Control System (MCS) into the Army and USASMA was an IM mission."

Six laser printers were procured and installed at the workgroup locations requiring a high quality printing capability.

Mr. John Burt, Our GS-334-11 (Supervisory Computer Systems Analyst), was lost to the Fort Bliss Directorate of Information Management Plans Office just seven months after his arrival. Within three months of that loss in June of 1989, Ms Judith Becker became the Chief of the Information Management Division. Ms Becker brought her significant background in microcomputers, networking and file service to many users, in addition to a solid background in resource management, to complement the IM mission.

SGT Russell R. Ashburner arrived in July. His expertise in telephone communications and visual information systems, and abilities in data processing were quickly recognized and put to use.

SGM Lena Williams, (74Z5), graduated in July, 1988, from Class 31 of the Sergeants Major Academy. She transferred to IMD in September 1989, and leads the IMD User Group.

SGM Manuel F. Lopez, (74Z5), graduated July 1987 from class 29 of the Sergeants Major Academy. He transferred to IMD in December of 1989, and manages all special projects and programs.

Ms Judith Becker now leads a well-seasoned team that is eager for the challenges to be of service, and to accomplish the Academy's multi-faceted automation mission.

RESOURCE MANAGEMENT OFFICE

The Resource Management Office is responsible for all budget and manpower issues affecting the USA Sergeants Major Academy. They operate as the interface between the Academy and the Ft Bliss Director of Resource Management and the TRADOC Deputy Chief of Staff for Resource Management. In the budget arena, they receive draft contract guidance approximately six months before the beginning of a fiscal year and, through the Program and Budget Activity Committee process, develop a Command Operating Budget for the Commandant. During the fiscal year, they monitor execution through reports generated by the Finance and Accounting Office at Fort Bliss and develop studies of the budget execution to track obligation and commitment rates.

As the focal point for manpower issues, the USASMA RMO is intimately involved with all issues involved in the development and evolution of the Academy's Table of Distribution and Allowances. Through the TRADOC Review of Manpower process, growth or decrementation of manpower is plotted and built into the authorization document. As Budget and Manpower Guidance is issued that affects the Academy, rebuttals or concurrences are developed for the Commandant's signature that protect manpower resources critical to the Academy. At the daily level, RMO is responsible for the disposition of promotions, awards and transfers of civilian employees.

The Chief of the Resource Management Office primary duties entail the development and execution of the Academy's Command Operating Budget. In this role, he tracks actual expenditure rates with the the earlier developed plan. Because of plans never match reality, he must be prepared to develop revised budgets throughout the current year. The second most important function the Chief of the RMO has is in the development of the Academy's TDA. Here, he must understand the overall mission of the Academy and the distribution of military and civilian personnel to support this mission. Officers in the decade to hold this position have been Cpt Kurt Sweeney (1981-1983), Cpt Jim Long (1983), Cpt Gary McCarty (1983-1986), and Cpt Frank Lester (1986-1989).

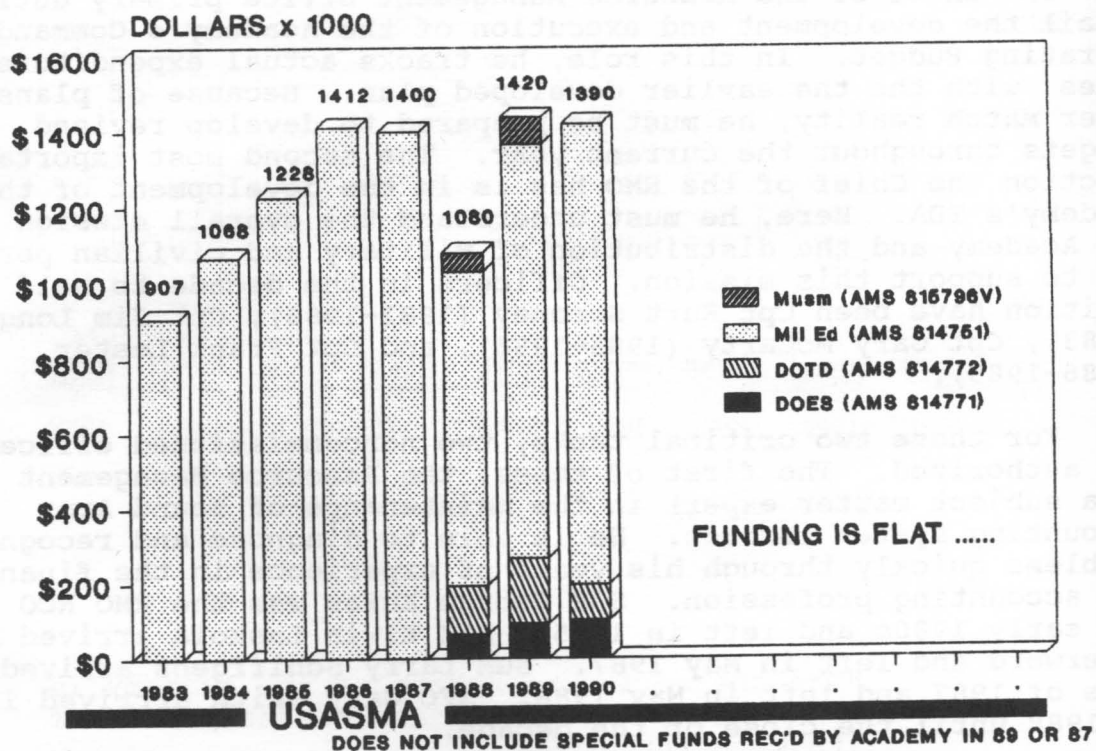
For these two critical tasks, two noncommissioned officers are authorized. The first of these, the Resource Management NCO, is a subject matter expert in the maintenance of sound Army accounting system records. He is able to diagnose and recognize problems quickly through his years of experience in the finance and accounting profession. SGM George Kulas was the RMO NCO in the early 1980s and left in 1985. SGM Elwin Laskola arrived soon afterword and left in May 1987. SGM Larry Schiffgens arrived in June of 1987 and left in May 1988. SFC Gary Smith arrived in May of 1988 until the close of the decade.

The Manpower NCO, authorized in 1988, is responsible for inputting changes in the windows available for updating the TDA,

tracking these changes, and working as the interface between the Academy and the a variety of agencies affecting our TDA, most importantly the TRADOC Management Engineering Activity (TRAMEA) and the Manpower and Equipment Documentation Division (MEDD). SFC Ruben Ontiveros was the only NCO to hold this position and arrived in May 1988.

Before 1985 the RMO was located within the Management and Coordination Office of the Director of Support (later School Secretariat). Within the Management and Coordination Office was both the RMO and Logistics. As of 1985 Manpower Survey, they were renamed the RMO. With the addition of the Manpower NCO in 1988, they assumed the second function of addressing all manpower issues. When the TRADOC Manpower Survey Team studied the Academy in 1989, they recommended the RMO be separated from the School Secretariat and be recognized as a special staff element with a different paragraph on the TDA.

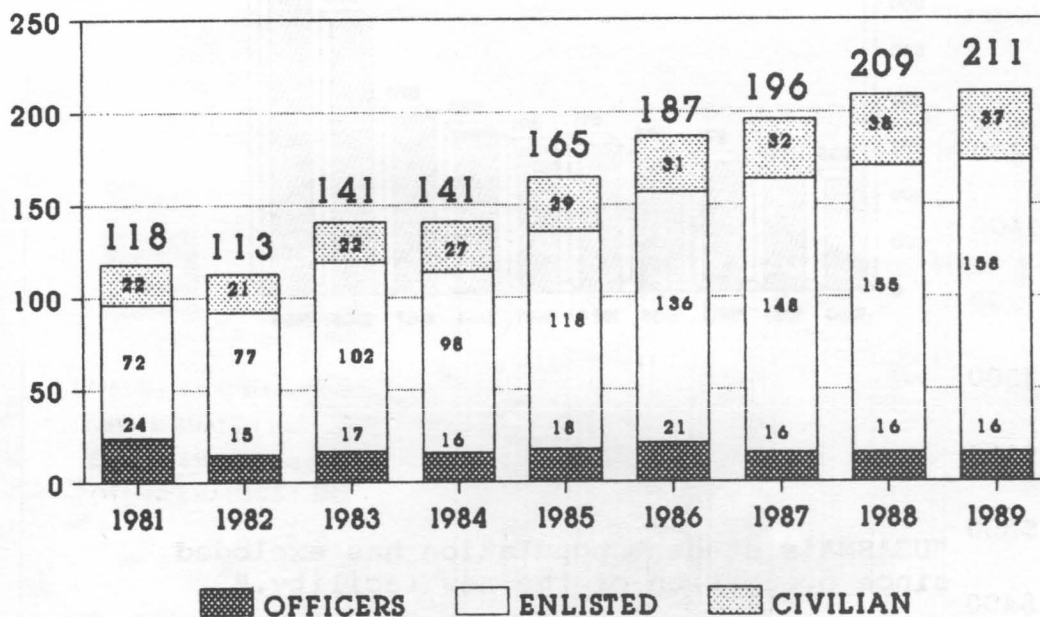
From 1983 (the first year figures are still available) to 1986, the Academy received a growth of their budget of an average of over 11% per year bringing them to just over \$1.4 million per year. Since that time, however, they have received no growth in the budget.



Through the second half of the decade, growth of the civilian payroll through the addition of several positions and annual increases have come at the expense of TDY and the deletion of college elective for the First Sergeants Course.

Special funding for the Academy has been received in 1987 and 1989. In 1987, approximately \$900,000 was given to the Academy to furnish the new building. In 1989, special funding was given to the Academy for the pilot study of the Command Sergeants Major Course (\$250K) and the NCO Leadership Development Task Force (\$138K). In all of these cases, funds were given directly to the Academy to manage as opposed to the establishment of fund cites at DA for the Academy to use.

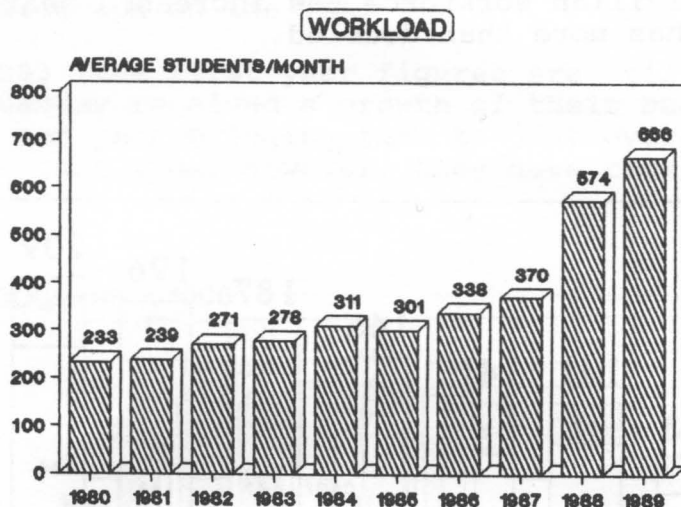
The shape of the Academy from a Manpower viewpoint has been dramatic in the 80s. Overall strength authorizations has nearly doubled. The civilian workforce has increased nearly 70%. The enlisted force has more than doubled.



"The change in the makeup of the Academy is typified by the growth and metamorphosis of its work force."

Because of the commitment to excellence exhibited by the NCO leadership in the Academy, the officer strength has decreased by one-third.

The workload of the Academy as determined by the average number of students at the Academy has increased from approximately 230 students per average day to over 650 students per average day.



"USASMA's student population has exploded since occupation of the new facility."

This increase is a result of a doubling of the size of the SMC in 1987 and the addition of the First Sergeants Course (1981), the Operations and Intelligence Course (1985), the Personnel and Logistics Course (1988) and the Command Sergeants Major Course (1989) and growth in the resident portion of the Corresponding Studies SMC.

ADMINISTRATIVE SERVICES DIVISION

The Administrative Services Division (ASD) plays a vital role in the Sergeants Major Academy operation. It touches every student -- before arrival at the Academy and through graduation.

A welcoming letter, which provides both an opportunity for the USASMA Command Sergeant Major to welcome each student and valuable information about the Academy, is the Administrative Services initial contact with the student. The information forwarded consists of a brief course structure, uniform requirements, and available facilities at Fort Bliss. Throughout the course, the ASD is involved in the preparation of programs for the varied social and military events in which the student will participate. Finally, ASD prepares the graduation program and diploma awarded for successful completion of the course.

As the primary division for all printing functions, ASD is responsible for obtaining required publications and for providing Department of Defense, Department of the Army, TRADOC, and local blank forms for the entire Academy population. It also provides mail and distribution service to the staff and faculty, including incoming and outgoing message traffic.



"ASD plays a vital role in support of the student population of USASMA."

The Administrative Services supervisor, MSG Buck, is supported by three military members and three civilian employees: two GS-4 secretaries, working half-time by choice, providing all typing support for programs, diplomas, scrolls, and scripts for graduation exercises, and a civilian employee, a GS-3 clerk typist, responsible for processing welcome letters, mailing of the yearbook, and maintaining the record file set for the Academy. The two military members, one 71L sergeant and one 71L specialist, have primary responsibility for all printing, publications, and the mail and distribution function.

ASD's primary printing function had fluctuated directly proportionate to the student load. Twenty-one million copies were printed in support of student, staff and faculty needs during the Academy's peak publication year, 1987. However, with increased austerity in annual budgets, printing declined to 19 million in 1988 and 15 million in 1989, even though the student load increased. The trend is expected to continue in the 1990s, if the Academy's printing budget continues to mirror decreased in overall military spending.

As was the case throughout the Academy in the 80s, Administrative Services saw an increase in office automation. Programs, written by the administrative supervisor, MSG Buck, totally automated the processing of welcome letter and yearbook mailings, preparation of programs, production of diplomas, tracking and processing of all print plant work orders and ordering of all publications. By increasing its automation efforts, all ASD operations increased tremendously.

In 1989, all course diplomas, except those for the Sergeants Major Course, were reduced in size to 8-1/2" x 11". This action realized two benefits: reduced printing costs and increased efficiency in diploma production and appearance. Also during this year, ASD was the recipient of the first laser printer for the Academy headquarters. Prior to the laser's receipt and before down sizing of the diplomas, the automated equipment was inefficient for the preparation of diplomas. The Sergeants Major Course's large diploma, because of its popularity and traditional use, proved quite an obstacle to down sizing approval. However, Command Group approval was received in 1989, and completion of the down sized version, 8-1/2"x11", is expected mid-1990.

Administrative Services Division is a behind the scenes operation whose impact spans every aspect of Academy operations. providing students, staff and faculty with all of the lesson material and administrative support necessary to keep the Academy functioning day to day.

LEARNING RESOURCES CENTER (LRC)

The LRC's mission -- to support the informational, reference and research requirements of students and staff -- remained unchanged in the 1980s, though its means of accomplishment changed for the better.

Resources grew and information technology was introduced. The book collection increased by 14%, audiovisual programs by 10%, and a dramatic new building expanded available floor space three-fold. First steps toward a fledgling online information system were taken and by the end of the decade access to a full range of commercial and DOD databases had been achieved.

Staff size remained static during the 1980s. Until 1988, three librarians and three library technicians focused primarily on public service. Earlier, in 1975, USASMA had transferred TDA authority for three of the LRC's technical service staff to the Air Defense Artillery (ADA) School to man a consolidated technical service branch. It performed technical services (ordering, cataloging, processing library materials) for both the ADA School library and the USASMA LRC. In February 1988 the ADA School abolished the branch but retained the staff for its library. LRC staff had to assume the technical service workload and, as a result, time available for public service was reduced by 40 to 80 hours per week.

Direct access to a major DOD information resource, the Defense Technical Information Center (DTIC) database, became available to the LRC in January 1980. The LRC began to site-share a dedicated DTIC terminal, allowing online subject searches. A major drawback was the terminal's location -- Fort Bliss. LRC staff had to travel to the basement of Bldg 2 at main post to conduct needed searches.

The LRC volunteered to participate in an experiment conducted by the TRADOC Library & Information Network (TRALINET) during 1981 and 1982. TRALINET provided funds for installation and use of telecommunication lines and user charges so that 2 valuable commercial databases, DIALOG and OCLC, could be accessed in-house. The LRC acquired its own dialup dumb terminal through the Fort Bliss Automation Management Office. Problems soon surfaced, though, because the military cable plant at Biggs Field could not support data-grade communication. Staff experienced a 70% search failure rate due to frequent transmission shutdown. Since hourly connect-time rates for commercial files ranged from \$15 to \$300, this was a sizeable expense to the government. A commercial circuit was installed and proved to be the solution to the problem.

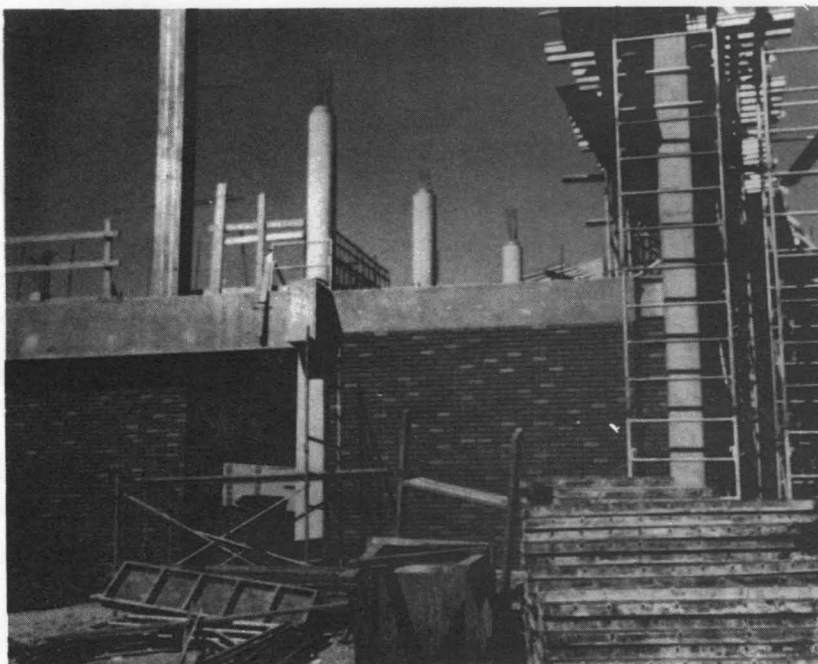
Beginning in 1982 LRC staff no longer had to travel to main post to run subject searches on the DTIC database. The LRC was registered as a dial-up user site and staff were able to use the in-house terminal to communicate with DTIC.

A cost study examining the feasibility of an automated library system connecting the six Army libraries at Fort Bliss and White Sands Missile Range was initiated in 1982. The TRADOC Systems Analysis Activity (TRASANA) library at White Sands conducted the study, though the final request for proposal elicited no bidders. A real benefit achieved as a result of this study was TRALINET's financial help in converting LRC catalog records from print to machine readable format. All online work was funded, contracted and supervised at the TRALINET Center, Fort Monroe. LRC staff completed and forwarded individual worksheets for more than 29,000 book records between 1982 and 1984. The records were added to the OCLC bibliographic database and are an important first step in any future automation of the public access catalog.

Increased DA emphasis on military history had a noticeable effect on the LRC in 1984 when topics assigned for group research began to center on historical military actions. Circulation and use of the LRC's extensive military history holdings multiplied tenfold, and the number of online information searches and interlibrary loans grew proportionately.

The November 1985 ground breaking ceremony for the new Academy complex gave tangible proof that a larger, permanent LRC would become a reality. After operating for 13 years in Building 11203, the LRC's increased holdings and lack of room to expand combined to create critical overcrowding. Collection growth slowed to .3%, and 810 volumes of periodical back issues had to be moved to storage from the packed periodical department.

Throughout 1986 and early 1987, as construction of the complex continued, preparation for the move to the new building was central to staff efforts. The new facility offered 24,000 square feet of usable space, three times the size of the original building. Its nontraditional shape -- that of a truncated pyramid -- was daring, but also made it difficult to plan the layout for shelving, seating, staff workstations and public service points.



"LRC under construction during 1986-1987."

A disagreement occurred during 1986 when the architect insisted that all staff workstations be located together in the center of the first floor. LRC staff preferred that staff workstations be located near actual material collections, such as periodicals and reference. There was also a need for a behind-the-scenes work site, and for more reserve shelving space. LTC George Hobson, School Secretary, agreed with LRC staff that separate stations were more convenient for users and looked better than a central work area. Plans for the placement of floor power outlets serving the workstations were revised at LTC Hobson's direction. Final layout plans were approved and new shelving and workstation components were ordered.



"The new facility more than doubled study seating and shelf capacity."

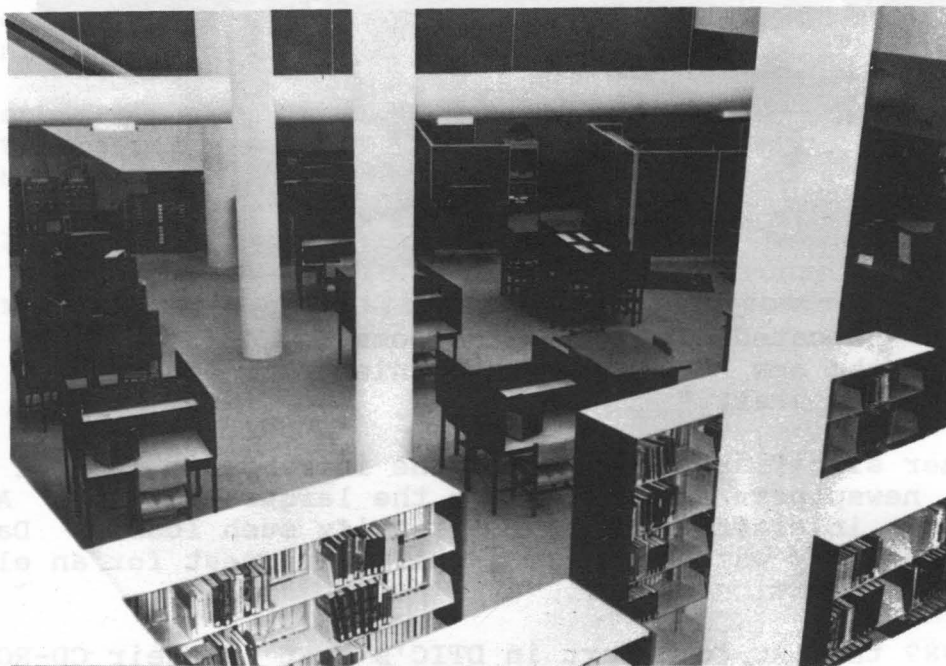
The LRC continued to update equipment and systems during 1986. An IBM PB-based M300 workstation, funded by TRALINET, was installed in April. This smart terminal enabled staff to conduct improved online database searches of DIALOG and DTIC and interlibrary loan transactions via OCLC. Because data was transmitted four times faster than with the older equipment, telecommunications changes were greatly reduced. In 1987 TRALINET provided four Zenith microcomputers for use by staff in data management and future automation.

To prepare the LRC collection for the move to the new building, an intensive, five-month review of all holdings began in March, 1987. By July the project was completed and 1500 obsolete or superseded books plus several hundred out-of-date pamphlets and ephemeral items were removed from the collection.

In August 1987 a representative from Library Bureau Company arrived to install the new wood and steel shelving, circulation desk, and display cabinets. Installation of the workstation panels also began at that time.

For the move, staff had decided to pack the entire collection of 55,000 volumes themselves, and USASMA agreed that the LRC could

close for 2 weeks, from 14 to 28 September. LRC staff moved 300 boxes of supplies and audiovisual software, and USASMA's contract commercial transfer company moved furniture, equipment and 2,000 boxes of books that the staff had packed. To make things go more smoothly, each bookcase in the new building was labeled with the box numbers of books to be shelved there, and the movers placed the correct boxes in front of each bookcase. Staff quickly unpacked the books and the LRC re-opened only two working days after the movers finished. It took several more weeks to arrange the collection in correct order, and to set up the audiovisual carrels and periodical department.



"View of audiovisual carrels and reference department."

After the new LRC opened, changing patterns of attendance became evident. For 15 years the LRC had been situated as far as seven blocks away from the Academy's scattered classroom and administrative buildings, so its new co-location with the total Academy was a welcome improvement. Student use of the LRC before class, during breaks and the lunch hour was noticeably heavier, since now it took only a minute to run in and check out material, make a VGT, etc. Evening attendance by USASMA students dropped sharply.



"Located close to classrooms and offices, the new LRC is more convenient for students and staff."

Another significant change was the increase in loss of books, magazines, newspapers and tapes from the larger facility. An inventory was initiated in 1989 to identify such losses. Data from the inventory was needed to justify a request for an electronic theft detection system.

In 1989 the LRC took part in DTIC's test of their CD-ROM prototype disk. The reference librarians used and evaluated the laser-operated disk, reporting their suggestions and reactions to DTIC. The prototype contained ten years of citations, a total of 300,000 reports, and eliminated much of the need for telecommunication with DTIC.

Plans for the LRC's future include acquisition of an automated integrated library system (ILS) that will enable all aspects of the operation to interact and communicate. Increased use of such powerful information storage technology as CD-ROM and other laser-based products will also be part of the LRC's future. A theft detection system is a must if losses are to be reduced and if we are to comply with DA's adoption of the 1/2" videotape format. Updated audiovisual and micrographic equipment should be acquired. Finally, support for USASMA's original commitment to the multimedia concept for the LRC should continue.

Personnel changes were relatively few. Two library technicians, Marjorie Pinnow and Dolores Rabouin, and the supervisory librarian, Marijean Murray, remained on the staff during the 1980s.

Lilias Hammerick, a reference librarian on the original staff, retired January 1980 and Glenn Wilson, a library technician at the LRC for six years, retired at the end of 1981.

Virginia Atwater, a GS9 reference librarian, accepted an supervisory assignment overseas in May 1984 and Harriet Foster immediately transferred from the ADA School library to fill that vacancy. Marion Brown, a reference librarian and member of the original staff, retired on 31 December 1984 and after a lapse of seven months Linda Gaunt arrived to take over that position. Harriet Foster left for an overseas job in October of 1985 and it wasn't until February, 1986, that Melissa Cooper was hired to fill her obligated position.

Library technician Dorothy Allen retired in January 1986 after more than four years at the LRC, and Yvonne Canales, a temporary employee, was selected as her replacement.

Directorate of Evaluation and Standardization (DOES)

The Directorate of Evaluation and Standardization (DOES) presently consists of one Officer, seven Senior Non-Commissioned Officers and two civilians. Each Non-Commissioned Officer is assigned to a specific course as follows:

1. Sergeants Major Course (SMC) and Command Sergeants Major Course (CSMC)
2. First Sergeants Course (FSC)
3. Operations and Intelligence Course (O&I)
4. Personnel and Logistics Course (P&L)
5. Advanced Non-Commissioned Officer Course (ANCOC)
6. Basic Non-Commissioned Officer Course (BNCOC)
7. Primary Leadership Development Course (PLDC)

The Directors of DOES during the 1980s were:

JAN 80 - MAR 83 LTC Stephen M. Sasfy
MAR 83 - AUG 86 LTC James W. Bryant, Jr.
AUG 86 - JAN 87 SGM Elvin Hobbs
JAN 87 - OCT 87 LTC David L. Brower
OCT 87 - MAR 89 SGM Elvin Hobbs
MAR 89 - AUG 89 SGM Andy Dechert
AUG 89 - MAJ Don K. Hayashikawa

Current DOES functions are as follows:

1. Conducts external and internal evaluations of proponent courses and NCOES common leader training.
2. Serves as a member of the TRADOC Service School/NCOA Evaluation/Accreditation programs.
3. Analyzes data and provides feedback to training developers within the Academy.
4. Develops evaluation plans, surveys and evaluation criteria for courses.
5. Serves as the Academy's executive agent for the U.S. Army Reserve Forces (USARF) Schools Affiliation program.
6. Serves as the Academy's point of contact for external and internal research/surveys.
7. Represents the Academy in the TRADOC Integration and Standardization Program on matters pertaining to NCO common leader training.

8. Serves as the Academy's point of contact for the Center for Army Lessons Learned (CALL).

9. Serves as NCOES feedback evaluators IAW TRADOC Reg 350-15.

On 23 JUL 84, a memorandum from the Assistant Commandant to DOES directed that examination results be read on an Optical Character Reader at the ADA School DOES. Prior to this time, examinations were graded individually by hand at DOES.

On 23 Sep 84, a telephone conference between LTC Bryant and MAJ Sprowl confirmed USASMA support of the TRADOC USAR School Affiliation Program. A hard copy of the information was dispatched to TRADOC on 9 OCT 84. The Schools that USASMA became affiliated with are the 4151st at Houston, TX; the 4162d at Austin, TX; 4164th at San Antonio, TX; and the 4166th at Lubbock, TX.

In 1984, DOES in conjunction with DOTD conducted surveys for the proposed Operations and Intelligence (O&I) Course. A front end analysis was conducted and data compiled for the O&I Course.

On 15 OCT 84, an O&I briefing was given to CAC Cdr at USASMA. With guidance given to implement the pilot course in JAN 86 instead of 87, DOES prepared to survey NTC NCO performance. Results of this data was inputted to the Center For Army Lessons Learned (CALL).

On 12 JUL 85, TRADOC Regulation 350-15 changed some of the Reserve Forces affiliations. USASMA became affiliated with the following schools: 4164th at San Antonio, 4159th at Fort Worth, 4166th at Lubbock, 4162d at Austin, and the 5046th at Aurora, CO.

On 4 SEP 85, a letter from the TRADOC Cdr to the Commandants of all TRADOC Service schools directed support and coordination by Service Schools of designated USAR Schools.

In NOV 85, an Optical Character Reader was received along with an IBM computer with Automated Information Management System(AIMS) capability. Examinations were then graded at the USASMA DOES instead of having to take them to the ADA school to be graded.

In JAN 86, the Pilot Course for the Operations and Intelligence Course was conducted. An evaluator for the O&I Course was added to the DOES staff.

From 28 FEB 86 to 1 MAR 86, the initial visit was made to Reserve Schools. SGM Hobbs visited a training site in Amarillo, Texas, a part of the 4166th out of Lubbock. CSM Hampton conducted an Individual Duty for Training (IDT) visit at the 5046th of Aurora, CO. The training was conducted at Ft Carson, CO. Contact was made with the other schools for future visits.

In NOV 86, DOES was upgraded to an automated office. Zenith computer systems, printers, and a National Computer Systems Scanner were received and placed into use.

During the 1984-1987 time frame, DOES wrote the examinations for all the courses and were the custodians for the examinations. In 1987, in order to comply with TRADOC Regulation 350-15 and TRADOC Regulation 350-7, the examinations were transferred to the Directorate of Training and Doctrine (DOTD).

In early 1987, a front end analysis was conducted for the Personnel and Logistics(P&L) Course.

In MAY 87, DOES was staffed with an Education Technician, GS-07.

In 1987, funding was available for Reserve Forces Annual Training (AT) visits only. The visits were conducted at Ft Hood, Texas. From 19-24 JUN, SGMS Dechert and Clark conducted a visit to the 4164th out of San Antonio. From 5-17 JUL, MSGs Ambrose and Green conducted a visit with the 4162d out of Austin, Texas.

In JUL 87, an evaluator for the Personnel and Logistics Course was added to the DOES Staff in preparation for the Pilot P&L Course to be conducted in JAN 88.

In AUG 1987, CODAP reports were received from the Soldier support center for the OOT and First Sergeant duties. Tasklists were then compiled for these courses.

On OCT 87, DOES moved from the old building (11248) to the new building (11291).

During 1988, funding again was limited and only AT visits were conducted. From 12-15 JUN 88, SGM Barbara Walker visited the 4159th out of FT Worth at a training site at FT Sill, OK. From 24 JUN to 1 JUL, SGM Hobbs and MSG Green visited the 4162d out of Austin at a training site at FT Sam Houston. From 10-13 JUL, SGMS Dechert and Hern visited another series of classes from the 4159th at a training site at FT Hood, TX.

In SEP of 1988, a weekend seminar was held at USASMA at FT Bliss for the purpose of coordination of Fiscal Year 89 IDT and AT visits. The Commanders and Command Sergeants Major of all Reserve Affiliation schools attended. Though funding was again only available for AT visits, a schedule was set up that enabled USASMA representatives to visit each school during FY 89. From 19 May to 23 May, SGM Barbara Walker visited the 5046th out of Aurora, CO at a training site at Camp Parks, CA. From 28 May to 10 JUN, MSG Green visited three units at FT Hood, TX. They were the 4166th out of Lubbock, the 4162d out of Austin and the 4159th out of Ft Worth. From 10-21 JUL 89, SGM Rodney Wells visited the 4164th out of San Antonio at Ft Sam Houston.

In SEP of 1989, another weekend seminar was held at USASMA. A schedule was developed that would allow USASMA representatives to visit each school for 2 IDT visits and their AT during FY 90. Funding restraints only permitted visits for 1 IDT and their AT.

ACCREDITATION SUMMARY

A review of results of TRADOC led accreditation visits of NCO Academies worldwide reveals the following trends:

Generally, most of the Academies are performing their mission in a competent, professional manner. The key to a successful NCO Academy appears to be the command support it receives. This command support is critical in the following respects.

- Staffing the Academies with competent NCOs, from the Commandant, his staff, to the instructors.
- Providing the academies with the administrative and classroom facilities to perform their functions.
- Providing the academies with equipment, funding, and training areas to perform their mission successfully.
- Being pro-active in conducting internal assistance visits and inspections to identify deficiencies and in correcting them.

One of the aspects of a successful NCO Academy is the instructors themselves. They play a critical role in teaching and counseling the students. More importantly, however, these NCOs are important as role models for the students.

Deficient areas in NCO Academies are as follows: (These areas are not prevalent in all Academies, but in most of the Academies that have been visited by the TRADOC team).

- Leadership Development Counselling. This is a critical area that many NCOs are deficient in. The biggest deficiency is that the students are counselled on shortcomings, but not on what they need to do to correct these shortcomings.

- STX/FTX scenarios/OPLANS/OPORDS lack detail.

- Academic Efficiency Reports (AERs) are not written in sufficient detail. Many reports contain standard rather than individualized statements.

- Many instructors have not completed an Instructor Training Course or do not meet criteria to be an instructor. (I.E. BNCOC graduate, served as a Platoon Sergeant for at least one year, pass APFT or SQT, do not meet height and weight standards.)

- Academies exceeding their Annual Training Requirement (ATR), particularly in PLDC. This results in a waste of time/manpower and respective funds in training soldiers who will not be filling leadership positions upon completion of the course.

- Academies not receiving policy/procedural changes from TRADOC i.e. peer evaluation changes, and changes in test policies.

- Some schools lack implementation of Phase II tasks of the POI into an STX or FTX environment. Many are taught in a classroom environment which is in contravention with FM 25-100 and TRADOC Regulation 350-24.

- Peer assessments are not being utilized correctly IAW TR 350-24. They are incomplete or show no remarks. Many peer assessments tell where a problem is but not how to go about correcting the problem. This problem is the same as with Leadership Development Counselling.

- Some schools do not use their Master Fitness Trainer (MFT) to develop programs for overweight personnel or P.T. failures.

- Remedial training is not conducted for deficiencies detected on diagnostic tests. They make the students aware of the deficiencies but there is no program to help improve the student in their weak areas.

- Many schools have not implemented Small Group Instruction (SGI). They still use conference style instruction without discussion or with very little discussion. Many schools do not use Student Discussion Leader (SDL) instruction in the small group process.

ENLISTED PERSONNEL ASSIGNED TO THE DOES DURING THE 1980S WERE:

SMC Course:

Prior Unknown
Unk - JAN 86 SGM Gerald Schleining
JAN 86 - OCT 87 SGM Elvin Hobbs
OCT 87 - AUG 89 SGM Andy Dechert
AUG 89 - MSG(P) John V. Niccum

FSC Course:

 - APR 83 Unknown
APR 83 - JAN 86 MSG Jerome G. Chappelle
JAN 86 - OCT 87 SGM Angus A. Gray
OCT 87 - MAR 88 SGM John T. Whitten
APR 88 - JUN 89 SGM Jerry Regan
JUL 89 - MSG Terry D. Ogerly

O&I Course: (Evaluator position created JAN 86)

JAN 86 - JAN 89 SGM Errol Hern
JAN 89 - JUL 89 Vacant
JUL 89 - MSG James Brannon

P&L Course: (Evaluator position created JUL 87)

JUL 87 - JUL 89 SGM Rodney Wells
JUL 89 - MSG Andrew Burkett

ANCOC Course: (Evaluator position created in SEP 85)

SEP 85 - JUL 89 MSG Joe Green
JUL 89 - MSG Don Frock

BNCOC Course: (Evaluator Position created in SEP 85)

SEP 85 - DEC 86 SFC Eugene Tremble, Jr.
DEC 86 - SEP 88 MSG Carl D. Ambrose
SEP 88 - JUL 89 MSG James E. Brannon
JUL 89 - MSG Anthony Brothers

PLDC Course:

APR 83 - FEB 86 SFC Charles Jordan
FEB 86 - JUL 88 SFC Terry Smith
JUL 88 - JUL 89 SGM Barbara Walker
JUL 89 - MSG Allyn Harper

CLERK/TYPIST: (Position created in JAN 1985)

JAN 85 - DEC 85 Terry Merrill
DEC 85 - May 86 Vacant
MAY 86 - MAY 87 Roxanna Taylor
MAY 87 - JUL 87 Vacant
JUL 87 - NOV 89 Marie Wilbur
DEC 89 Vacant

EDUCATION SPECIALIST: (Position created in May 87)

MAY 87 - Roxanna Taylor

STUDENT AND FACULTY BATTALION

In the 1980's, USASMA added the First Sergeant Course, Operations and Intelligence Course and the Personnel and Logistics Course. As a result the Student, Staff and Faculty Company was deactivated and a new organization formed to accommodate increased numbers of students and faculty. On 16 December 1986, the Student, Staff and Faculty Battalion was activated to oversee the three new Companies: Headquarters and Headquarters Company, Company A and Company B. In reorganizing to accommodate increased commitments, the Battalion was designed with an S-1/2, S-3 and S-4, plus an Executive Officer and a Secretary for the Battalion Commander.

The companies were organized as follows: Headquarters and Headquarters Company was responsible for the members of the staff sections throughout the Academy, to include DOES, DOTD, School Secretariat, as well as the key coordinating staff sections. Company A was responsible for the Sergeants Major Course, both corresponding studies version and the resident version. Students attending the Sergeants Major Course (resident and corresponding studies) plus the Sergeants Major Course instructors and Corresponding studies administrators, in addition to the two Company clerks, the First Sergeant and the Company Commander were assigned to Company A. Similarly, the students attending the TDY courses (First Sergeant Course, Operations and Intelligence Course and the Personnel and Logistics Course), as well as their instructors, Company clerks, First Sergeant and Company Commander were assigned to Company B. It should be pointed out that all Company Commanders within the Battalion, as well as the Battalion Commander himself were Sergeants Major.

The four Commanders exercised all the duties of actual command with the exception of certain duties and authority which had statutory requirements for a commissioned officer, as for example, the imposition of certain punitive measures under the Uniform Code of Military Justice.

The first Battalion Commander of the Student, Staff and Faculty Battalion was Sergeant Major James E. Boofter, a graduate of Class 23 of the Sergeants Major Course, who had progressed up the ladder from Group Room instructor in the Sergeants Major Course, to Senior Instructor, and then to Chief Instructor. Under SGM Boofter were the first Company Commanders of HHC, SGM Bill Chapman; Company A, SGM Cliff Wheelus; and Company B, SGM George D. Gates.

The Battalion concept functioned at first in a relatively smooth manner, taking into consideration the inherent "growing pains" of any new organization, but stress was minimal. Difficulties did arise, however, when it became apparent that officers were assigned to an organization, specifically HHC, which was commanded by an enlisted person. To remedy this, SGM McKeithan

Smith, the Company Commander of HHC, was replaced on 20 December 1988 by a commissioned Officer, Captain Jeffrey R. Holden, Sr., who had been serving as the Adjutant for the Academy in the School Secretariat. It should also be pointed out that one of the reasons the command favored the establishment of an Officer-commander HHC was to be able to facilitate exercising of UCMJ authority at company rather than at field grade officer level. Shortly after the assumption of Command for HHC, enlisted personnel in the grade of SSG and below were assigned "en masse" to HHC, and detailed for duty under the company to which their section corresponded. This change placed all SSG and below under the HHC Commander for UCMJ purposes. Concurrent with this change, the Battalion lost the S-1/2 and S-4 positions which were placed under the Commander, HHC. The Battalion Commander retained his S-3, which, in the absence of the remaining key coordinating staff, changed its designation from S-3 to "Student Operations". The Battalion Commander also retained his Executive Officer, his Secretary, and Companies A & B.

Despite the fact that the battalion was thus effectively reduced in size, operations and relations with other Directorates continued to run smoothly as in the past. The officers were now assigned to a company commanded by a commissioned Officer. The Directorates, which prior to the Battalion reorganization had fallen under HHC, continued to remain with HHC, as well as the already mentioned S-1/2 and S-4.

On 5 May 1989, Sergeant Major Boofter relinquished command of the Student and Faculty Battalion, as it had been designated, to Sergeant Major Elvin R. Hobbs, who had been the Director of Evaluation and Standardization for the Academy. Sergeant Major Hobbs served as Battalion Commander into 1990.

As the decade closed, the Table of Distribution and Allowances was modified to reflect authorization for the three enlisted command positions to be authorized for fill by Command Sergeants Major instead of Sergeants Major. The first projected change would occur with Company A, as Sergeant Major Robert D. Terry relinquished command to Command Sergeant Major George A. Anderson. Next, Sergeant Major Hobbs relinquished command of the Battalion to Command Sergeant Major Karen M. Erickson, who would join the Academy from Fort Polk, Louisiana, where she had been serving as Garrison Command Sergeant Major. Finally, in Company B, Sergeant Major Franklin Artero relinquished command to Command Sergeant Major David Lemke.

Historical Events

1 Jan 80 To 31 Dec 89

Moving into the New Academy Building:

SMC class #30 was the first to complete training in the Academy's new facility. The classes moved from the Conference Centers 1-3 during October of 1987. The move was well-organized and went off very well. Surprisingly the move did not disrupt class that much. The most common distractions were the visitors that came to see the new Academy building. They were in and out of class rooms constantly. Also, contractors were still working on some items in the new facility. All the visitors seemed amazed at the new building. However, little did they know about the internal problems of the facility, such as: air conditioning, doors, ceiling, heating systems and audio problems in the Lecture Center. Yet, all went well. The dedication was to follow. Things began to settle down, people settled in, and it was business as usual.

Test Standards Change:

During SMC class #31 the 2-3 retest rule was in effect. This did not set well with many of the students. They felt this rule lowered standards because it was almost impossible for a student to fail. Consequently, many students graduated that shouldn't have. This situation created unrest; some students who failed tests were harassed and intimidated by fellow students. At one point, several family members were harassed. Things were getting out of hand. Finally, the Command Group had to intervene to resolve the problem. This would be one class that no one would soon forget. Class #31 was a learning experience for many of the new instructors. The one retest rule now applies to Class #35.

Back to Training Pipeline:

During SMC #34's tenure, there were several discussions on the return to the pipeline way of training. Many agreed that this was reinventing the wheel. Many also feared the system and opposition to the change was stiff -- nobody wanted to change. However, the pipeline system prevailed. The reinstitution of this system was costly. The discussions on the pro and cons went back and forth. The instructors felt most of the impact. Now instructors must be knowledgeable in all subjects taught in the SMC. They also had to put the lessons together and store them in their group room or office. Also, the schedule did not permit much time for training up. Therefore, our instructors really had to take the initiative if they wanted to master the pipeline system. The pipeline was instituted in class #35. The implementation in class #35 served to ease the impact on class #36. The training pipeline also enhanced scheduling procedures.

CSM Seminar Changes:

Money saved is money earned. That was the case with the CSM Seminar. The old way of doing business was simply too expensive. It was not cost effective to bring in fifteen commanders and command sergeants major for a seminar. Also, it did not benefit all involved because the logistics and coordination effort was very time consuming. Many times the Academy did not always get its moneys-worth. Thirty class rooms were simply too many to manage in order to ensure the desired results. With class #34, the new way of conducting the CSM Seminar served to enhance the learning process. One commander and one CSM in front of a class of over 400 students was much easier to manage. Also, it was easy to see the end results. The structured setting in front of a whole class enhanced the seriousness of all involved. It also resulted in a great monetary saving for the Academy.

New Group Room Added:

Previously, the Sergeants Major Course had only twenty-nine grouprooms. The twenty-nine grouprooms made way for an awkward transition during group rotations. Military Studies had ten grouprooms and Resource Management had only nine grouprooms. So, when Resource Management received a division from either Leadership or Military Studies, Resource Management had to come up with an extra grouproom and sometimes an instructor. This was not a good situation for students nor instructors involved. Resource Management had to shift to and open grouproom during terms III and IV. With the addition of the new grouproom, class #35 rotations were not hampered.

Health Promotion Program:

For years the Army has promoted health and physical fitness. However, the Academy never had these two subjects in one formal packet. The Academy taught these subjects piecemeal. However, in class #35 The Army's Health Promotion Program kicked off. LTC Maguire led implementation of the 14-hour program. The program is a formal lesson that entails diet, nutrition, health, and physical fitness. It is here to stay. It was long overdue. The Army will profit from it.

In House Training of CSM(D)s:

In house training of CSM(D)s proved cost effective. Training a CSM(D) while in the resident course amounts to saving money and time. Also, this in-house training will help to eliminate the bottleneck in the field. Eventually this training will lead to only two classes a year, instead of the seven now scheduled. In-house CSM(D) training was a morale booster for the participants. None of them wanted to leave and return to attend a

one-week course. The in-house training of CSM(D)s is definitely a better way of doing business.

INTERNATIONAL STUDENTS PROGRAM

The following represents an historical overview of the Sergeants Major Academy's two international programs: The International Military Student Program and the Exchange Instructor Program.

May 1984. At the direction of the Chief of Staff of the Army, Office of the Deputy Chief of Staff for Operations asked Commander, Training and Doctrine Command to study ways "to expand Army programs for interaction between U.S. Army and foreign Army military and civilian personnel."

October 1985. Based on comments from TRADOC, ODCSOPS forwarded to the CSA an Issue Paper recommending the "Opening the Sergeants Major Course to Foreign Students." Proposal ultimately approved by CSA.

October 1985. W. Germany, Britain, and Canada were offered the opportunity to station an NCO at USASMA as a Sergeants Major Course (SMC) Instructor. This CSA initiative was to enhance USASMA's growth and also bolster credence to our International Military Student Program initiatives. The countries chosen were selected because their NCOs have much in common with U.S. NCOs. Britain was first to formally accept. Canada agreed to idea. W. Germany initially declined, but later asked to provide an instructor in the future.

October 1985. HQDA directed TRADOC to conduct a worldwide survey to determine foreign interest in attending the SMC. TRADOC was directed to open the course to foreign students not later than Fiscal Year 1987 if sufficient interest was found. As a method to enhance the image of the course in the eyes of the foreign countries, attendance to the course was conceived to be by CSA invitation only. This allowed for the same structure as CGSC and AWC.

November 1985. Worldwide survey initiated by Security Assistance Field Agency (SATFA). Response deadline was January 1986.

January 1986. Survey canvassed 118 countries. Seventy-four total responses. Only 30 countries declared an interest in SMC.

April 1986. A pilot course to consist of 4 to 6 NCOs was proposed. Recommendation was that the pilot course be initiated with Class #31 (Jan 88) to coincide with the opening of the new USASMA facility.

July 1986. Regimental Sergeant Major Geoffrey Guest of Great Britain attended Class #28. Upon graduation in January 1987, he assumed instructor duties as the first in our Exchange Instructor Program.

January 1988. Students from five countries arrived and participated in our International Military Student Program Pilot Course.

Countries were: West Germany, Italy, Spain, Turkey, and Kenya. CSA asked for a pilot course critique after graduation.

July 1988. Class #32 included two Exchange Instructors. Regimental Sergeant Major Philip J. Everitt of Britain replaced RSM Guest. Canada provided her first Exchange Instructor, Chief Warrant Officer Lucien J. Durelle.

July through August 1988. Pilot Course critique conducted, staffed, and ultimately forwarded to CSA with recommendation that the International Military Student Program at USASMA be continued.

September 1988. CSA sends invitations to various Ambassadors for attendance to Class #33, January to July 1989.

January 1989. Seven International Students participated in Class #33. They were from: Botswana, Italy, Kenya, Korea, Malaysia, Philippines, and Spain. Graduation was in July 1989. Philippines initiated its program at USASMA with gusto when she sent her Command Sergeant Major of the Army as her first student.

July 1989. Six International Students arrived for Class #34. Students were from: Malaysia, Philippines, Singapore, Somalia, Rwanda, and Zimbabwe. Class #34 graduated in January of 1990.

January 1990. Seven International Students and one Exchange Instructor arrived for Class #35. SGM Joseph Nawrat from Germany will become our third International Exchange Instructor. Other countries participating in Class #35 are: Italy, Kenya, Malaysia, Philippines, Singapore, Spain, Switzerland. Unique to Class #35 is the attendance by the first Swiss NCO to attend schooling at any US Army school or academy. Class #35 graduates in July 1990.

COMMAND BRIEFER/MASTER OF CEREMONIES

Research into the Annual Historical Reviews for the Academy from 1980 thru 1985 failed to turn up any mention of a position of Command Briefe or Master of Ceremonies. From talking to SGM Andy Fernandez, SGM (Ret) James Boofte, and SGM James Scott, as well as from personal observations and research into old USASMA Memos, all indications point to either the Resident Training Division (RTD) or the Administrative NCO of the School Secretary preparing the scripts for the ceremonies at the Academy. Later, perhaps in 1985 or 1986 this function passed to the Student, Staff and Faculty Battalion (as it was known then) and specifically to its S-3. Masters of Ceremonies were the Chief Instructors, the S-3, and instructors detailed on an "as required" basis, due to their expertise in public speaking. One of the instructors so chosen was SGM John Lee, who became known as the "Voice of the Academy" due to his public speaking ability. It was SGM Lee who narrated the Change of Position Ceremony for the Change of Position Ceremony for the Command Sergeant Major of the Academy in September 1987. Another such instructor chosen for this duty was SGM Ron Semon.

In early January 1988, the Haines Award finalist presentations were conducted in the East Auditorium. Three teams competed as finalists. Although not the winners for the award, one of Group 23's two teams had as its chairman MSG Kevin Rowan, whose performance on that day was such that the Battalion Commander, SGM Boofte, had him interviewed for a new position in the S-3 of the Battalion. The position, as it was explained to MSG Rowan, was to include giving the Command Briefings as well as narrating the ceremonies conducted at the Academy. This was to reduce or eliminate entirely the necessity of pulling an instructor from his Group Room to give a briefing or narrate a ceremony, and would help insure standardization for briefings and ceremonies.

With the addition of this asset to the Battalion staff, the responsibility of actually scripting the Command Briefing passed from the Protocol Office and the Public Affairs Office to the person filling this new position of Command Briefe, or Assistant Operations Sergeant in the S-3. Based upon guidance by the then Commandant, Colonel Richard C. Edwards, a new version of the Command Briefing was drafted in February 1988 and approved in March 1988. The new version cut down on the detail provided for functional courses and merely explained that the Academy did in fact conduct functional courses, but the main thrust of the briefing was still the Sergeants Major Course. Efforts to work with TASC at Biggs Field on this project finally paid off in a briefing which was tailored to the main points the Commandant wished to get across in the briefing, specifically that the Academy had its hand heavily involved in NCOES with the Sergeants Major Course as its capstone. The need for new photos to depict the facilities of the new Academy complex was also emphasized.

One of the areas that constantly came under attack from visitors and VIPs receiving the briefing was the amount of hours devoted in the SMC curriculum to their particular area of expertise or interest. Quartermaster people, for instance, desired more time be spent on Resource Management. People recognized as leaders usually wanted more time in various sub-areas of the Leadership module. This situation went on and on with quite a few visitors. For the Command Briefing, until very recently, i.e. 1990, reflected the various hours taught in each sub-section of the various main modules (i.e. National Security Affairs, Military Studies, Resource Management and Leadership). Interim changes to the SMC POI being rather constant, the exact amount of hours spent on any particular module was questionable from briefing to briefing. Therefore, to solve the problem, the Commandant, Col Simpson, directed that the hours be deleted altogether from the briefing, with the latest hours, obtained from the DOTD, at hand in the briefing book in case any questions arose as to how many hours were devoted to any particular area. Since that decision was implemented, no questions as to how many hours are in any particular subject have ever been raised.

Since January 1988 the Command Briefing was presented to every course, usually during orientations or in-processing and to all newly assigned personnel who had not had the briefing as students. In addition the briefing was shown to numerous dignitaries to include

- a. SMA Wooldridge, USA (Ret)
- b. SMA Dunaway, USA (Ret)
- c. GEN DePuy, USA (Ret)
- d. COL Sciacovelli, Italian Army
- e. LTG Ono, DCSPER, HQDA
- f. Military Attaches (approx 50) from various Embassies in Wash, D.C., to include the PRC and Warsaw Pact Countries.
- g. MCPOCG Thiele
- h. Brigadier Grist, British Army
- i. COL Beck, German Army
- j. GEN Cavazos, USA (Ret)
- k. Officers and NCOs of the Canadian Land Forces (approx 30)
- l. LTG Doctor, DAIG
- m. SMA Bainbridge, USA (Ret)
- n. LTG Sneider, 5th US Army
- o. MG Adalem, Chief of Staff, Army of the Philippines
- p. LTG Wishart, Cdr, CAC
- q. Mr. Beilke, Veterans Administration, Wash, D>C>
- r. LTG Tuttle, Logistical Center, Ft Lee, VA
- s. COL Hamilton-Russell, British Army
- t. Officers of the Egyptian Army (6)
- u. Officers and NCOs of the Japanese Self Defense Forces (approx 100)
- v. Sergeants Major of the German Bundeswehr (approx 15)
- w. Special Agent Schwein, F.B.I.

- x. COL "Mike" Malone, USA (Ret)
 - y. The Minister of Defense, Egypt
 - z. Congressional Aids, Congress of the United States, Wash
- D.C.
- aa. MG Kuroyanagi, Japanese Air Force
 - bb. MCPON Bushey, US Navy
 - cc. MG Al-Sane, Chief of Staff, Kuwaitii Armed Forces
 - dd. GEN Brown, Vice Chief of Staff of the Army
 - ee. CWO Marr, Chief Enlisted of Canadian Armed Forces
 - ff. COL Abdel-Motal, Egyptian Army
 - gg. LTG McCall, Comptroller of the Army
 - hh. Mrs. MacNeil, Aide to Hon. Lloyd Bentsen, US Senator
 - ii. COL Junker, German Army Liaison Officer, Hqs TRADOC
 - jj. GEN Richardson, US Army (Ret)
 - kk. LTG Odendahl, G-3, the German General Staff
 - ll. Dr. Semmel, US Congressional Aide
 - mm. GEN POLK, USA (Ret)
 - nn. Officers of the Peruvian Army (8)
 - oo. LTG Ledford, Surgeon General of the Army
 - pp. Brigadier Spiteri, Armed Forces of Malta
 - qq. GEN Powell, Cdr, FORSCOM
 - rr. BG Cohen, Israel
 - ss. MG Kitaiue, Japanese Defense Forces
 - tt. COL Furusawa, Japanese Intelligence Service
 - uu. Col Valeri, Venezuelan Army
 - vv. Col Goto, Japanese Self Defense Forces
 - ww. LTC Kaptan, Army of Turkey
 - xx. MAJ Hiratsuka, Japanese Self Defense Forces
 - yy. Officers of the Canadian Armed Forces (60)
 - zz. Foreign Service Officers, US Department of State (23)
 - aaa. MCPON Plackett, US Navy (Ret)
 - bbb. Hon. Gribbin, Assistant Scty of Defense for Logistics
 - ccc. CMSgt Binnicker, Chief Master Sergeant of the Air Force
 - ddd. GEN Haines Jr., USA (Ret.)
 - eee. Hon. Michael P.W. Stone, Secretary of the Army
 - fff. Brigadier Burton, British Army
 - ggg. MG Mohamed, Chief of Staff, Army of Tunisia.

Graduation ceremonies for the Sergeants Major Course have stayed basically the same since the graduation of Class #1 in 1973. A video tape of the first graduation ceremony was viewed at DOTD and it is surprising how similar the recent graduations and the first graduation are. The graduation ceremonies took place at Hinman Hall, Building #2, during the decade of the eighties, until the new Academy complex was dedicated on 12 November 1987. At the time of the dedication, Class #30 had already moved into the complex and was the first and only class to graduate from the East (large) auditorium of the Kenneth W. Cooper lecture center in January 1988. The next class, Class 31, graduated in an outdoor ceremony within the courtyard of the Academy complex in July 1988. The reason Class 31 could not graduate from the East Auditorium was that the student population of that class was approximately

450, as opposed to Class 30's population of approximately 250. The graduation of Class 30 stretched the limits of the East Auditorium, in that many dignitaries, alumni and family also had to be seated. This superabundance of graduates and guests for the last of the "small" classes (the approximately 250 that the Academy had been graduating per class since its inception) made the Academy realize very soon that the East Auditorium as far as graduations for the resident course were concerned was obsolete. The one and only "outdoor" graduation for Class 31 necessitated much logistical planning, coordination and plain old hard-work. Setting up of the loud speakers, putting out of chairs, arranging bunting, etc., for the stage, obtaining the stage in the first place, hooking up microphones, seating for guests and crowd control, to say nothing of anticipating the weather (July in the desert) and a few other factors which could have turned out to be either disasters or herculean challenges gave the Academy pause to reflect on considering such an option for future graduations henceforth. Consequently, the Academy, specifically Sergeant Major Ron Bannister, S-3, of the Student, Staff and Faculty Battalion, canvassed the various locations available to hold our graduations throughout the El Paso area. After much research, he recommended the El Paso Civic Center as the best location for our needs. The first Sergeants Major Course graduation from the El Paso Civic Center took place in January 1989 with Class 32. It should be noted here that the Corresponding Studies Course continued to have its graduations in the East Auditorium for July 1988 and July 1989; due to the TDY nature of the 2-week resident phase and the consequent relatively small numbers of guests who travel to the Academy for that event, accommodating the Corresponding Studies graduations in the East Auditorium was acceptable. However, as Corresponding Studies continues to anticipate ever increasing numbers of graduates, the Academy decided in 1989 to hold the July 1990 graduation ceremony also in the El Paso Civic Center, as the East Auditorium would not be able to accommodate the graduate and guest estimated audience for July '90 and subsequent graduations.

As the functional courses (First Sergeant Course, Operations and Intelligence Course, Personnel and Logistics Course, and Command Sergeant Major Course) came on line at the Academy, graduation ceremonies, modeled for the most part after the Sergeants Major course graduation, also came into being. The TDY courses were graduated in the old Kenneth W. Cooper Lecture Center next to the flight line on Biggs Field and it was determined that this old building was adequate to hold the relatively small number of students and whatever guests attended. The First Sergeant Course and the Operations and Intelligence Course, as they had no official "Opening Ceremony" as such, borrowed the posting of the National Colors, the Army Flag and the Ultima Colors from the opening ceremony of the Sergeants Major Course for use in the first part of the graduation ceremony. The Personnel and Logistics Course which came on line in 1988, did not march its students

into the Auditorium, nor did it post the colors as the 2 other TDY did, because, according to the Chief Instructor at the time, SGM Charles Steward, the smallness of the class itself, the lack of instructors for a suitable color guard (and its inherent practice sessions), and the short duration of the course itself (4 weeks) did not support a "full blown" ceremony. Attendance at the Personnel and Logistics graduations was minimal, with sometimes 2 or 3 spectators in attendance. In late 1989 the Academy decided to cut the requirement for the appearance of the 62d Army Band at these graduations, and a recorded music tape has been used ever since to play the national Anthem, the Army song and the March of the Sergeants Major.

The Command Sergeant Major Course debuted in May 1989 with a pilot class. The one week course, conducted as a no-nonsense, "how-to", focus-on-training course, did not seem suited for a "full-blown" graduation ceremony either, for much the same reasons as have been stated for the Personnel and Logistics Course. Consequently, since the first graduation ceremony, the Command Sergeants Major have graduated with no music, no posting of colors, no "guest speaker" as such [the Commandant and/or the Academy Command Sergeant Major "converse" with the graduates, instead, in a comparatively informal manner], the CSM Instructors are singled out for some words of praise and the graduates cross the stage with little fan-fare.

The graduation ceremonies, from comments received from within and without of the Academy, are professionally carried out ceremonies, designed to underscore the importance of the course concerned and the distinction achieved by each graduate for meeting or surpassing the standards of the course. After each ceremony an informal After-Action Review is conducted with the players to analyze what, if anything, went wrong, and how to correct it for the future, and to see what can be added or deleted from the ceremony to make it more professional and memorable for all concerned. The success of any graduation ceremony cannot be attributed in any great degree to one participant, but to the team which put it all together. This includes the civilian crew at the el Paso Civic Center who handle the Academy's Sergeants Major Course graduations.

Things that have gone right with our ceremonies did not just come about, but were the product of long planning, hands-on rehearsals and re-thinking, and more rehearsals and more rehearsals. Things that went wrong with our ceremonies are in most cases attributable to less than realistic rehearsals. For example, lighting and sound not checked, ushers not properly briefed or falling inattentive during the ceremony and forgetting to open doors on the proper cues, last-minute, unrehearsed additions to the script: all these things are areas which were brought out in after-action reviews to correct them for future performances.

During the 1980's awards and promotions ceremonies seem to have been handled by the School Secretariat in concert with the Student, Staff and Faculty Company. These ceremonies were done in much the same manner - with a few exceptions - as they are done at the time of this writing. It seems that student awards and promotions were done separately from those for the Staff and Faculty. In the case of the Student ceremonies, the Company Commander or his designated representative, in most cases the chief Instructor for the Sergeants Major Course, narrated the ceremony with the script prepared either by the RTD or the School Secretariat. In the case of Staff and Faculty, it seems the S-1 had this responsibility, along with, later - the Battalion having been formed -, the Headquarters and Headquarters Company Commander/First Sergeant.

For a while, with the creation of the position of the Command Briefer, both Student and Staff/Faculty ceremonies were done entirely by the S-3. With the break-up of the Battalion Staff into two different commands: HHC and Co A, the responsibility for the scripting of the Staff and Faculty ceremony passed back to HHC; Student Operations (the new designation for the old S-3) continued to have complete responsibility for the Student ceremonies. Additionally, Student Operations continued (to this day) to provide the narrator for the Staff and Faculty ceremonies.

Other ceremonies which hitherto had had no structured system were formalized into fitting presentations. Such ceremonies included: the Command Sergeant Major Appointment Ceremony (one each for students and cadre), individual promotions/awards for personnel departing prior to the scheduled monthly ceremony, the NCO Induction Ceremony for personnel newly promoted into the NCO Corps (Sergeants and Corporals) and Change of Command/Position ceremonies.

Other ceremonies created by the Student Operations included:

- (1) the US Marine Corps Birthday.
- (2) the US Navy Birthday.
- (3) Transportation Corps Birthday.
- (4) National Guard Birthday.
- (5) The US Army Birthday.
- (6) Christmas Concerts (In-door and out-door).
- (7) Induction into the Ultima Gallery of Honor.
- (8) Dedication of NCO Paintings donated by the CSA to

USASMA.

The one and only out-door graduation of the Sergeants Major Course, Class 31, proved that no matter how much hard work, planning, engineering, rehearsal, etc. went into the effort, the overall effect was somewhat disappointing to various observers. For instance: the generally overcast day provided some relief from the July heat, but caused some to worry about the possibility

of showers. Finally, when the sun did break thru the clouds at about half-way thru reading the names of the graduates, many sitting in the direct rays of the sun grew uncomfortable. The Guest Speaker was dressed in Class A uniform and must certainly have been uncomfortable. Despite the tremendous effort put into the loudspeaker system set-up, we found that the outdoor courtyard is ill-suited to sound. Seating of the guests was also a problem, as some guests, probably uncomfortable due to the heat, left their chairs temporarily, to come back and find them taken by other guests/visitors. The fatigue experienced by the narrator on the day of the rehearsal (a bright, sunny day) was worse than that of the day of the actual ceremony. For these and many other reasons, the Academy looked for another site and chose the El Paso Civic Center for the graduation of Class 32 and subsequent classes. There is one minor inconvenience to the graduation at the Civic Center and that is that the rehearsal must be done on the same day as the graduation. Sometimes the names are difficult to pronounce, and time is needed to practice the 450+ names. The solution is for the narrator to go to the Group Rooms about a month prior to graduation and get the correct pronunciation from the students in plenty of time to practice them. The El Paso Civic Center provides more than sufficient room for graduates and guests. Transporting all our flags, diploma racks, lectern, etc., to the Civic Center is not much of a problem, and packing up and getting back to the Academy is also relatively easy. The civilian crew that runs the Civic Center performs well for our graduations in concert with our own staff and ushers.

What follows is a description of various policies and procedures which are or were used and some of the reasons for their continuance or discontinuance, as the case may be.

a. Student Introducers. The Guest Speaker program for the Sergeants Major Course involves the most number of speakers. The other courses have a significantly smaller number of guest speakers. The general rule for introducing the Guest Speaker is this: if the Guest Speaker is lesson-related, he will be introduced by a student. We give the student the biographical sketch he needs to rehearse and read for the introduction of the guest speaker. Preparation of the introducer is the responsibility of the Group Room instructor. Guest Speakers who are not specifically lesson-related, such as "Spotlight" lecturers (i.e. presentations designed to broaden the students' intellectual horizons beyond the scope of the purely academic curriculum: POW/MIA updates; "The Great Southwest" by Mr. Leon C. Metz; 62nd Army Band concerts; Christmas Programs, etc.) are usually introduced by the Student Operations narrator. Also, certain VIPs such as the Chief of Staff of the Army, Sergeant Major of the Army, Chairman of the Joint Chiefs of Staff, etc. are usually introduced by the Student Operations narrator as well. Occasionally, a student introducer does not do well in his introduction, or in his handling of the question and answer period. Generally, when the speaker is a

high-ranking and very important person, such as a General Officer or a MACOM CSM, the Academy is embarrassed by the poor performance of the student introducer. Such an occasion caused the Battalion Commander in 1988 to insist on having the Student Operations check the student introducer after he had been rehearsed by his Group Room instructor. This policy rubbed a few instructors wrong, as they felt they should be held accountable for their student's performance without having to be "checked behind" by a Master Sergeant or Sergeant Major from Student Operations. Despite being "certified", as it were, by the Student Operations representative, some introducers, upon getting up before an audience of 450+ of their peers, became very nervous and stumbled thru their introductions. Finally, the Student Operations got out of the business of "certifying" the student introducers and instead served as a helping resource, if called upon, to coach the student. The Group Room instructor took back his place as being the primary coach and the individual ultimately responsible for his student. Occasionally, instructors and students took advantage of asking for the assistance of the Student Operations narrator to help the introducer with some techniques of the stage, but these have been minimal.

b. The Academy used to play "motivational" tapes (video or audio) before certain ceremonies, such as promotions or awards, but this practice was discontinued for a number of reasons: we usually need the large flag to be down for the ceremony itself, and this interferes with the screen, necessitating raising and lowering the flag, which further demands closing and opening the curtain, all of which take time away from the ceremony and put an added burden on the ropes supporting the flag and the electric motor powering the curtains. Also, as the classes progress, the students tend to become less receptive to the motivational tape and the effect it was supposed to create was lost. We have discontinued the practice of playing these tapes and have suffered no adverse reaction.

c. Music for Graduations: The graduation March "Pomp and Circumstance" was the traditional graduation march music for graduations in the 1980's, as far as can be determined. However, the new Commandant, Colonel Simpson, asked Student Operations to look into playing a more military theme, and since shortly after his arrival we have been playing strictly "up-beat" military marches to march the students in for all graduations in which a march-in is included.

d. Briefing Guest Speakers: For most of the 1980's, guest speakers were briefed informally by various individuals: guest speaker coordinator, RTD SGM, Co Cdr, Chief Instructor, etc. Starting in 1988, the briefings for guest speakers were formalized in a written script and a book containing useful information such as class profiles, audio/visual support provided, a drawing of the auditorium itself and so forth. Briefings for guest speakers thus

became formal, professional affairs with little or no room for forgetting important points for the speaker to know.

The Student Operations narrator provides, since 1988 taped music cassettes to the various student committees for the graduation ball, the dinings-in and -out, and the Haines award presentations. These tapes are usually made by the 62d Army band which puts together a program from pre-taped music, based on our memo listing the music desired. These cassettes are used during the practices and during the actual ceremonies.

The Training Support Division of the Fort Bliss DPTM provides and presumably has provided during the 1980's audio-visual support to the Academy. As far as the Student Operations command briefings are concerned, the TSD made vue graphs which were later shot into 35mm slides for the Command Briefing. The process of making the vue-graphs takes the longest; their shooting into 35mm slides can be done in 1 or 2 days, usually. TSD also provides Army photographer support for slides that are used in the Command Briefing. As the need for newer slides arises, coordination is made with the TSD to shoot certain pre-arranged settings. Much coordination is done among the staff and faculty, the Chief Instructor(s), the First Sergeants, and the Company Commanders to arrange the settings (including the personnel needed for the shots). Due to the length of time it takes to get new vue-graphs made for the briefing, the Student Operations is presently putting together a program on "Harvard Graphics", a computer soft-ware program currently in use at the Academy, in order to make slides on a color-printer which is available not at the Academy itself but in the local military community. The outcome of this program will determine its future use in replacing the slower vue-graph route currently being utilized at TSD.

The Student Operations command briefer/narrator works closest with the Visitor Support Office, and the Public Affairs Office of the School Secretariat. The immediacy of many command briefings and the usual follow-on of a tour of the Academy have demanded throughout the years 88-90 that relations between Student Operations, Visitor Support and Public Affairs be close and on a daily basis. There have been no problems experienced in maintaining these cordial relations.

As the decade closes with the fitting theme of the NCO for the year 1989, the Student Operations briefer/narrator looks forward to meeting the challenges of the 1990's by:

a. Providing a Command Briefing (with text and slides, available in hard copy for hand-out also) in the following languages:

- (1) Spanish (completed : 2 May 90)
- (2) French (target completion date: 31 Jul 90)

- (3) German (target completion date: 31 Jul 90)
- (4) Italian (target completion date: 1 Sep 90)

b. Updating photos in the Command Briefing on a class-by-class basis by having a student committee (minimum of 1 NCO) take shots of opportunity throughout the class at various class activities (both formal and informal).

c. Continuing to improve ceremonies/visits based on in-put and suggestions from all concerned, especially in the form of after action reviews.

d. Identifying and training a suitable replacement.

U.S. ARMY MUSEUM OF THE
NONCOMMISSIONED OFFICER

To depict the history of the US Army Noncommissioned Officer Corps to the Army and the Nation and to permit both the military and civilian communities to view this history. To provide education and training in the history and traditions of the Army Noncommissioned Officer Corps. To further community relations and enhance the morale and esprit de corps of the NCO Corps. To serve as a research facility for those doing research on the US Army Noncommissioned Officer Corps. To conduct the Noncommissioned Officer Oral History Program.

Key personnel who have served in the Museum of the NCO during the past decade were:

DIRECTOR	DANIEL ZIMMERMAN	1 Jan 1980-16 Sep 1983
	L.R. ARMS	17 Sep 1983-31 Dec 1989
CURATOR	L.R. ARMS	16 Nov 1982-16 Sep 1983
	vacant	17 Sep 1983-04 Dec 1984
	MARK MEGEHEE	05 Dec 1984-09 Sep 1985
	vacant	10 Sep 1985-05 Jan 1986
	CLIFF CHAPPELL	06 Jan 1986-06 Aug 1987
	vacant	07 Aug 1987-08 May 1988
	PATRICIA RHODES	09 May 1988-31 Dec 1989
ORAL		
HISTORIAN	MSG HAROLD ROBBINS	Jan 1983-Jan 1984
	vacant	Jan 1984-Jun 1984
	MSG FLOYD MERCKLE	Jun 1984-Jun 1985
	vacant	Jun 1985-Dec 1989

In 1975, the US Army Sergeants Major Academy requested the creation of the US Army Museum of the Noncommissioned Officer from the Center of Military History. This was granted and slowly a museum began to form. The Academy faced two major problems in establishing a museum: where to house, and how to staff, the museum.

From 1975 to 1978 the museum was moved from building to building, and operated by unskilled military labor. During 1978 both placement of the museum and professional staffing were addressed.

Professional staffing was first addressed in 1978, when Dr. Daniel W. Zimmerman was hired as a GS-1015-09, Museum Curator (later the position was raised to a GS-11). Though he left for a short time in 1979, he returned and was instrumental in establishing the museum. In fact, for a number of years Dr. Zimmerman ran the museum with little or no help. He received some assistance from an occasional civilian temporary hire or excess military man from the Academy, but the majority of the museum's accomplishments resulted from the hard work and dedication of Dr. Zimmerman.

During 1978 building 11331 was chosen for the museum. This cinderblock structure was a permanent building which with renovation could prove suitable as a museum. It took two years for renovation to begin. During 1980 the building was renovated and Dr. Zimmerman set to work fabricating and installing exhibits. On 24 June 1981, the Academy officially opened the museum. The museum's opening was accompanied by a large ceremony, with over 400 invited guests and dignitaries. Included were SMA William Connelly and retired SMAs William O. Wooldridge, Leon Van Autreve, and William Bainbridge.

Two missions were given to the museum during the early 1980's; oral history and the USASMA historical officer. Neither of these missions were supported by funding or staffing by the Academy. The oral history program, as envisioned, would use Academy students to gather important historical narratives from retired and senior NCOs. This proved impractical due to the students' lack of training or professional knowledge in oral history. As a result a only small number of interviews were gathered, most of which were amateurish at best.

The duties of the USASMA historical officer were ignored by Dr. Zimmerman. He insisted that a disinterested officer from the Academy should be appointed to write the USASMA Annual Historical Review. This often resulted in nothing more than quarterly reports being submitted as the AHR. Other annual histories were brief accounts with little substance or merit. This situation continued until L.R. Arms became the curator and took it upon himself to write the Academy's AHR.

After the museum's opening in 1981, Dr. Zimmerman concentrated all his efforts on achieving certification for the museum. The collection was cataloged and everything was in order by the time the certification team arrived in June of 1982. The two man inspection team sent by the Center of Military History found the museum in order, but insisted that additional staffing was needed. Their report recommended that the museum be placed on the Sergeants Major Course program of instruction, and the oral history program and the duties of the USASMA historical officer be removed from the museum. Following this recommendation the Center insisted on all the above changes before granting initial certification. With sleight-of-hand, the Academy complied with the Center's wishes: an additional GS-1015-09 Museum Curator, L.R. Arms, was hired; the missions for oral history and historical officer were removed; and the museum was placed on the Academy's POI. The NCO Museum was therefore granted certification in October, 1983. However, after certification was received, the oral history and historical officer duties were given back to the museum!

During 1983 Fort Bliss began consolidation of three museums on main post. The NCO Museum did not consolidate into this

system, but instead remained with the Academy. The reasons that the Academy maintained the NCO Museum were two-fold. First, the museum and the Academy had a unique relationship, with the museum being designed to assist the Academy in educating senior NCO's. The second reason centered on the fact that, unlike the other museums on post, the NCO Museum was not branch-, unit-, or post-related.

After receiving certification, and maintaining its ties with the Academy, the museum was in good order and only one problem really existed: staffing. The museum had a minimum staff of two professionals and an on-again, off-again military man, and also proved susceptible to transfers. In September 1983, Dr. Zimmerman transferred to Fort Dix, leaving L.R. Arms to run the museum alone for the next fifteen months. Arms would later take Zimmerman's position and himself be replaced by Mark Megehee. Megehee would last nine months before he would be lured away to transfer to a GS-11 position at the ADA Museum. Sixteen months later he would be replaced by Clif Chappell, who would serve as the GS-09 Curator from January 1986 to August 1987. Then Chappell would transfer to a GS-11 position at Fort Hood. It would be nine months before Chappell would be replaced by Patricia Rhodes. The turnover rate, accompanied by the slow rate of replacement, prohibited the museum from accomplishing many outreach programs, oral history interviews, and other projects.

Many things were accomplished, though, despite the turbulence in staffing. In 1984 the museum enlarged the exhibit area by renovating three rooms. This cut the administrative and storage areas by one storage room and two offices, but allowed museum exhibits to expand from twenty-four to sixty. In addition to providing space for more exhibits, the expansion also allowed the museum to give an area to the NCO Museum Association for use as a gift shop.

The US Army Noncommissioned Officer Museum Association was designed to assist the museum in a variety of ways, including raising money for projects or expansion. The Association throughout its history has worked closely with the museum to ensure progress and the success of many efforts, such as the museum exhibit expansion. In that project the Association paid for the wall covering in the museum and added a rail fence to the museum grounds.

With the museum exhibit expansion complete the staff turned to the question of recertification. A rewrite of AR 870-20 required some minor changes in museum operations. Making these changes and improving the museum required a concentration of museum efforts from 1985 to 1988. During 1988, the museum was inspected, found to meet both military and professional museum standards, and granted recertification by the Center of Military History.

The decade ended with 1989 being proclaimed "The Year of the NCO." This led to a great interest in NCO history and a lot of activity at the museum. The museum sent photo packets and/or information to over fifty posts or units throughout the Army.

In addition, a major contribution for advancing NCO history was made by the museum staff. In late 1988 L.R. Arms, wrote and Mrs. Patricia Rhodes edited A Short History of the NCO. A fifty-four page pamphlet incorporating research material from primary and secondary sources, the work provided the NCO with a concise, readable history of his past. The appeal of the short history resulted in more than twenty thousand copies being printed by a variety of Army commands or units, including the US Army Sergeants Major Academy, Army Material Command, Army Laboratory Command, Combined Arms Center at Fort Leavenworth, Soldier Support Center at Fort Benjamin Harrison, Military Police School at Fort McClellan,

Sixth Infantry Division at Fort Richardson, Second ROTC Region at Fort Campbell, and Cadet Command at Fort Monroe. In addition, the work was sent to every major command and to every post library where a FORSCOM unit was stationed. It was used as one of the basic works for the FORSCOM NCO history contest and became a textbook used by several NCO academies throughout the Army. Further, the work became the basis for articles in "Ordnance," the "ADA Journal," and other Army publications.

The final tribute to the "Year of the NCO" was the presentation of the original paintings of the "NCO Uniform Series" to the NCO Museum by US Army Chief of Staff General Carl Vuono and Sergeant Major of the Army Julius Gates. After a ceremony at the Academy, General Vuono and Sergeant Major of the Army Gates hung one of the eighteen paintings during a ceremony at the museum.

As the eighties came to a close, the museum looked to the future with high hopes. Late in 1989 the NCO Museum Association stated that an expansion of the museum, a long planned project, would occur in 1990. This project would double the size of the present museum.

The eighties were truly the first decade of the NCO Museum's existence. During these years the museum received a permanent home, a professional staff, and was twice certified. Though hampered by staff limitations, the museum expanded its collection, number of artifacts, and produced a fifty-four page pamphlet which added significantly to the understanding of NCO history.

NCO INDUCTION CEREMONY

1 Dec 88 - CSM Horvath addressed Class #32(SMC) while still in the position as FORSCOM CSM. He brought up the subject of NCO promotions to SGT/E5 OR CPL/E4. He stated that FORSCOM units have implemented an NCO Induction Ceremony because he had observed a German NCO Induction Ceremony at an earlier date and perceived it to be a very inspirational ceremony. The ceremony is for the newly promoted soldier who is joining the NCO Corps for the first time in his/her career. He stated the NCO Induction Ceremony should be carried out separately from other ceremonies and only NCOs participate and are in attendance. He suggested the NCO Creed be read during the induction. The lighting of 3 candles is a method of emphasizing each part of the creed, and the national and unit colors should be present at the ceremony. The use of a guest speaker will also enhance the ceremony.

27 Apr 89 - The first NCO Induction Ceremony was conducted at USASMA. Inductee was SGT Lotts, who is the daughter of a SMC student of Class #33.

Apr 89 - USASMA was tasked by TRADOC to come up with an optional unit level NCO Induction Ceremony video tape as part of the Army Theme "Year of the NCO."

Apr - 15 Sep 89 - USASMA Student Operations and USASMA Public Affairs Office worked on a script and started selecting personnel within USASMA to make a video tape on how to conduct an NCO Induction Ceremony. Script was completed and the production of the film, over a two week period, was completed in draft form. Film was reviewed by command group and concept was approved by Commandant.

18 Sep 89 - Departed on TDY to Washington, D.C. (PENTAGON) and briefed DCSOPS, DOTD AND Sergeant Major of the Army on strawman concept of how an NCO Induction Ceremony should take place. Results:

Sergeant Major Gates did not know USASMA was tasked to develop an NCO Induction film. He was unfamiliar with an NCO Induction Ceremony. He Reviewed strawman video tape in his office and indicated he was not impressed and did not think a ceremony of this nature was needed.

Briefed and showed video tape to DCSOPS and DOTD and they thought film was outstanding but needed to be shortened.

1 Oct 89 - Departed on TDY again to FT Monroe, VA and briefed TRADOC CSM, CSM Goodwin. He liked concept but offered suggestions to improve. He felt officers in the individual's direct chain of command should be present at ceremony. Departed TRADOC enroute to the PENTAGON (Washington, D.C.) to brief General Officer Steering Committee. Briefed Chief of Staff (GEN Vuono) and all General Officers/CSMs present. Chief of Staff loved the film! However,

there was one general officer who had complaints about the secrecy of the ceremony and thought that using candles was ritualistic. He recommended coming up with another idea on emphasizing the 3 parts of the NCO Creed.

6-25 Oct 89 - Revised a video film, taking out candle portion and replacing with 3 NCOs in 3 distinct Army uniforms, and each reciting a part of the the NCO Creed. Replaced some personnel who were in strawman concept with inductees, 1st line supervisors, i.e., Co Cdr, and First Sergeant. Strawman video was initially conducted in Class "B" uniform. Commandant changed uniform to Class "A" for the new video.

5 Dec 89 - Departed to FT McPherson, GA., and briefed FORSCOM CSM, CSM Beach. He liked the film and did not recommend any changes. Departed for Washington, D.C., (PENTAGON) and briefed General Officer Steering Committee. Recommended to Chief of Staff (GEN Vuono) that film be approved and to be distributed Army-wide under his signature and Sergeant Major of the Army Gates. He liked film and asked all present at briefing if they approved of the revised film. CSM Gillis (AMC CSM) brought up a complaint about a soldier in BDUs having his 1st Aid Packet upside down. Chief of Staff requested film be re-shot and all deficiencies be corrected.

23 Feb 90 - Re-made video film with simple change being made to uniform of soldiers who recite 3 major portions of NCO Creed. Film is in the re-editing process at this time and should be available to be reviewed by mid-month. Hopefully, final copy will be ready to distribute to field by April.

PARTICIPANTS

SGM Bannister - Narrator
SGT Ashburner - Inductee
SSG Strother - Squad Leader
CPT Holden - Company Commander
1SG Sylvia - First Sergeant
Mrs. Bradford - Wife of inductee
SFC Buck - Platoon Sergeant
SGM Hobbs - Acting CSM
SGM Rowan - Guest Speaker
1SG Kiniery - Soldier in Blues
SFC Poyner - Soldier in Green
SSG Berrios - Soldier in BDUs

Briefers at GOSC:

SGM Bannister
SGM Martin

HISTORY OF THE USASMA FAMILY SEMINAR

General Wickham, The Chief of Staff, US Army, issued the "White Paper 1983 - The Army Family," promoting family wellness and the development of a strong partnership between the Army and Army families. In October 1983, TRADOC implemented Army Family Awareness Training (MSG DTD 11 Oct 83) which included a new 12-hour block of instruction in the Sergeants Major Course addressing family total fitness. On 9 December 1983, General Richardson, Commanding General, TRADOC, visited the Sergeants Major Academy. One of the items discussed by COL Chandler, Commandant, was the total wellness program that would be conducted in the next class to include the Family Awareness Symposium. Since the 1984 Army Theme was "The Army Family," in May 1984, TRADOC implemented TRADOC PAM 28-2, TRADOC ARMY FAMILY PLAN to support the theme.

The first Family Seminar was called the United States Army Sergeants Major Academy "Military Family" Symposium and was held on 28-29 February 1984, at Center Chapel One on main post. Attendees were the spouses of USASMA students of Class 23, staff and faculty, totalling 185 participants. The purpose of the symposium was to increase the personal awareness of the spouses by enhancing their ability to contribute to a positive environment of unit, family and community wellness. The focus of the symposium centered around major presentations by experts in the areas of life transitions, stress management, time management and leadership of small groups. Small group meetings followed the presentations to explore the subjects through discussion and structured exercises.

The Leadership Branch was designated as proponent with Chaplain (MAJ) Perkins as the Project Officer, December 1983. Training of small group facilitators was conducted on 31 Jan 84 and 27 Feb 84 by Chaplain (MAJ) Perkins and MSG Brown. The focus of the training centered around group dynamics and facilitation techniques.

Guest speakers were Dr. Sheila Sheinburg, presentation on "The Impact of Life Transitions on the Family"; Mrs. Vivian Reynard (President, Army Family Action Council), "The Family and the Army--Meeting the Challenge of Partnership"; COL Adams, TRADOC, "Stress and the Military Wife"; Mr. Don Furth (USA-Ret), "Leadership Within Small Groups" and "Time Management"; and, Mr. and Mrs. Van Autreve (USA-Ret), "The Role of Today's Military Wife." The cost for bringing in guest speakers was estimated to be \$3,400.00. Bus transportation and free babysitting was available. Recommendation was made to expand the symposium from two to three days without significantly changing the content.

The second Family Seminar was called the United States Army Sergeants Major Academy "Military Family" Symposium II and was held on 20-23 August 1984, at Center Chapel One on main post. The

basic structure of the symposium - major presentations by expert guest speakers, followed by small group discussions of the topics - was unchanged from the previous symposium in February. The symposium was expanded from two to three days because there was not enough time in the small groups nor enough question and answer time with the guest speakers. The facilitator training expanded from two to three days to ensure that all material covered in the small groups could be thoroughly rehearsed. The luncheons were changed from the Del Norte NCO Club to the Officers' Club to reduce the amount of travel time between main post and Biggs Field. The Leadership Branch was again designated as the proponent and Chaplain (CPT-P) Jensen as Project Officer. Since there was no CSM's wife to help with the symposium, Chaplain Jensen expended over 650-man hours coordinating the event. The cost for Family Symposium II was \$3,432.00. Recommendation by the Commandant, COL Chandler, was made that the Ultima wives plan and implement the next family seminar, with the USASMA role being that of providing resources and administrative coordination as requested by the ULTIMA Ladies Association.

The third Family Seminar was called the United States Army Sergeants Major Academy Family Seminar III and was held on 26-28 February 1985, at the Marriott Hotel, El Paso, Texas. Mrs. Margaret Gates, CSM's wife, was the Action Officer and MSG(P) tenBroek was designated Project Assistant for the Academy. The projected cost of this seminar was approximately \$7,500.00. The reason for the increase of funds was justified by the DA Army Family Action Plan which was in the implementation phase. Guest speakers now included: DCSPER/wife; SMA/wife; CDR, CAL/wife; DCSPER Family Liaison POC; CSM, CAL/wife; plus, civilian guest speakers. In addition, using off-post motel/conference facilities, coffee break materials, etc., for convenience factor. After Action Report was submitted by Margaret Gates with the following recommendations: Need separate rooms for each group; all guests of the seminar be housed at the hotel where seminar is held; three detail personnel be requested to support seminar; and determine babysitting requirements prior to seminar. General comments were: The format of the seminar was determined to be very satisfactory; new speakers will be used for the next seminar; and, the dinner, paid for by the Academy, was beneficial and should be continued.

The next family seminar, USASMA Family Seminar IV, was held on 18-20 September 1985, at the Marriott Hotel, El Paso, Texas. Mrs. Margaret Gates, President, Ultima Ladies Association, was the Action Officer, and SGM tenBroek was designated as the Project NCO for the Academy. After Action Report was submitted by SGM tenBroek for this seminar. The following comments and recommendations were noted: Buses for transportation were available but only 30 wives rode the bus; recommended a sign up for transportation in advance; reservations for babysitting were done in advance; although the facilitators' training was extended to six days, a more extensive training program was recommended; the

format of the seminar was determined to be satisfactory; and, the addition of one day to the seminar was recommended because the biggest complaint was not enough time spent in small groups.

USASMA Family Seminar V was held on 24-28 February 1986 at The Brock Residence Inn Conference Center. SGM tenBroek was the Project NCO and SGM Gilliam assisted with a learning role to assume responsibility for Seminar VI tentatively scheduled for September 1986. The luncheon was held at the Marriott Hotel on the final day of the seminar. The following recommendations were made by SGM Gilliam in the After Action Report: Recommend an effort be made to include more Battalion CSM wives as guest speakers; wives at battalion levels are more closely associated with the soldiers' wives of units, whereas brigade and division level CSM wives are more disassociated from unit wives; the three detail personnel were a necessity throughout the seminar; and, the four-day format appears to be adequate. Noted was the comment that RTD will assume the responsibility for the coordination and conduct of future seminars, beginning with Family Seminar VI in September 1986.

Beginning with USASMA Family Seminar VI until Family Seminar XII, the seminars were held at the Del Norte NCO Club. There is little documentation for these seminars, except the four-day format and the basic structure of the seminars were not changed. USASMA Family Seminar XIII was the first seminar to be held in the Academy. Guests stayed at The Residence Inn; speaker presentations were conducted in the West Auditorium; the large classrooms in the South Wing were used for the group discussions; lunches were brought by USASMA personnel (inmates were also utilized) to the area of the group rooms; the Appreciation Luncheon held on the final day of the seminar was at the Del Norte NCO Club.

Noted is the fact that the VanAutreve's have been guest speakers through the years at the luncheons since the first Family Symposium until present. Mrs. Helen Bevins, President of the Ultima Spouses Association, coordinated the Family Seminars IX through XI, with Ms. Candy Gentry, USASMA Family Coordinator, as her assistant. Mrs. Bevins coordinated Family Seminars XII and XIII, assisted by SFC Lorraine Brown, USASMA Family Coordinator. Recommendations by SFC Brown are as follows: Need individual group rooms for the group discussions; the noise level was out of control. Hotel accommodations (Residence Inn) were excellent. This facility should be used again for future seminars.

Future seminars will be held in the Academy due to cutback in funds and to provide a more professional atmosphere.



"Small group discussion, Family Seminar XII,
Del Norte NCO Club."



NCO LEADER DEVELOPMENT
TASK FORCE (NCOLDTF)

In April 1987, the TRADOC Commander directed that a leader development study be done (the Leader Development Study Group). In that study, a methodology was developed which led to an action plan. The goal was a comprehensive leader development program for leaders, corporal through general. In accordance with the study group methodology, four questions had to be answered:

- 1) What do we expect a leader at a specific rank to do?
- 2) What are the skills, knowledge, and attitudes (SKA) required to do it?
- 3) What is going on in the Army today that precludes or inhibits the development or practice of the required skills, knowledge, and attitudes?
- 4) What can be done to solve this challenge and remove inhibitors?

The key is development of valid warfighting SKA for each rank. The Study Group did initial work on development of noncommissioned officer SKA. However, due to the Study Group's time limitations, the NCO phase was deferred and the group worked only on officer development. The action plan for officer leader development was completed and published in April 1988.

On 8 October 1988, the Commanding General, TRADOC, chartered the NCO Leader Development Task Force to develop a strategy and action plan for improving the Army's NCO leader development system which ensures the continued professional growth of the NCO Corps. The Deputy Commanding General for Training, TRADOC, was designated Task Force Director. The U.S. Army Sergeants Major Academy (USASMA) was designated as the site for the study and the Commandant, USASMA, Executive Agent. Task Force members were provided by several commands and agencies having direct responsibilities or proponentcy for NCO leader development. These included 14 senior NCOs, 2 officers and 1 civilian representing PERSCOM, USASMA, Center for Army Leadership, LOGCEN, Soldier Support Center, the Reserve Components, Health Services Command, and Deputy Chief of Staff Training, TRADOC. The Chief of Staff, Army and Commander, TRADOC, further directed that a Senior Advisory Group (SAG) be established to provide a wide range of input on issues affecting leader development.

The Task Force Members were as follows:

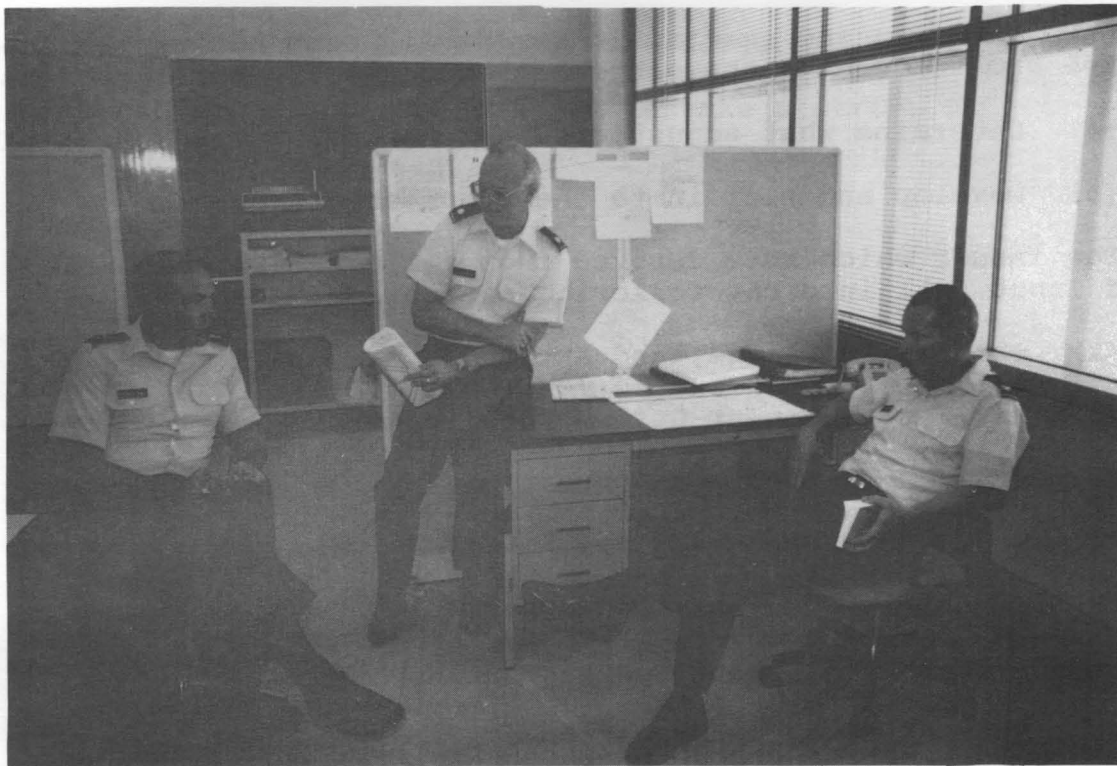
COL Kenneth W. Simpson, USASMA, Fort Bliss, TX
LTC Marvin C. Taylor, TRADOC, Fort Monroe, VA
MAJ David E. Robinson, USASMA, Fort Bliss, TX
SGM Linda K. Boggs, Army Reserves, Keystone Heights, FL
SGM Manley P. Bush, USASMA, Fort Bliss, TX

SGM John D. Gilliland, NCO Academy, Fort Benjamin Harrison, IN
 SGM Delphus H. Weissenbach, CAL, Fort Leavenworth, KS
 MSG Hendrik J. Bos, USASMA, Fort Bliss, TX
 MSG Reynaldo O. Castaneda, Academy Health Services, Fort
 Sam Houston, TX
 MSG Allyn D. Harper, USASMA, Fort Bliss, TX
 MSG Joseph E. Joyner, LOGCEN, Fort Lee, VA
 MSG Donald G. Martin, Army National Guard, North Little Rock,
 AR
 MSG Ronald D. Paris, AG School, Fort Benjamin Harrison, IN
 MSG Bobby L. Skinner, USASMA, Fort Bliss, TX
 MSG Larry L. Strickland, PERSCOM, Alexandria, VA
 SFC Lorraine K. Brown, USASMA, Fort Bliss, TX
 Mr. Warren P. Rucker, PERSCOM, Alexandria, VA
 Mrs. Marilou A. Roy, Secretary, El Paso, TX
 Ms. Diane Solis, Secretary, El Paso, TX



"NCOLDTF Personnel"

The Leader Development Task Force began on 3 January 1989 with the two secretaries and MAJ Robinson; and, the last member to leave the Task Force was SFC Brown on 15 July 1989. The Task Force was located in the Learning Resources Center on the second floor.



"Task Force Members (L to R): MSG Strickland, LTC Taylor, and Executive Agent, COL Simpson."

The Task Force solicited input from all SAG members and many of the Army's senior commanders and their CSMs on issues, findings, and recommendations. Concurrent with the field visits, the Task Force conducted a thorough literature search which included 17 previous studies concerning leadership and professional development. One of the more important among these studies was the Noncommissioned Officer Professional Development Study of 1985. That study put into motion many changes to improve NCO professional development for the Total Army. As a result of these earlier improvements, the Task Force found, and the field verified, the NCO Corps is strong and getting stronger. Furthermore, NCOES is working and producing quality NCOs, and only evolutionary adjustments are needed to the current NCO leader development system.

To determine what adjustments were needed, the Task Force used the following process to assess the NCO leader development system:

- (1) Review current doctrine and gather input from the SAG and the field on the present state of the force.
- (2) Determine the skills, knowledge, and attitudes required of NCO leaders for each rank.

(3) Identify and examine leader development activities that prepare NCO leaders in the competencies necessary for success.

(4) Determine what adjustments are needed.

(5) Develop and coordinate the recommendations.

The issues which were derived from a literature search and field input fell into the following categories:

- (1) Skills, Knowledge, and Attitudes
- (2) Reserve Component Unique Requirements
- (3) EPMS Support of Leader Development
- (4) NCOES/Duty/Promotion Alignment
- (5) Functional Courses vs NCOES
- (6) Leader Development Sustainment Mechanism
- (7) Role of Civilian Education
- (8) Unit Leader Development
- (9) Communicative Skills
- (10) Role of Individual Training Evaluation Program
- (11) Role of Self-Development

These issues were examined in terms of institutional training, operational assignments, self-development, and support systems to determine the degree to which they supported or inhibited NCO leader development. Valid issues were then viewed in the context of the future environment consisting of four frames of reference: technology, military, social, and economic. The result was a set of findings which were categorized into one of the four elements of the leader development structure or a fifth category of general perceptions.

Analysis of the findings in conjunction with the skills, knowledge, and attitudes required construction of synchronized and coordinated leader development models for both the active and reserve components. The models coordinated and synchronized the many subsystems and programs that comprise the four elements of the leader development structure. They provided the framework for translating findings into changes or refinements to the NCO leader development system.

The final set of recommendations were derived directly from the leader development models. Taken in sum, the changes are evolutionary in scope and are designed to take a strong NCO Corps and make it better.