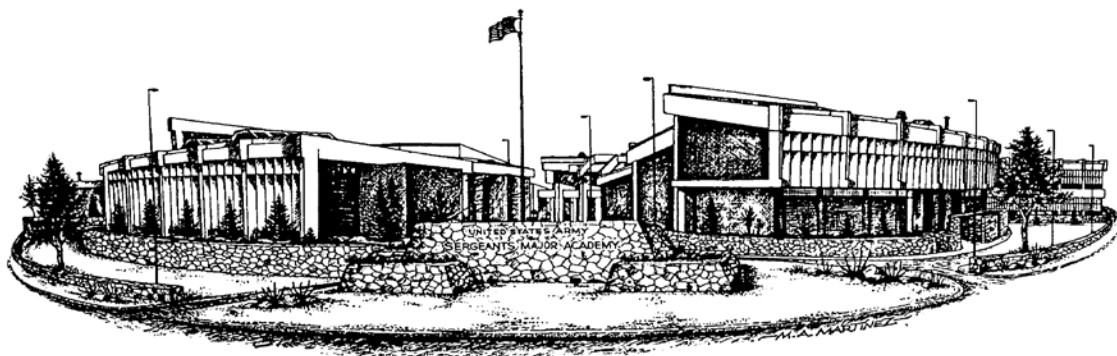


USASMA
ANNUAL COMMAND HISTORY (U)
1 January 2008 to 31 December 2008



SERGEANTS MAJOR ACADEMY
FORT BLISS, TEXAS

US ARMY SERGEANTS MAJOR ACADEMY

ANNUAL COMMAND HISTORY

1 January 2008 to 31 December 2008

(RCS CHIS-6 (R3))

By Dr. Robert H. Bouilly

Historian

US Army Sergeants Major Academy

Fort Bliss, Texas

July 2010

COLONEL DONALD E. GENTRY



Colonel Gentry became the eighteenth Commandant on 31 July 2007.

Colonel Donald E. Gentry was commissioned as a Second Lieutenant of Field Artillery upon graduation from Texas A&M University in May of 1981. Upon completion of the Field Artillery Officer Basic Course at Fort Sill, Oklahoma, he reported to 3rd Battalion, 13th Field Artillery (later re-designated as 7th Battalion 8th Field Artillery) in the 25th Infantry Division at Schofield Barracks, Hawaii. After serving in the normal Lieutenant positions in the battalion, he was reassigned to Fort Sill to attend the Field Artillery Officer Advanced Course. Upon graduation, then CPT Gentry was assigned to the 1st Cavalry Division Artillery as the Counterfire Officer. In October 1985 CPT Gentry assumed command of A Battery, 1st Battalion, 82nd Field Artillery. In February 1988, CPT Gentry assumed command of A Battery, 21st Field Artillery (MLRS). Assignment to DCSOPS, Headquarters, United States Army Europe followed, where he served in both the Exercises Division and in Current Operations. Following a tour at the Command and General Staff College at Fort Leavenworth, Kansas, he returned to Fort Sill in 1991 as a Small Group Leader in the Field Artillery School. Transferring to 6th Battalion, 27th Field Artillery, he served first as the S3 and then as the XO. In 1995, he was assigned as the Assistant Fire Support Coordinator for the 1st Marine Division at Camp Pendleton, California. Following Airborne School, Gentry, now a Lieutenant Colonel, assumed command in May 1998 of 3rd Battalion, 27th Field Artillery (MLRS), at Fort Bragg, North Carolina. In 2000, following command, he was assigned to the Department of the Army Staff in the Pentagon. In 2002, he was selected to attend the Naval War College in

Newport, Rhode Island, graduating on 20 June 2003. He assumed command of the White Sands Missile Range Garrison on 27 June 2003. Upon giving up command in May 2006, COL Gentry deployed to serve in Operation Iraqi Freedom as Chief of Operations for the Multi-National Force-Iraq.

COL Gentry is a graduate of the Field Artillery Officer Basic and Advanced Courses, Command and General Staff College, Armed Forces Staff College and the Naval War College.

COL Gentry's awards include the Legion of Merit, Bronze Star, Meritorious Service Medal (5 Oak Leaf Clusters), Joint Service Commendation Medal, Army Commendation Medal (1 Oak Leaf Cluster), Army Achievement Medal, Iraq Campaign Medal, Korea Defense Service Medal, the Army Staff Identification Badge and the Airborne Qualification Badge.

COMMAND SERGEANT MAJOR RAYMOND F. CHANDLER, III



Command Sergeant Major Chandler was born in Whittier, California, and in September 1981 entered the Army in Brockton, Massachusetts. He attended One Station Unit Training at Fort Knox, Kentucky, and graduated as a 19E Armor Crewman. CSM Chandler has served in all tank crewman positions and has had multiple tours as a troop squadron and regimental master gunner. He has served in the 1st Infantry Division (FWD), 2nd Infantry Division, 4th Infantry Division, 1st Cavalry Division, 3rd Armor division, 2nd ACR and 3rd ACR, and the United States Army Sergeants Major Academy. CSM Chandler served as a 1SG in four different detachments, troops and companies. As a Sergeant Major, he served as Operations SGM in 1/2 ACR and as a CSM in 1/7 Cavalry, 1st Cavalry Division, USAG, Fort Leavenworth, Kansas, and the United States Army Armor School CSM.

CSM Chandler's military education includes all levels of the Noncommissioned Officer Education System, the M60A3 and M1/M1A1 Tank Master Gunner Course, the Battle Staff NCO Course, Basic Instructor Training, Total Army Instructor Trainer Course, Small Group Instructor Trainer Course, Video Tele-training Instructor Trainer Course and various other professional development courses.

CSM Chandler's awards and decorations include the Bronze Star Medal, the Meritorious Service Medal (7th OLC), the Army Commendation Medal (7th OLC), the Army Achievement Medal (1st OLC), the Army Good Conduct Medal (8th Award), the National Defense Service Medal (2nd Award), the Army Service Ribbon, the Noncommissioned Officer Professional Service Ribbon (numeral 4), the Iraq Campaign Medal, the Global War on Terrorism Service Medal and the Combat Action Badge. CSM Chandler holds the Order of Saint George (Bronze Medallion) and the Honorable Order of Saint Barbara. CSM Chandler is a senior at Upper Iowa University where he is pursuing a Bachelor's Degree in Public Administration.

SUMMARY

The Army transformation effort provided the dominant theme for the Sergeants Major Academy in 2008. The academy sought to continue transformation in the Noncommissioned Officer Education System, through the increased use of distance learning, and in the enhancement of USASMA's classrooms. In addition, reorganization of the operating structure proved critical to the academy's transformation efforts.

Serving as the Army's premier institution for noncommissioned officer education, USASMA adopted policies and instituted initiatives to transform the Noncommissioned Officer Education System into the Warrior University. This ongoing process sought to create a four-tiered, progressive and sequential system that will allow NCOs to obtain the knowledge and skills necessary to perform at optimum level at each stage of their careers. In the future, the NCO Education System will consist of the Warrior Leader Course, Advanced Leader Course, Senior Leader Course and Sergeants Major Course. These courses were linked to promotions and will require the NCO to attend school for 14 months within a 20 year career.

In 2008, USASMA contributed to the transformation of NCO training through the introduction of a revised First Sergeant Course and the piloting of a revised Battle Staff Course curriculum. In response to the Army's need for a faster turnaround in training, the courses were modified to allow six-day-a-week training schedules. It brought into full use a revised Non-resident Sergeants Major Course that was much closer in content to the resident version and began a concentrated effort to inject interactive multimedia instruction (IMI) into the lessons. The belief was that the Army could more effectively train soldiers with hands-on-training rather than through traditional classroom instruction. Some of the new instructional material relied heavily on the use of audio and videos rather than the traditional use of books.

The transformation effort called for the introduction of more instructional capabilities in the classrooms. USASMA introduced new methods of communication and administration such as Blackboard and Thin Client technology. Establishing an up-to-date classroom required procurement of additional funds for the technological services of DOTD contractors, the Thin Client computer technology and the Blackboard lesson delivery system. The Thin Client technology has been used successfully in a wide variety of institutional and business applications. Installation of the system at USASMA encountered unanticipated problems which called for beefing up both server capacity and the room holding the servers. By the end of the year, a solution to these problems had been worked out and the system became partially operational. Meanwhile, USASMA procured and installed much of the needed hardware to make each of the classrooms the equivalent of the much-heralded Classroom XXIs, which had been developed on a demonstration basis throughout TRADOC only a few years earlier.

The transformation effort prompted a continued reorganization of the academy. Planning throughout the year culminated in the announcement of details of the coming reorganization followed by incremental implementation in November and December. The reorganization called for a separation of the support staff from a new academic faculty. The existing Student Battalion disbanded in December and was replaced by the Student Staff. The new Student Staff would include its own lesson development capabilities by splitting off personnel from the Directorate of Training and Doctrine. To implement the new organizational structure, the academy went looking for a host of personnel authorizations and new money, as it anticipated a growth in the personnel of the academy from about 250 to over 600.

The Combined Arms Center (CAC) became an active partner in the academy's transformation effort as it provided financial resources for USASMA's effort to modernize classroom instruction and provided constant advice to the Academy as USASMA planned its reorganization based on the CAC organizational structure. As USASMA sought to move quickly from a training institution to an educational institution, with degree granting certification, it chose to emulate CAC, which had long enjoyed that status.

In the midst of the NCOES transformation effort and the effort to reorganize the academy, USASMA continued to matriculate students in its core courses. Throughout the year, the classrooms of the academy served a record number of students as its role in NCO training and education continued to increase. The student load of 10,210 was more than three times USASMA's 3,325 student load in 2003. On 22 May, the Sergeants Major Course Class 58 graduated 642 students, including students from 34 foreign nations. They followed 24 fellow students that graduated a month earlier and rejoined the force abroad. SMC students obtained 61 masters degrees, 228 bachelor degrees, 46 associate degrees, and two certificates. These degrees were obtained through 25 different colleges and universities. On 8 August, incoming Class 59 conducted opening ceremonies with 645 students. Forty-seven were from foreign nations. In addition, the Non-resident Sergeants Major Course graduated 778 students, the largest class here-to-date. The numbers were so large that the class had to be split into two sessions for the first time. The First Sergeant Course trained 388 students at the academy and 498 by video tele-training. The Battle Staff Course produced another 370 resident and 893 nonresident graduates.

The academy's dedicated and professional staff and faculty made 2008 a successful year. Through the transformation, it continues to train the top NCOs in the Army and will go on to develop noncommissioned officers into warrior leaders, critical and creative thinkers, leader developers, ambassadors, and resource managers. Ultimately, they will emerge with a well-rounded education for the leadership requirements of full spectrum Joint, Interagency and Multinational operations.

FOREWORD

The 2008 USASMA Annual Command History is designed to preserve a record of the academy's activities during the year. It consists of three main parts. The first is a very brief introduction to the history of the academy and the Noncommissioned Officer Education System (NCOES). It is included because much of the faculty and staff are military and therefore, transient.

The second section discusses in detail a number of organizational elements of the academy. It is designed to convey a picture of the organizational makeup of the school and is designed to show in these organizational elements a portion of their input to the history.

The last section consists of appendices. These include organization charts and a list of key personnel.

The history is a cooperative project that depends on the input of various organizations which make up the academy. Few will read this history from cover to cover. Most will consult the history as a reference source. They will look for a particular topic or organization. The last two sections help meet the expectations of most readers.

The *Annual Command History* is one of the few documents that will survive in the Army records keeping system that retires documents to the National Archives. The history is almost the only record that will eventually survive the academy. It should, therefore, try to record numerous facets of academy life. This history, for example, includes photos to record what the academy looks like. It also includes written material on the physical makeup of the academy, which has changed throughout the years. These changes need to be recorded. As it stands now almost nothing remains of the record of the academy complex before the 1987 expansion. We can do better for the present facility and begin to record the physical dimensions of the present academy in this history.

At the very end of the year, the academy embarked on a major redesign of the curriculum as a part of the Army transformation effort. This volume begins to record this effort. With the re-design came persistent rumors that the academy would be moved from Fort Bliss to Fort Leavenworth, Kansas, sometime in the future as the academy's immediate parent command, the Combined Arms Center at Fort Leavenworth played an increasing role in the daily life of the academy.

Dr. Robert H. Bouilly
USASMA Historian

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BRIEF HISTORY OF THE US ARMY SERGEANTS MAJOR ACADEMY

On 17 May 1972 General William Westmoreland, the Army Chief of Staff, approved the creation of a senior level course for the noncommissioned officer education system (NCOES). Together, the facilities and faculty would be named the United States Army Sergeants Major Academy.

On 18 July 1972 the Continental Army Command (predecessor to the Training and Doctrine Command) issued General Order 98 that officially created the academy effective 1 July 1972. The first class started in January 1973.

Originally, staffing for the academy consisted of 47 officers, one warrant officer, 42 enlisted soldiers, and 30 civilians. The number of officers declined in subsequent years, while the number of civilians remained fairly constant. The number of enlisted personnel, however, rose dramatically to 186 at the end of 1991 as NCOs assumed more direct control of academy affairs.

For fourteen years the academy used temporary buildings built by the Air Force and most recently used as a Vietnamese Language School. Eventually, the academy built a new central facility and occupied it late in 1987. This multi-wing building had classrooms for 768 resident students, two auditoriums, an administrative wing, and a library (Learning Resource Center).

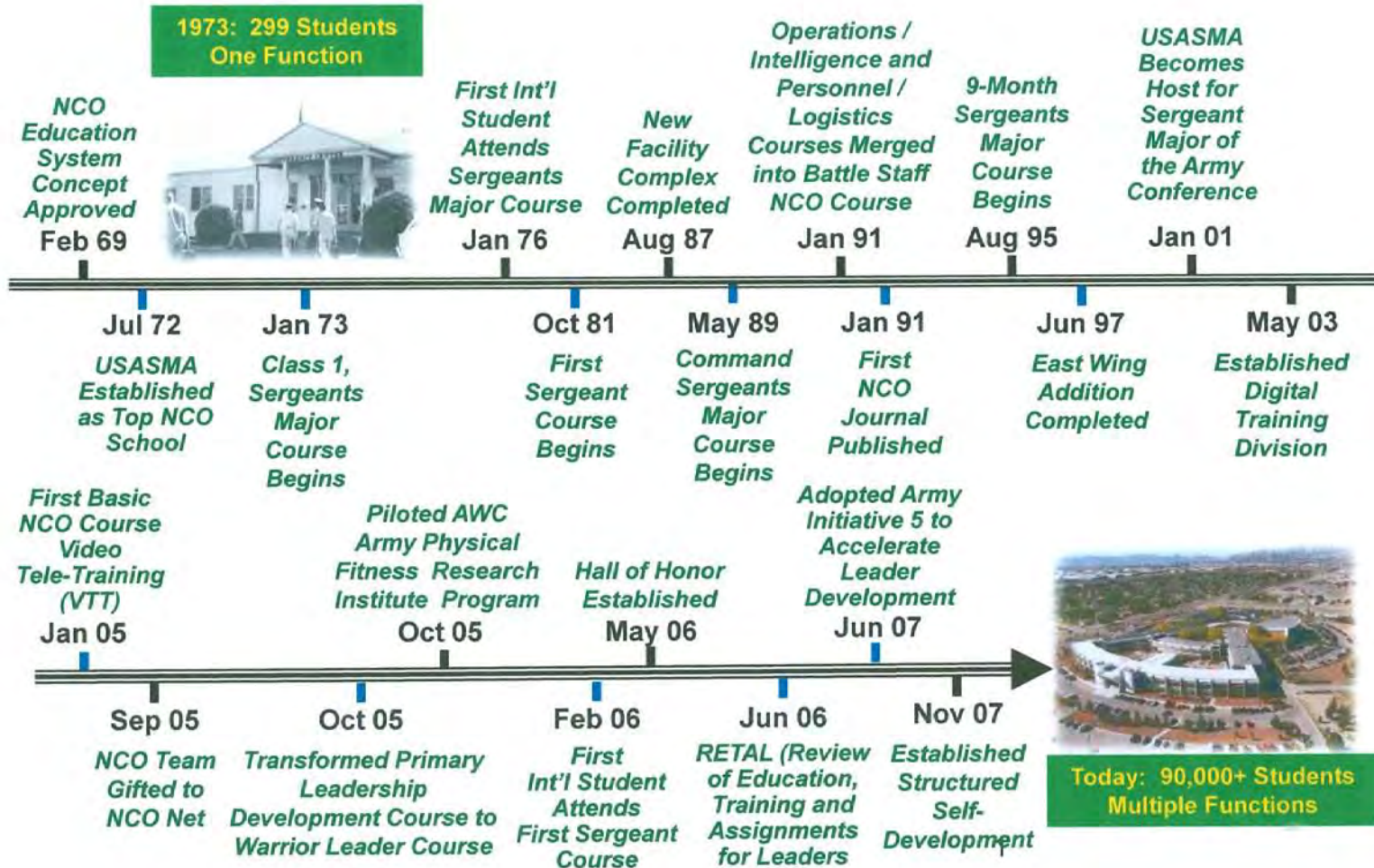
In 1980 and again in 1986 and 1989 the Academy began to teach new courses. These had to be taught in additional buildings, some of them temporary structures. By 1995 the academy had obtained approval to build a new academic wing to house the First Sergeant Course and the Battle Staff Noncommissioned Officer Course. The new wing was completed in 1997. In 2001 the Academy substantially improved its physical plant through the "World Class Academy" Initiative. The initiative replaced "swamp cooler" cooling with refrigerated air and a heat pump system. Other improvements included a substantial upgrade in the electrical system to support new classroom automation and the inaugural use of a couple of the new Classroom XXIs. In 2006 and 2007 the academy substantially upgraded the chapel which was a WW II structure and sought to improve the eating facilities at the academy with the introduction of a Subway line attached to the AAFES bookstore. The new eating facility also included an expansion into the courtyard for more tables. This was the culmination of a multi-year drive by the Health Promotion office to bring more healthful foods to the academy. In 2008 the academy culminated a gradually expanding relationship with the Army Physical Fitness Research Institute (PFRI), located at Carlisle, PA with the Army War College. The APFRI replaced the Health Promotion Office with a much more robust physical monitoring of the student body and staff as well as health promotion. It brought these services at USASMA up to a par with services offered at the Army War College and brought to fruition the admonition from Beaumont Hospital officials in the late 1980s that the academy was killing too many students and needed to develop a vigorous health monitoring and promotion service.

Much less noticeable but important was the expansion of the electrical capacity of the academy. Even though the buildings were only 20 years old, the demand for computers and projection systems began to overwhelm the existing physical plant. The installation of raised floors in all the Sergeants Major Course classrooms substantially increased their capacity and flexibility.

The academy's role in the NOCES and senior NCO educational program grew substantially in the 1980's. What was originally intended to be an academy for a single, senior-level course for NOCES grew to encompass not only the Sergeants Major Course, but also several non-NCOES courses designed for senior NCOs. The First Sergeants course was inaugurated in 1981. The Battle Staff Course came on line in 1990 and the Command Sergeants Major Course started in 1989. The academy staff also became responsible for all or portions of several other NCOES courses taught elsewhere. Beginning in 1994 the academy developed exportable versions of its courses that could be taught at remote locations. In 1981 the academy opened a museum that depicted the history of the noncommissioned officer from 1771 to the present. By the late 1990s the Academy began to modernize its courses and the NCOES courses it was responsible for. As a part of the Army's "transformation" initiative the Academy moved to change the emphasis of the courses to more hands-on instruction with the addition of CPXs (Command Post Exercises), more distance learning and the introduction of IMI (Interactive Multimedia Instruction) instruction as more and more soldiers with video game experience entered the ranks. In a major leap in mission the academy sought in 2008 to transform itself into a degree-granting educational organization and to leave behind its trade school status.

The academy is a tenant of Ft. Bliss. The complex is made up of 11 buildings at Biggs Army Airfield. The Sergeants Major Course married students live in the Aero Vista Housing Area adjacent to the academy. In 2000 a substantial number of the houses were razed in preparation for a multi-phased replacement with larger, more modern homes. Students occupied these new homes beginning in 2001. Further construction or replacement housing began in 2005. Changing roles for Fort Bliss in 2005 meant that an armored brigade came to the fort and began to move onto Biggs Field. By 2008 all the old Air Force housing in the Aero Vista Housing area were razed and replaced with new homes. Meanwhile GMH Corporation took over control of the newer houses on Biggs Field as part of the Army's initiative to turn over housing to private contractors.

HISTORY



THE NONCOMMISSIONED OFFICER EDUCATION SYSTEM

The Noncommissioned Officer Educational System provided NCOs from sergeant to sergeant major with a progressive educational system. The system was initially made up of the Primary Leadership Development Course (PLDC), the Basic Noncommissioned Officer Course (BNCOC), the Advanced Noncommissioned Officer Course (ANCOC), and the Sergeants Major Course (SMC). While all had a common core of instruction developed and written by Sergeants Major Academy personnel, the academy conducted only the Sergeants Major Course. Local commanders in various TRADOC schools, NCO academies and Reserve Component facilities conducted the course work. Aside from PLDC these courses had other lessons besides the common core. These courses were “branch flavored,” or contained MOS-specific instruction.

On 3 June 1981 Headquarters, TRADOC designed USASMA as the proponent for the development and maintenance of common leadership training for the Advanced Noncommissioned Officer Course (ANCOC). ANCOC prepared soldiers for duties at the E-7 grade. Courses stressed MOS-related tasks with emphasis on technical skills, advanced leadership, and knowledge of military subjects required to train and lead other soldiers. The major subjects were leadership; operations and tactics; professional skills; effective communications; resource management; and training management.

Through the 1980s the academy received increasing responsibility for NCOES. In 1982 the academy became the proponent of the Primary Leadership Development Course. The PLDC was designed as a non-MOS (mission-oriented skill) specific leadership course for E-5s. Emphasis was placed on how to lead and train, and on the duties, responsibilities and authority of NCOs. The course contained six major blocks of instruction: leadership; communications; resource management; professional skills; and military studies, and individual skills. In 2005 the Army changed the name of the course to Warrior Leader Course (WLC). The name change was intended to reflect the new emphasis on the “warrior ethos.”

In March 1984 the academy established the Basic Noncommissioned Officer Course (BNCOC) common core. BNCOC was designed to stress performance training of technical skills related to MOS-critical tasks. The target group for this course was the E-6. The course contained five blocks of instruction: leadership; training management; professional skills; resource management; and military skills.

In 1989 the academy also became responsible for “common core” instruction lessons in the Advanced Noncommissioned Officer Course (ANCOC). By 2003 the Army Leadership Group at the Combined Arms Command located at Ft. Leavenworth became convinced there was no further need for common core instruction in ANCOC and got the Training and Doctrine Command to agree to drop the training. A couple of years later the Army Leadership Group reversed their position and asked that the common core

instruction be re-established. In 2006 the Training and Doctrine Directorate at USASMA began to reconstitute and update the common core curriculum, but it still awaits implementation.

The importance of NCOES has grown in recent years and will continue to do so. As former Sergeant Major of the Army Julius Gates stated in 1989; “We are taking steps - expanding the linkage between leader development courses and promotions - to increase the quality of our noncommissioned officers.” The Army’s commitment to NCOES was reflected in the adoption of policies that would require completion of the Sergeants Major Course for promotion to sergeant major and command sergeant major. Similarly, completion of ANCOC became necessary before promotion to master sergeant. Beginning in October 1989, completion of PLDC became a requirement for promotion to sergeant and in 1990 completion of BNCOC became required for promotion to sergeant first class. These were known as “linkages” throughout NCOES.

The Sergeants Major Course was the capstone of the NCOES. It prepared selected E-8s and E-9s for troop and staff assignments. The course was 6 months long and required a permanent change of station. The academy offered a nonresident version of this course beginning in 1974. In 1995 the Sergeants Major Academy lengthened the course to 9 months. At the beginning of the new century the Army sought to “transform” itself. Transformation began throughout NCOES. In the Sergeants Major Course it meant changes in lessons; contingency plans to offer the course with more than one start each year and ambitious plans to introduce interactive media instruction (IMI) into the nonresident version of the course. In 2008 transformation of the Sergeants Major Course meant a complete revision to make it a educational in orientation and eligible for college credit.

SENIOR TASK-ORIENTED COURSES

In addition to the NCOES, the academy was responsible for several senior, task-oriented courses. These courses were the First Sergeant, Operations and Intelligence, the Personnel and Logistics, and the Command Sergeant Major Course. In September 1990 both the Operations and Intelligence and Personnel and Logistics Courses ceased. The Battle Staff Noncommissioned Officer Course replaced them.

In 1988 the Directorate of Training and Doctrine at the academy began to develop a new, reserve component Battle Staff Course. The course was designed to meet deficiency identified in reserve component (RC) NCOs at the battalion/brigade level during tactical operations. In 1989 the academy completed the program of instruction and a pilot course was conducted at Camp Beauregard, Louisiana. Regular Battle Staff Classes started the following year.

The advent of distance learning and the drive to make training the same throughout the Army has significantly altered delivery of the Battle Staff Course. By 1998 the course was being increasingly delivered by video tele-training. Through the Total Army Training initiative the academy developed a single POI for both the Active Component and the Reserve Component of the Army.

The First Sergeant Course was designed to train E-7s and E-8s in the duties of the First Sergeant position. The inaugural First Sergeant Course began on 5 October 1981. Two active (Army) component (AC) courses had existed -- one administered by the academy and the other administered by the 7th Army Europe. The 7th Army ceased offering the course in 1989 leaving USASMA as the only site offering the course. It was an eight week, temporary duty course designed to stress training. Beginning with class 1-91, which started at the end of November 1990, the course was shortened to five weeks. In 2000 the course changed again as the academy split into a resident and a nonresident phase. The resident phase became three weeks in length. In 2006 the first international students attended and matriculated from the course. By 2007 the Army was contemplating ending the course. It intended to push components of the course into other courses in compensation. The First Sergeant Course is likely to become a casualty of the increased operations tempo of the military caused by the war on terror.

On 23 December 1988 the Army Chief of Staff, General Carl Vuono, initiated the Command Sergeants Major Course. The intent of this course was to train the Command Sergeants Major for their initial assignment as battalion command sergeants major (CSMs). The pilot course was conducted at the academy in May 1989. Associated with this course was the Spouse Seminar offered to spouses who could accompany their spouse to the training site. Until 2005 the training was located at USASMA. However, the Army believed that the CSM training should be collocated with training for newly appointed brigade commanders at Ft. Leavenworth. The thought was that the new brigade commander and the new command sergeant major would benefit from training together before taking command. Instruction of the course moved to Ft. Leavenworth as

a pilot in 2005 and moved there permanently in 2006. Responsibility for administration of the course moved to the Combined Arms Command at Ft. Leavenworth. Responsibility for development and maintenance of the curriculum remained at USASMA.

ACADEMY REORGANIZATION

Reorganization of the academy dominated planning at USASMA during 2008. At the beginning of the year the command group and department heads began to plan a new organizational structure. By the end of the year USASMA began to implement the new organizational structure.

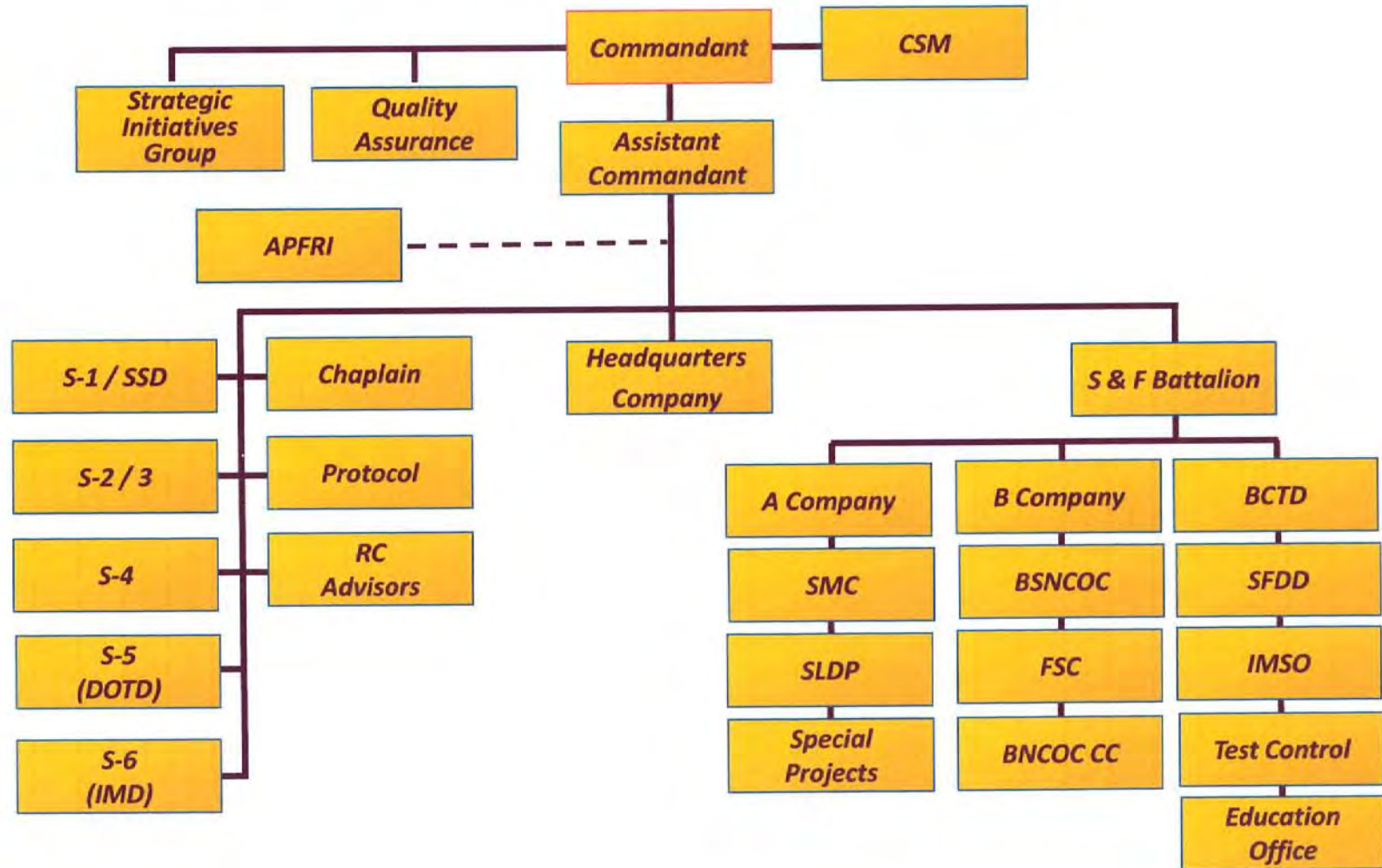
Antecedents of the reorganization lay in the Army's multi-year transformation effort and in a series of studies of the future training and educational needs of the Army and of NCOs. One was the World Class Academy study. Another was the Army Leader 21 Report. Both called for transformation of the noncommissioned Officer Education System (NCOES). Army Initiative 5 provided specific goals for that training and education and called for an acceleration in the schedule to meet these goals. It emphasized the goal of building intellectual capacity in NCOs. Collectively, the studies required a broad revision of the Army's leader development programs and course programming that could accommodate the Army Force Regeneration Program (ARFORGEN). The RETAL (Review of Training, Education, and Assignments for Leaders) NCO Team Final Report spelled out specific recommendations.

COL Gentry responded to these studies by declaring that USASMA had to transform itself into an academic institution in order to execute these initiatives. Experience in Iraq and Afghanistan showed that NCOs were routinely making critical on-the-spot decisions traditionally made by officers in earlier conflicts. There was a need for NCOs to develop the critical thinking skills needed to make good decisions. With 93 percent of Class 58 Sergeants Major Course at the Academy graduated with college degrees, it appeared feasible that the academy could offer an educational curriculum that promoted critical thinking and it would have students capable of handling such an intensified course of study. The goal became to create a curriculum capable of producing a college degree. In order to offer a degree USASMA would have to obtain accreditation from a recognized accrediting body. It would have to have a structure, a faculty, and supporting facilities that would meet the standards of that accrediting body.

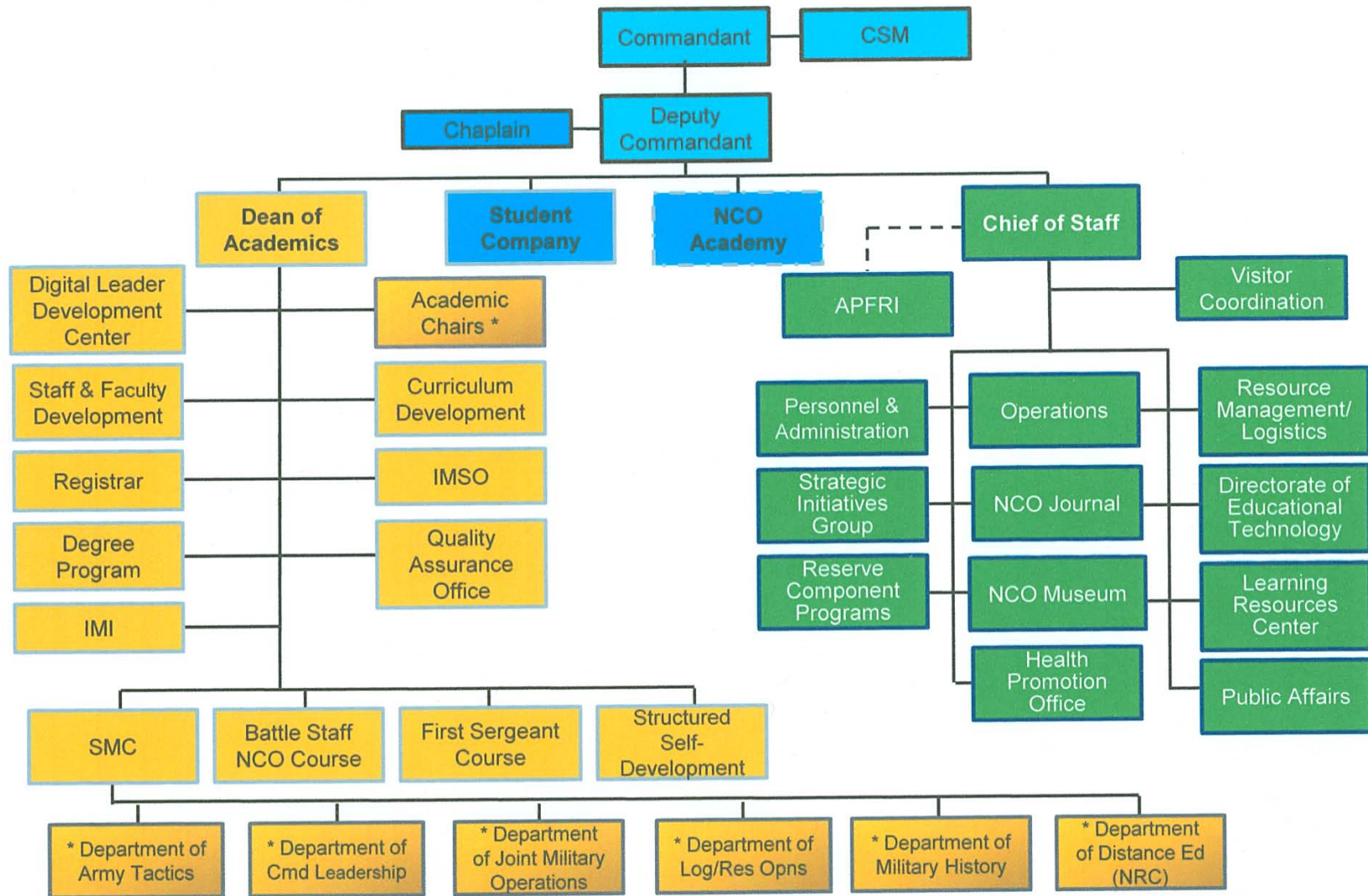
Rather than reinvent the wheel, COL Gentry chose to adapt the organizational structure and substantial portions of the curriculum of the Command and General Staff College at Fort Leavenworth at USASMA as a means of achieving accreditation as well as meet the new educational goals of the Army. The existing Professional Military Education (PME) System for officers and the Interactive Learning Environment (ILE) methodology became models for emulation.

The two accompanying diagrams illustrate the changes needed to accomplish the re-organizational goal of adopting the CGSC organizational template. The first diagram illustrates the academy's organizational structure at the beginning of 2008. The second shows the structure desired by late in the year and as presented to the academy staff in October. The reorganization called for elimination of the Staff and Faculty Battalion and

CURRENT ORGANIZATION



NEW ORGANIZATION



Companies A and B. In their place would be the new Student Company. Training developers would move from the Directorate of Training and Doctrine to the courses. The academy would create a dean of academics and reorganize the support staff under a new chief of staff position. In order to increase the caliber of instruction in the Sergeants Major Course the academy sought to combine the field experience of senior uniformed instructors with the academic credentials of civilian instructors. This meant calling for more personnel and finances.

Beyond reorganization of the existing academy staff, the reorganization also called for taking on new missions. One new mission slated to come to USASMA at the beginning of FY 2010 was responsibility for the Air Defense NCO Academy located on the main post at Ft. Bliss. The ongoing BRAC (Base Realignment and Closure) program dictated that the Air Defense Artillery School at Ft. Bliss re-locate to Ft. Sill, OK. With its departure, responsibility for the NCO Academy would fall to USASMA.

NCOES became institutionalized in a largely peacetime environment. There was time to send NCOs to school and the Army could tie promotion to achieving various levels of schooling. The protracted conflicts in Iraq and Afghanistan put new strains on the system as it created large backlogs of students unable to get to NCOES training in the previously normal time periods. USASMA began to address the backlog in the Basic Noncommissioned Officer Course by offering a video tele-training version of the common core lessons several years ago. In 2008 over 1500 students were trained from USASMA by this method, but this only made a dent in the over 25,000 student backlog. When the Army decided to offer common core video tele-training to all BNCOC students it designated USASMA as the administrator. This meant that the academy would have to hire and house a considerable number of new course facilitators.

A development not usually considered part of the Academy's reorganization, but certainly part of the new environment of the academy was the creation of the new APFRI (Army Physical Fitness Research Institute) organization at the academy. It supplanted the Health Promotion Office and retained its separate organizational affiliation under the Army War College.

STAFF AND FACULTY

The academy' workforce remained quite stable in CY 2008. The following two tables illustrate that stability. The first table shows the number of staff and faculty at the beginning of January 2007 and the second shows the same set of statistics for the end of December.

Unit	Auth	Asgn	Atch	Det
ACTIVE OFFICER	5	6	0	1
ACTIVE-ENL	163	135	27	1
ARNG	11	8	0	0
USAR	7	6	0	0
ADOS (USAR)	0	9	0	0
CIV	63	60	3	0

MIL ATCH – 27 ATCH (8 NG, 7 AR, 8 ADOS, 2-TRADOC, 2-Other)
 CIV ATCH – 3 ATCH (2 IMD and 1 Title XI)
 MIL DET – 2 TCS

USASMA Personnel Strength, 4 January 2008

	Auth	Assigned	Attached	Detached
Officer (AC)	5	6	0	0
Enlisted (AC)	148	154 ↓	2	0
ARNG	4	0	4 ↓	0
USAR	8	0	11	0
ADOS/TRAP/ SANCTUARY	0	0	4	0
Other (USAF)	1	0	0	0
Civilian	61	56	0	0

USASMA Personnel Strength, 23 December 2008

One reason the number of officers assigned exceeded the number authorized was COL Abramowitz. He left for Iraq at the beginning of March 2007. However, he did not PCS. He remained on the academy's books throughout CY 2008

The civilian population dropped slightly from 60 to 56 while the enlisted active Army strength, assigned, attached and detached, fell from 163 to 156. The National Guard and Army Reserve Soldier strength fluctuated slightly.

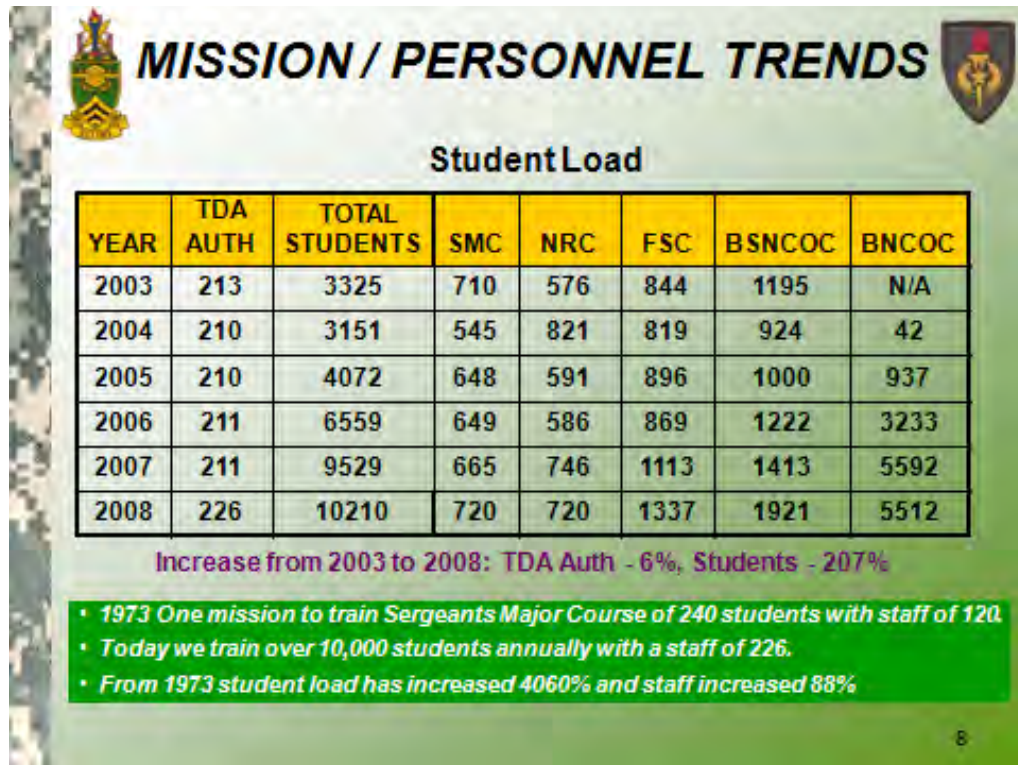
The assigned and detached staff primarily reflected the existence of the instructor exchange program with other countries and service academies. At the beginning of the year SGM Baldwin was at the Australian NCO academy, SGM Roster was in Weiden, Germany at their NCO Academy and SGMs McCauley and Britton were at academies in the Netherlands and Canada. SGM Schell was at the US. Navy NCO Academy and SGM Fells was at the Air Force NCO academy.

Attached NCOs included SGM Uwe Lieske from Germany, WO1 Patrick Slager from the Netherlands, SGM Kim Flemingham from Australia, SWO (Senior Warrant Officer) Eng Teong Lim from Singapore from Singapore and WO1 Dan Meyer from Canada. They were exchange instructors. As Class 59 began, SGM Phillip Topper represented the Air Force on the SMC staff and MCPO (Master Chief Petty Officer) James Cain represented the Navy. In February MCPO Guillermo DeSantiago replaced MCPO Cain.

Contractors played a significant role in the academy. Most worked in the Directorate of Training Development. Effective 1 January 2008, DOTD had nine contractors employed with The Edge Research & Development Corp.; seven contractors employed with AllSource Global (AGM) Inc; and one contractor employed by MPRI (Military Professional Resources, Incorporated). This made a total of 17 contractors. Others worked to support the distance learning of Company B and eight served as instructors in the Sergeants Major (Resident) Course. In October LSI (Logistics Services International) won the contract to convert lessons into a distance learning format.

Two thousand and seven was a stable year within the command group. Both COL Donald E. Gentry, the Commandant, and CSM Raymond Chandler, the academy's CSM, were in their respective positions throughout the entire year. The Assistant Commandant, LTC Stanford Suits, retired at the beginning of December and was not replaced.

The following table was used by the academy to argue for an increase in staff. It notes a more than two-fold increase in student load (three-fold) if the BNCOC VTT students are factored in) with only a minimal increase in the academy's TDA.



STRATEGIC INITIATIVES GROUP

Mission

The mission of the Strategic Initiatives Group remained unchanged. It provided the USASMA leadership and stakeholders with information, proposals, and strategies to best achieve the objectives of ensuring quality training, education and professional development to the NCO Corps. Part of its mission overlapped and supported that of the Directorate of Training, Doctrine and Education (formerly DOTD [Directorate of Training and Doctrine]) to develop future strategies for NCOES training.

Organization and Staff

The Strategic Initiatives Group remained a member of the Command Group and part of the Commandant's Special Staff. It operated under the supervision of the Assistant Commandant, although it received guidance directly from the Commandant and the Command Sergeant Major. It was authorized on the TDA under paragraph 526, Strategic Plans. In addition to its primary mission, it was also responsible for acquiring information that enabled management to achieve the mission, vision and goals of the organization, and to develop the strategies for achieving those goals.

Key Personnel: Mr. Sylvester "Smitty" Smith, a Department of the Army civilian continued as Director of the section; and Mr. Wilbert "Holi" Holifield, a Department of the Army civilian, continued to serve as the Strategic Planning Action Officer (Strategic Planner). SGM Timothy Dempsey, an Army retiree recalled to active duty, joined the Strategic Initiatives Group to work on the development of Strategic Communications.

Functions, Goals and Objectives

The Strategic Initiatives Group continued with its designated functions, goals and objectives of leading the USASMA strategic planning process by creating a document that its leadership and other stakeholders could use to transform the organization into an academic institution of excellence. Additionally, it led the Strategic Communications (STRATCOM) effort so USASMA could develop a strategic communications plan and products that would integrate all of its programs. It developed efforts to get information out to specific audiences of concern to USASMA. The group also sought to assist in integrating USASMA's transformation requirements into the Army's resource process and promoted the creation of an organizational culture receptive to continuous improvement. Other goals included the establishment of an internal communications system that encourages feedback from staff, faculty and students. It sought to examine and evaluate new technologies,

future battlefield concepts and other efforts that may influence NCO training and education. The group coordinated with CAC and the TRADOC Future Development Integration Cells on present and future initiatives. It also recommended courses of action on policies and initiatives affecting our mission and goals. Lastly, the SIG continued to respond to unpredicted taskings from the command group.

Significant Events and Major Changes

- 25 January 2008: Conducted an In-Brief to the new Battalion Commander (CSM Jeffrey D. Sturtevant) who assumed command on 11 January.
- 4 February: Conducted an office call to discuss strategic communications with the Commandant and Mr. Larry Kimmich from the Fort Bliss Strategic Planning Office.
- 15-17 April: Annual Commandant's Conference at Centennial Club.
- 23 April: Provided a Decision Brief on the Military Personnel Exchange Program (MPEP).
- 30 May: SIG, along with QAO and IMD, hosted the Quarterly Luncheon at the Biggs Chapel Annex.
- 1 May: The Secretary of Defense visited USASMA.
- 9 June: Sergeant Major of the Army, Kenneth O. Preston, visited USASMA.
- 26 June: SGM Timothy "Mike" Dempsey arrived for duty with SIG.
- 18 July: Began a series of State of the USASMA presentations. SIG was tasked as the lead.
- 29 July: Attended the HHC, USASMA Organization Day at Biggs Park.
- 3 August: USASMA began anew Core Hours Policy.
- 17-22 August: Mr. Sylvester Smith attended the TRADOC Communications Enterprise Symposium in Virginia.
- 21 August: MG Abraham J. Turner, TRADOC G3/5/7 visited USASMA.
- 26-29 August: SIG hosted the Manpower Assessment Team visit.
- On 29 August: Attended funeral services for Mr. Ray Marantz, a strong and faithful long-time supporter of USASMA.

- 18 September: The Chairman, Joint Chiefs of Staff visited USASMA.
- 26 September: Mr. Dale Ormand, the Combined Arms Center Deputy to the Commanding General, visited USASMA.
- 3-8 October: Attended the AUSA (Association of the United States Army) Annual Meeting and Convention in Washington, D.C.
- 27 October - 6 November: A Manpower Assessment Team conducted a Manpower Survey.
- 3 November: USASMA changed its vision statement to read, “The Sergeants Major Academy will be a preeminently recognized learning institution that builds intellectual capacity to develop noncommissioned officers who are warrior leaders, critical and creative thinkers, leader developers, ambassadors, and resource managers who have the right mix of education to meet the leadership requirements for a full spectrum of Joint, Interagency, Intergovernmental, and Multinational (JIIM) operations, transformed from a military organization that trains to an academic institution that educates Soldiers.”
- 15-16 November: Conducted marathon “Offsite” planning meeting in the East Wing with Command Group and Commanders on Reorganization.
- 9 December: GEN Gordon R. Sullivan, President of AUSA, visited USASMA. The SIG Office prepared the Command Brief.
- 12 December: Sergeant Major of the Army William Bainbridge passed away. USASMA conducted a tribute in the East Auditorium.

Major Projects

More Effective Table of Distribution and Allowances (METDA)

As part of the Commandant’s vision to transform the Sergeants Major Academy from a military organization that trains to an academic institution that educates Soldiers, it was tasked to look at a More Effective Table of Distribution and Allowances (METDA). This evolved into the academy’s transformation or reorganization. The SIG Office, along with the Personnel and Administration Directorate, served as the lead for this effort with support from Operations (S-3) and Logistics/Resource Management (S-4).

USASMA Memorandum 10-1

The Strategic Initiatives Group was tasked to update the USASMA Memo 10-1, Organization, Mission and Functions. The SIG developed a Troop to Task database

and compiled all the tasks performed by all the people/positions in the organization. Later, SIG was tasked to update the 10-1 based on the reorganization.

Lean Six Sigma

The SIG Office led an effort to incorporate Lean Six Sigma into its assessment programs and introduced Lean Six Sigma to the staff and faculty. Lean Sigma Six was a Department of the Army-wide effort to promote a more efficient workforce by closely examining the goals and requirements of each office and prioritizing the workload.

Strategic Communications

Strategic Communications received increased emphasis and attention. The SIG Office continued as the lead for Strategic Communications and further developed its Strategic Communications Plan, increased visibility of the Academy by procuring and setting up a display booth, banners, and signs telling USASMA's story.

Military Personnel Exchange Program (MPEP) Decision Brief

The SIG Office was tasked to review the Academy's Military Personnel Exchange Program (MPEP) and present a decision brief to the command group on the future of the program.

Notes from the Commandant

After receiving a Significant Actions (SIGACTS) report from the commandant on what USASMA was doing, the CAC commander commented that he was unaware of all the functions of the academy. He mentioned that others in the Army were probably not aware either and suggested that the academy should consider getting its story out to the Army. The SIG developed an electronic newsletter called Notes from the Commandant and incorporated it into the Strategic Communications Plan. It evolved into a quarterly update on how the academy was meeting mission and what initiatives it was working. The commandant distributed it to all Nominative CSMs and their commanders, and to all centers, schools and NCO Academies.

Soundproofing the Shughart Conference Room

The SIG office took the lead on soundproofing the wall dividing the Shughart and Bainbridge conference rooms located on the balcony of the Learning Resource Center. This construction made the simultaneous use of both rooms quieter.

New Slogan for USASMA

The SIG office launched a campaign to adopt a new motto/slogan for the Sergeants Major Academy. After soliciting suggestions and recommendations from

within and outside the Academy, the slogan “Leading, Training, Caring, Maintaining” was replaced by “Educating Today’s Leaders for Tomorrow.”

Branding Policy

The SIG Office developed and published a new academy policy standardizing the briefing slides used by the academy for internal and external briefings. They developed a template and provided it to the staff and faculty.

AUSA Display

As part of the USASMA Strategic Communications effort, the SIG developed themes and messages for a Display and purchased a 10x10 booth to help tell the Army and USASMA story at the AUSA’s annual meeting and convention in Washington, D.C. Mrs. Jeanne Chandler assisted with the development of the Display. Mr. Sylvester Smith, Mr. Wilbert Holifield and SGM Timothy Dempsey attended the convention. This was the first time the academy had a presence at the AUSA annual meeting. The SIG developed and printed handed out brochures on the academy and the NCOES transformation. The academy learned it could not spend OMA money to pay for handouts/giveaways for the AUSA Convention. The El Paso Sergeants Major Association helped out the academy as it agreed to pay for the printing of the brochures.

First Sergeant Ordway Model Classroom

The Academy established a model classroom equipped with new capabilities to show what the classrooms of the future should look like. The SIG office marketed the model classroom and developed appropriate signage. This helped procure funding to incorporate these classrooms first for the Military Operations classrooms and eventually for all Sergeants Major Course classrooms.

Troop to Tasks

As part of the update of the USASMA Memorandum 10-1, the SIG led an effort to capture all the tasks and functions performed by every person in the academy. It developed a database and conducted a review for duplication using Lean Six Sigma principles to improve the effectiveness and efficiency of the academy.

Section Web page

USASMA’s web site was moved to reside behind Army Knowledge Online (AKO). Consequently, the academy developed a new webpage for the new web site.

New APFRI Building

The SIG office worked with the Fort Bliss Master Planner's office to continue efforts to build a new APFRI building. End-of-year funds were allocated for the new building. Working with APFRI, a design plan was provided and a site surveyed. Potential contractors visited the site and discussed the plans. When the anticipated funding did not materialize the academy moved the APFRI operations into the old Little House and the SIG worked with APFRI to make the Little House operational.

Manpower Assessment

The academy requested and received a manpower assessment of its TRADOC courses. The SIG office hosted and coordinated this event.

Year of the NCO, 2009

The Army Chief of Staff and Sergeant Major of the Army designated 2009 as the Year of the NCO. They established some initiatives they wanted to accomplish which affected the academy. The academy also established initiatives to recognize the NCO in 2009 and the SIG office took the lead in making the Year of the NCO a success.

DIRECTORATE OF TRAINING & DOCTRINE (DOTD)

Mission

The United States Army Sergeants Major Academy (USASMA) Directorate of Training and Doctrine (DOTD) provides products, processes and services across the training domains to meet the institutional, operational and guided self-development needs of the U.S. Army's Noncommissioned Officer Education System (NCOES), the functional courses conducted at USASMA and the 92 noncommissioned officer academies (NCOAs).

DOTD's Vision Statement

- Provide relevant training products and educational opportunities that prepare NCOs to function in the Contemporary Operational Environment (COE).
- Embed emerging technologies into curriculums to train NCOs on what they need to accomplish their global missions.
- Develop a "World Class" NCO Educational System that produces NCOs who are capable of thinking systematically, strategically and capable of leading Soldiers into combat.
- Committed to developing distance learning, assignment-oriented training, and lifelong learning products and programs that align with a modular, stabilized Army.

DOTD's specific mission essential tasks were to:

- Conduct courses and critical task selection boards.
- Provide noncommissioned officer education and training processes, products and services for the Army.
- Embed lessons learned and emerging doctrine into courseware.
- Perform Critical Literature Reviews to meet changing doctrine.
- To leverage emerging technological advancements and develop new teaching strategies for the curriculums for which USASMA was responsible.
- Frame curriculum for using full-spectrum operations.

(USASMA is the “Executive Agent” for the Noncommissioned Officer Education System).

Courses Worked On

DOTD designed, developed and assured relevancy of curriculums for the following NCOES Courses:

- a. Warrior Leader Course (WLC)
- b. Basic Noncommissioned Officer Course (BNCOC)
- c. Advanced Noncommissioned Officer Course (ANCOC)
- d. Sergeants Major Course – Resident (SMC)
- e. Sergeants Major Course – Nonresident (SMNRC)
- f. Structured Self-Development Levels I-V
- g. Advanced Leader Course (ALC)

DOTD designed, developed and assured relevancy of curriculums for the following functional courses:

- a. Command Sergeants Major Course (CSMC)
- b. Noncommissioned Officer Academy Commandants Course (NCOACC)
- c. First Sergeants Course (FSC)
- d. Battle Staff Course (BSC)

Develop and maintain curriculum for the following miscellaneous courses:

- a. Sergeants Major International Pre-Course (SMIPC)
- b. Command Sergeant Major Spouses Seminar (CSMSS)
- c. Sergeants Major Spouses Course (SMSC)

Learning Outcomes

DOTD’s inherent and implied tasks encompassed learning outcomes for each course that equip Soldiers to fulfill their implied, specified and directed duties as follows:

- a) It developed NCO education, training strategies and initiatives for the Army and Training and Doctrine Command’s (TRADOC’s) transformation policies, which included new doctrine that was compatible with the Contemporary Operational Environment (COE) and the Army Force Generation (ARFORGEN) Model.
- b) DOTD designed and developed 11 programs of instruction (POI) containing more than 515 Training Support Packages (TSPs), totaling 3,228 academic hours that covered the entire NCO strength of the Army. It developed these

courses as distributive learning, distance learning, resident training, non-resident training, Video Tele-training (VTT) and most recently, Interactive Multimedia Web-based Training Courses.

- c) DOTD was the superintendent of the triennial analysis, preparation and management of the enlisted NCOES task list, which ensures vertical alignment for the enlisted force and horizontal alignment with the warrant officer and officer forces.

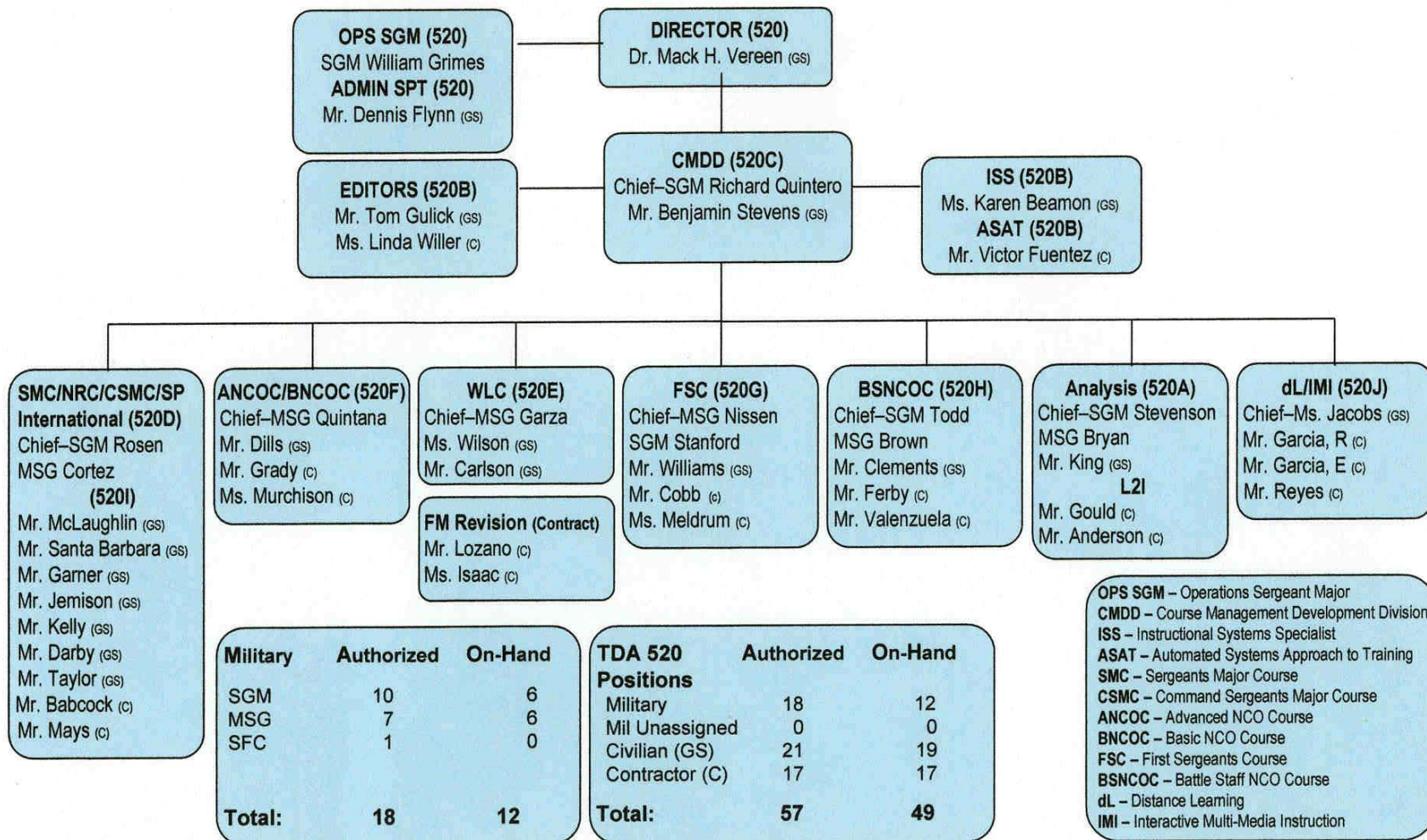
Organization and Staff as of 31 December 2008

The Directorate of Training and Doctrine was one of the largest organizations in the academy with a staff of about 12 military and 49 civilians. Its organization did not change during the year except for its re-designation as S-6 in the October reorganization of the academy. It functioned with seven divisions of various sizes. A number of them were called cells.

At the end of the year, the director and cell chiefs were as follows:

Dr. Mack H. Vereen	Director
SGM William C. Grimes	Operations SGM
Ms. Sharonne (Joy) Jacobs	Chief, Distance Learning
SGM Richard Quintero	Chief, Course Management
	Development Division
SGM Richard S. Rosen	Chief, SGM Course
MSG Heriberto Quintana	Chief, BNCOC/ANCOC
MSG Victor Garza	Chief, WLC and Commandant's Course
MSG Mark Nissen	Chief, First Sergeants Course
MSG Mark Nissen	Chief, Battle Staff NCO Course

The attached organizational chart provides a visual conceptualization of the organization as it was at the beginning of 2008.



Achievements and Accomplishments

SMDR

TRADOC schools were tasked to examine and prioritize all TD (training development) products by 22 August and identify which products TRADOC organizations could realistically produce for FY09. This initiative provided the basis for allocating and distributing TD resources. The TRADOC TD Directorate entered the projected workload in the Training and Doctrine Development - Quality Assurance Management System (TD2QAMS) prior to the building of the FY10-15 Program Objective Memorandum (POM). The workload was then updated based on FY09 requirements and resources. This process included identifying unfinanced priority/high risk TD products. In July, Dr. Mack H. Vereen sent the funding requirements for the WLC/BSNCOC/SMC to the commandant.

The directorate participated in a Pre-Structured Manning Decision Review (SMDR) with TRADOC and CAC on 21 April that covered the NCO Education System (NCOES) and functional courses developed by USASMA. The SMDR took place at USASMA on 29 September.

Visit of the Rand Corp. Study Group

The Rand study group visited USASMA on 25-26 June. The group sought information on the NCOES/functional course transformation process. The team was given a facilities tour and a way-ahead information briefing on NCOES and functional courses. All chiefs and course managers were present. Members of the study group then conducted one-on-one interviews with the chiefs and course managers of the Warrior Leader Course, Basic and Advance NCO Course, Sergeants Major Course, First Sergeants Course and the Battle Staff NCO Course. The visit concluded with an out-brief to the director.

NCOES Transformation

The Chief of Staff of the Army (CSA) directed the execution of an initiative to accelerate Professional Military Education (PME) and the transformation of NCOES. This meant that USASMA needed to coordinate with the Center for Army Leadership (CAL) and the schools to provide the required information needed by TRADOC to complete all the directed tasks.

DOTD worked under TRADOC Transformation Task Order #IN503456 during 2008. The following list points out the tasks worked and their mid-year status.

1. TASK 2.A. The "learning continuum" for NCOES transformation is currently pending from CAC. The learning continuum for the NCO Education System (NCOES) transformation tasking is still under development at CAC. Mr. John D. Sparks at TRADOC is working with CAC on this initiative.

2. TASK 2.B., 2.B.1, 2.B.2. Two focus groups at the commandant's workshop participated in a survey requesting input on what should be in the ALC/SLC courses. The input was compiled, approved and sent to CAC.
3. TASK 2.B.3, 2.C.1-2. DOTD finalized the Warrior Leader Course (WLC) validation/redesign for approval and submission to CAC.
4. TASK 2.E. USASMA hosted 12 SGMs from Class 56 and 57 on 29 October-8 November 2007. They provided input into the validation of the current Sergeant Major Course (SMC) structure. A concept brief to the Sergeant Major of the Army was presented on 9 June 2008.
5. TASK 2.F. USASMA was relieved of Course Administrative Data (CAD)/Program of Instruction (POI) for the Advance Leader Course (ALC) by TRADOC on 27 March during the Battle Rhythm VTC.

The commandant approved eight Programs of Instruction (POIs). The following programs were submitted to TRADOC on 2 May 2008: Sergeants Major Course (SMC) Resident; Sergeants Major Course (SMC) Phase I, Non-resident Course (NRC); Spouse Leader Development Course (SLDC); Command Sergeants Major Course (CSMC); International Military Students Pre-Course; Warrior Leader Course (WLC); Battle Staff NCO Course (BSNCOC); and First Sergeant Course (FSC). The POI updates were used in the Structured Manning Decision Review (SMDR) in September.

Sergeants Major Course Multiple Start Analysis

DOTD supported a CAC study to determine if USASMA could support multiple starts to the nine-month SMC, using current personnel and resources. Alternatively, if USASMA could not support multiple starts, CAC identified what personnel and resources would be needed to conduct multiple starts.

SharePoint Training

All DOTD personnel received a one-day training seminar on Microsoft SharePoint 2007 on 1 May. Additionally, all directorate personnel received Microsoft 2007 software. The directorate switched to this system to streamline and speed up lesson plan development in support of NCOES Transformation Task Order #IN503456.

DOTD Preparation for Reorganization

In January, SGM William C. Grimes began working with Sylvester Smith of SIG on the reorganization plans. He provided the required documents for the reorganization of DOTD planned for December.

Manpower Support to Other Organizations

DOTD provided two Soldiers to support the 2008 SMA Nominative CSM Conference. It also provided two Soldiers as staff support for the Relinquishment of Command rehearsal at Fort Bliss, and supplied role players for the media portion of the CPX for the Sergeants Major Course on 13, 16, 26 and 28 June.

Standardization of Course Management Plans

In June DOTD began to standardize Course Management Plans (CMPs) based on TRADOC Reg. 350-70. Problems with learning continuum issues were referred to Mr. John Sparks at TRADOC for a solution.

FM 3-07, Stability Operations

DOTD and battalion instructors reviewed and provided comments to the Doctrine Review and Approval Group (DRAG) on the draft of FM 3-07, Stability Operations on 11 July.

Course Management Development Division

Battle Command Training

In an effort to enhance battle command training, CAC began to develop a war fighter, functional area Digital Master Gunner Course and a follow-up to the Battle Staff Integrator Course for officers and NCOs. The Analysis Division provided CAC with a point of contact in June. Later, SGM Richard Rosen and MSG David Wise attended a workshop at TRADOC on the future of Battle Command training in all NCOES and functional courses.

Review of AMEDD PME

CAC directed USASMA to support the Army Medical Department (AMEDD) in its study of officer and NCO leader development programs. The chief of the Course Management Development Division was TDY 2-6 June to Fort Leavenworth in support of the contract development of the AMEDD officer and noncommissioned officer leader development programs. The focus group identified strengths, weaknesses, issues, gaps, and contributing factors in Professional Military Education (PME) and key developmental assignment opportunities for AMEDD officers and NCOs. Later, the AMEDD study group asked for an enlisted PME Subject Matter Expert (SME) from USASMA to participate in a series of initiatives. The study group conducted an on-site evaluation of the current AMEDD training programs at Fort Sam Houston in August.

NCOES COURSES

SMC Division

Resident SMC Cell

POI Revisions

The division submitted revised POIs for the SMC (Resident and Nonresident) Courses to the Training Operations Management Activity (TOMA) on 3-4 June.

Redesign of the Sergeants Major Course

In January the cell reviewed the Quality Assurance Office (QAO) Common Core survey results and found that the student comments were generally positive with few suggested changes.

Also in January, CSM Chandler tasked SGM Richard Rosen to bring CSMs from the field to review the Sergeants Major Course POI. The CSMs had attended Classes 55 and 56 and were supplemented with two sister-service subject matter experts (SMEs) on PME. The CSMs convened at USASMA from 28 October to 10 November. As a result of their review, the SMC cell began to redesign the course.

Months before the CSM meeting, SGM John Stone refined the task numbers for tasks selected by the Critical Task Selection Board and worked on the Critical Task Selection Board (CTSB) summary sheet. The SMC developers then developed lessons for the Common Core and Parallel Instruction for the new curriculum in the Class 60 redesign. The SMC cell loaded 42 Common Core and Parallel Instruction lessons into a folder so Class 59 instructors could review the new curriculum for Class 60.

The cell reviewed the Intermediate Learner's Education (ILE) curriculum against the proposed individual training strategy for redesigning the course and presented the course redesign structure to the command group. It developed an individual training strategy, a short-range plan and a time matrix to ensure that the learning outcome of the SMC horizontally aligned with the ILE.

In December, SGM John Stone loaded the first draft of ILE Common Core (CC) lesson so instructors could review and continue to refine the CC and parallel instruction. Training developers attended CAC's initial Faculty Development Course.

International Student Pre-Course

In May, cell members completed the International Student Pre-Course lessons for SMC Class 59 resident training. By the end of December, SGM Stone had reviewed the three-week international student course for Class 60.

Senior Spouse Leader Course

At the beginning of the year, the SMC cell was developing new lessons for the Senior Spouse Leader Course. The course schedule was designed to train up to 300 spouses annually in 40-hour-long segments. Its purpose was to prepare spouses to support the command team. From 3-4 June, the cell submitted a revised POI for the Spouse Leader Development Course to the Training Operations Management Activity (TOMA).

Support to Class 59

Revision of the Sergeant Major Course (SMC) and the production of new training support packages for Class 59 were the major focus of the SMC cell. This included a revision of the combatives test.

The Sergeants Major Course (SMC) cell completed the R 575 TSP for duplication and distribution to A Co. on 2 Oct 08. It was uploaded into the SharePoint system for review as a test document. SGM Robert Moore and Mr. David Darby worked on some of the early delivery issues. The SharePoint delivery system performed as envisioned.

SMC (Non-resident) Cell

Course Redesign

The intent on the Non-resident Course staff was to have the newly developed IMI-oriented dL curriculum ready for implementation for Class 36 in the summer of 2009. The initial loading of the courseware into the servers did not go smoothly. This caused a delay in student access and left the students in the old “page turning mode.”

A contractor developed the redesign of the Non-resident SMC Course. Validation of N513 Phase I was conducted on 27-28 November 2007. The task of redesigning the course was broken down into a number of phases. The contractor worked successively on Phases I and II during much of the year. Implementation of the first phase occurred in April. At the same time the contractor moved to the storyboard reviews of Phase II. At the beginning of FY 2009 Logistics Services International, Inc., (LSI) received the maintenance contract for the First Sergeants Course (FSC) and the SMC NRC Phase 1 MOD. The post-award kick-off meeting was held on 16 Oct 08 via VTC.

Creation of Workspace for the LSI Contractors

On 1 October, DOTD received confirmation that new training developers would arrive during week 41. Their contract was to convert SMC resident lessons

into NRC products. In preparation for their arrival, the SMC cell completed gathering government-furnished information (GFI) for them, populated a folder on the T drive (a server dedicated to use by DOTD) for their use and completed CDs containing tasks for conversion. SGM Stone also prepared the work area and provided computers and computer access for the new training developers. Each contracted training developer (TD) received specific lesson assignments and began working to transform the TSP into a Distributive Learning (dL) product. USASMA changed the Non-resident Course (NRC) to an instructor-to-student-ratio of 1-112.

CSM Course Cell

Early in the year, USASMA approved the Command Sergeants Major Course, Phase II Program of Instruction, and submitted the courseware to the Training Operations Management Activity (TOMA) at TRADOC. In February, it changed the length of the Command Sergeants Major Course (CSMC) from five to eight days, to further enhance the command team relationship. The pilot eight-day course began in February.

WLC Division

Mobile Training Teams (MTT)

MSG Heriberto Quintana and SFC Willie E. Williams (QAO) went twice to Ft. Hood, first from 28 Oct - 21 Dec 2007. The follow-up trip was only to Ft. Hood. During a second trip they visited Ft. Richardson, AK on 2 Jan - 31 May 08.

WLC Course Material Placed on USASMA Webpage on the AKO Web site

On 9 July, USASMA migrated (placed) the WLC Training Support Packages (TSPs), Course Management Plan (CMP) and Program of Instruction (POI) for FY 2009 under USASMA's AKO webpage. The path to the lessons was Army Organization (Army Command/TRADOC/USASMA/WLC). DOTD notified the 30 NCO academies, which taught the WLC, of the change. The migration was designed to enhance communications and courseware distribution in a more timely and effective manner. It was used to transmit current/future training material and information worldwide directly to each academy. Distribution through AKO allowed USASMA to post material on the Web site, and AKO would automatically notify the academies the same day. At the same time, USASMA mailed the training material to the Army Training Support Command (ATSC) for printing and distribution to the field.

Revision of the Heat and Cold Prevention Lesson

The TRADOC task, on the WLC lesson covering the prevention of heat and cold casualties, prompted a rewrite of the POI and the development of new instructor certification guidance for composite risk management.

Structured Self-development Program

The director of the Center for Army Leadership (CAL) briefed the commandant of TRADOC on the development of the Structured Self-development Program (SSDP) for the NCO Corps. He recommended a concept that included structured, guided and personal self-development. The CG approved the recommendation. In January, USASMA was asked to develop and implement 20 hours of SSDP, including spirals. The tasking also called for the development of an additional 10 hours of courseware every subsequent quarter, with a full implementation of a level 1 SSDP by March 2009.

USASMA completed the Structured Self-Development Level I, second 20 hours of lessons in March. Validation using eight (8) Warrior Leader Course (WLC) Soldier graduates (performers) and eight (8) Soldiers who had not attended WLC (non-performers) took place from 28 April - 2 May 2008 at USASMA. Soldiers supporting the validation were members of the 4/1 ADA Brigade, Fort Bliss, Texas.

The WLC training developers moved to develop TSPs for modules 3 and 4 for Structured Self-Development (SSD) Level I in July.

360 Degree Assessment

In June, a draft 360 Degree Assessment for Warrior Leader Course was developed.

Battlemind for Leaders Lesson

S-5 received the TRADOC # IN506810 tasking to review the Battle-mind For Leaders (BFL) Training Support Package for inclusion in the Warrior Leader Course and the Basic Noncommissioned Officer Courses. DOTD reviewed the BFL TSP to confirm its applicability to squad, platoon and company level PME. It also determined which existing PME TSPs needed to be modified and how, in order to accommodate the BFL lesson without lengthening the course.

Redesign of WLC

The WLC cell continued to redesign the Warrior Leader Course during 2008. It moved into the development phase and received additional planning guidance from CSM Raymond Chandler, who met with the TRADOC CSM early in December. WLC cell personnel made corrections to the lesson topics, TLOs and ELOs. They also changed the course length based on feedback from the director of S5.

Pilot Course at the Eastover, SC Regional Training Institute and Fort Indiantown Gap

The WLC Division conducted an analysis for infusing Gaming Learning Strategy into the WLC. SGM Stanford and Ms. Karen Beamon went TDY on 28 April-1 May 2008 to the Eastover, SC, Regional Training Institute (RTI) to observe training using gaming technology. Subsequently, division personnel reviewed end-of-course critiques from Eastover, SC., and Fort Indiantown Gap, PA., where the pilot classes were conducted.

Asymmetric Warfare Group Training Review

In 2007, the CG, CAC, asked the Asymmetric Warfare Group (AWG) to conduct a holistic review of NCOES as currently executed with a specific, initial focus on the Warrior Leader Course. The rationale for this review by the AWG was based on the broad exposure of the organization to units in direct combat as well as to units preparing to deploy to combat theaters. The AWG sent a team to USASMA to discuss best practices in developing leadership training. The team worked to facilitate development of a training environment that required an effective behavior change in response to an altered situation.

ANCOC/BNCOC Division

BNCOC Cell

MSG Heriberto Quintana sent to TRADOC all 29 common core lessons designated for TRADOC dL conversion in early March. By early July, the cell completed and mailed the Basic NCO Course (BNCOC) TSP conversion for Fiscal Year 2009 to the Army Training Support Command (ATSC) for printing and distribution to the field.

BNCOC Pilot dL Course

The first pilot for the BNCOC dL was in March 2008 at Ft. Eustis, VA. Subsequently, the cell members reviewed the Course Management Plan (CMP) for Interactive Multi-Media Instruction (IMI) to apply lessons learned from the pilot. They also prepared a contact list for the BNCOC academies and created a distribution list of 93 test control officers.

SGM Yarbrough attended the BNCOC IPR on 10 Dec 08. The contractors then applied the Learning Taxonomy to each LPO (lesson plan outline). By the end of the year, DOTD was ready to pilot the new BNCOC IMI products in January 2009 to 100 selected NCOs.

Lesson Updates and Uploads

On 1 October 08, the cell sent Change Sheet 1 for W307 to the DOTD dL Section due to a FM update.

The Analysis Division uploaded 38 BNCOC training tasks into USASMA's Automated Systems Approach to Training (ASAT) database at the end of May.

Blackboard Training

MSG Quintana presented a training session on the Blackboard Academic Suite training to the ALC section.

Change in the Instructor to Student Ratio

The directorate transmitted to TRADOC (TOMA) modifications on the instructor-to-student ratios for the Basic NCO Course (BNCOC) for both Resident (1-20) and Video Tele-Training (VTT) (1-100) on 8 July.

Functional Courses

Course Delivery Cutover (transfer) from the ILMS to ALMS

The ATSC's transfer of courseware from the Interim Learning Management System (ILMS) to the Army Learning Management System (ALMS) for the First Sergeants Course (FSC) and Battle Staff NCO Course (BSNCOC) partially worked in late June. This became a significant issue since ATSC could not resolve the problem quickly. The transition worked well for the First Sergeant lessons but failed initially for the BSNCOC lessons. The transfer for the First Sergeant Course was completed on 26 June, with an effective date to-go-live of 30 June. The transition was smooth with virtually no problems. However, USASMA had to move the BSNCOC lessons back to ILMS and this affected 232 students Army-wide. To compensate USASMA mailed each student a compact disks containing the courseware. Each had to start from the beginning with his or her training. Eventually, the cell reloaded the Basic Noncommissioned Officer Course (BNCOC) courseware to the BNCOC AKO Web site.

First Sergeant Course Division

New Program of Instruction

The Army fielded a new First Sergeant Course curriculum in 2008. (See the First Sergeant Course Section in the B Company section of this history for a description of the changes.) By the start of the new calendar year, the new FSC Course was complete. Bravo Co. at USASMA conducted the final validation on 17 Oct - 7 Nov 2007, including the new End of Course Sustainment Exercise (EOCSE). Ms. Betty Bradford then began making changes in ATRRS to accommodate the new six-day residence course length. MSG Mark Nissen, Chief of the First Sergeant Course, performed a staff assistance visit with a National Guard NCO Academy in South Carolina after it began teaching the new program of instruction for the course. He also participated in an AAR over the piloting of the new FSC for the National Guard Bureau on 25 March 2008 with Eastover, SC; Camp Williams, UT; and Fort Indiantown Gap, PA. CSM James Vail, a NGB Subject Matter Expert, facilitated the session.

Task Migration

The First Sergeant cell sent a survey to the field academies asking for their input on which lessons they believed should be migrated from the First Sergeant Course to the Senior Leader Course (SLC) or to the Structured Self-Development Level III. Two break groups in the Commandants Workshop also addressed the FSC migration issue. Following the workshop the First Sergeant cell analyzed the field surveys and the workshop group recommendations. It forwarded USASMA's recommendations to TRADOC in early May.

"Mike" Skill Qualification Identifier

The First Sergeant Course (FSC) cell developed courses of action on the "Mike" Skill Qualification Identifier (SQI) and identified the impact on the gap between the eventual shutdown of the FSC and the startup of the Senior Leader Course (SLC) and Structured Self-Development (SSD) Level III. The cell forwarded its recommendations to TRADOC in June.

Maintenance Contract

At the beginning of FY 2008, USASMA awarded the maintenance contract for the First Sergeants Course (FSC) and the SMC NRC Phase 1 Module 1 to LSI. The First Sergeant Course cell sponsored a post-award, kick-off meeting via VTC on 16 Oct 08.

Change in Class Size of the First Sergeant Course

MSG Robert F. Hixon worked on the resident FSC Program of Instruction (POI) to change the optimum class size from 140 to 96.

Program of Instruction Update

In September USASMA forwarded the FY 2009 FSC Phase II training support package updates to the Army Training Support Command (ATSC) for reproduction and distribution by 1 October to the field academies.

International Student POI

MSG Hixson, continued to develop the Phase1 POI for international students.

Battle Staff Division

Change to Six-Day Training Schedule

In January, Ms. Betty Bradford made the six-day training date changes to the Battle Staff Course in ATRRS.

Proposal to Allow Company Grade Officers to attend the BSNCOB

USASMA formulated a proposal to allow company grade officers to attend the BSNCOB and sent it forward to the CAC G3 for consideration.

Critical Task Selection Board (CTSB)

In September the Battle Staff cell began work on the individual and collective task analysis for the Critical Task Selection Board in order to redesign the BSNCOB. The cell identified all task numbers and began to receive the task summaries from the respective proponents. Additionally, cell members requested the most current versions of Training Support Packages (TSP) for several mandated lessons. Two proponents responded that their TSPs were revised and staffed. It also identified those tasks that had to have lessons created.

Lesson Revision

BNCOC Division personnel completed editing the W183 Graphics and Overlay, W196 Composite risk management, and W188 IED Defeat lessons. They also revised the CMP and conducted reviews of all the tests to ensure accuracy. Two BNCOC Common-Core examinations were updated and sent for upload to the distance learning (dL) courseware.

BNCOC Pilot

The BNCOC pilot locations were Ft. Lee, Ft. McCoy and Ft. Indiantown Gap (FIG).

Analysis Division

Analysis Cell

Task Identification for Professional Military Education Courses

The analysis cell worked to provide a complete task identification for all Common Core Professional Military Education Courses. The key focus of the effort was to have all PME courses include common core task lists containing approved task numbers that would correlate to the Consolidated Database of Records (CDBR).

Review of FM 4-03, Petroleum Supply in the Theater of Operations

SGM Carrie Stevenson reviewed the draft program directive (PD) (Encl 1) for the revision of FM 4-03 (old FM 10-67) Petroleum Supply in the Theater of Operations. The central focus of FM 4-03 was the operational level description of the petroleum supply mission in the theater of operations. The revision updated guidance to include modular force support considerations and requirements. USASMA provided an information paper and support documents. SGM Michael E. Roth examined the SMC curriculum for the analysis section to see if it contained material regarding petroleum distribution in theater.

Future Concept for the Human Dimension

DOTD reviewed “The U.S. Army Future Concept for the Human Dimension” and provided critical and substantive comments at the beginning of the year.

Support to Other DOTD Cells

The Analysis Division uploaded 38 BNCOC training tasks into USASMA’s Automated Systems Approach to Training (ASAT) database in the first week of June. It also worked on the 360 Degree Assessment and Needs Analysis for the Warrior Leader Course (WLC) and the Individual Training Strategy for the Sergeants Major Course.

Warrior Transition Program Training Implementation Plan

In June, the cell conducted an analysis of the Warrior Transition Program Training Implementation Plan. The directed lesson plans were integrated into the Sergeants Major Course program of instruction in time for use in Class 59, which was starting in August.

Advanced Leader Course, Senior Leader Course and the Senior Staff Course

At the beginning of the year, the SS&F Battalion and DOTD were asked to develop a concept plan, CAD and outline for the Advanced Leader Course (ALC), and the Senior Leader Course (SLC). However, during the Battle Rhythm VTC on 27 March, USASMA was relieved of the Course Administrative Data (CAD)/Program of Instruction responsibility for the Advanced Leader Course. Both DOTD and the SS&F Battalion were also responsible for developing a needs analysis for the contemplated Senior Staff Course. The projected Senior Staff Course was supposed to prepare SFC-SGMs for duties on Army and joint staffs above the BCT level.

Master Fitness Integration into NCOES

DOTD analyzed the recommended integration of portions of the Master Fitness Course into NCOES courses. Meanwhile, it collected data from the field to support integrating the MFT concept into Professional Military Education Courses for NCOES.

Soldiers Guide and Army Noncommissioned Officer Guide

The question came up as to the desirability of updating the Soldiers Guide (FM 7-21.13) and the NCO Guide (FM 7-22.7). Both were revised in 2003 and 2004 through contracts let by DOTD. In October DOTD developed and submitted decision papers on updating the guides. USASMA decided to update them.

Draft Battle Command Strategy

In September, the analysis cell reviewed the Draft Battle Command Strategy (BCTS). The intent of the strategy was to synchronize and prioritize battle-command-training objectives, responsibilities and resources in support of the Army Force Generation (ARFORGEN) and the Army Campaign Plan.

Battle-mind for Leaders

TRADOC tasked USASMA to review the Battle-mind for Leaders (BFL) Training Support Package for inclusion into the Warrior Leader Course and the Basic Noncommissioned Course. In September, the analysis cell began a review of the BFL TSP to confirm its applicability to squad, platoon and company level PME and, if applicable, to determine how the existing PME TSPs needed to be modified, in order to accommodate BFL training without lengthening the course.

Review of TRADOC Regulation 350-70

The analysis cell conducted its final review of TRADOC Regulation 350-70, Appendix C1 in July. Updating of this appendix was intended to provide assistance with the management of training for proponents and the associated Army Training Resource Requirement (ATRRS) school codes.

Total Task List Review

In September, DOTD reviewed each task title and task description to determine its criticality and sent its recommendations on FM 6-22 to CAC.

Lessons Learned Integration (L2I) Cell

Support to the Resident Sergeants Major Course

Lessons Learned Integration (L2I) processed numerous requests for information from the faculty for classroom usage. In addition, L2I participated in the weekly teleconference with the Theater Observation Detachments (TODs) in Afghanistan on lessons learned for the Route Clearance IED Targeting.

Familiarization Briefs for the First Sergeant and Battle Staff Courses

Mr. Colin Anderson of the Lessons Learned Integration (L2I) cell conducted a Center for Army Lessons Learned (CALL) familiarization brief for the First Sergeant Course (via VTT) with 67 NCOs stationed at Forts Benning, Campbell, Drum and Hood on 21 May. Additionally, he posted numerous new documents to the SharePoint server in support of faculty requests for information. Later in the year, he conducted a familiarization brief for 49 students in the First Sergeant Course on Center for Army Lessons Learned (CALL) and Lessons Learned Integration (L2I). Additionally, L2I met with the chiefs of First Sergeants Course and Battle Staff NCO Course to coordinate dates for the Center for Army Lessons Learned (CALL) and Lessons Learned Integration briefings for the Resident and VTT classes for Fiscal Year 2009.

Support to the Non-resident SMC

The L2I cell supplied CALL products and Request for Information (RFIs) forms to the Non-resident Sergeants Major Course resident phase in both summer classes. The Lessons Learned Integration (L2I) cell issued 700 copies of the Counter-Insurgency (COIN) Patrolling and Route Clearance handbooks for the two classes. Students also took over 400 various hardcopies of other Center for Army Lessons Learned (CALL) products.

Army Lessons Learned Program Review

The directorate received, CAC Task # G08148101 – AR 11-33, Army Lessons Learned Program Review on 29 May. The Center for Army Lessons Learned (CALL) was rewriting AR 11-33, Army Lessons Learned Program (ALLP). This regulation established a system for the collection, analysis, archiving and the dissemination of observations, insights and lessons (OIL); tactics, techniques and procedures (TTP); after actions reviews (AARs); operational records; and lessons from actual Army operations, experiments and training events. L2I in the analysis division was responsible for assisting the faculty with this information, and orchestrated the review and provided feedback to CALL on 24 June.

Support to Proponent Schools

Mr. Anderson attended weekly conference calls and occasionally briefed all the field L2I analysts in the Army on how L2I supports the changes and transformation of NCOES and the functional courses at USASMA.

Distribution of the Battle Staff Handbook

Mr. Anderson distributed 520 hardcopies of the Battle Staff handbook, which included the faculty and students of the Battle Staff NCO Course (BSNCOC).

Distance Learning/Interactive Media Instruction (IMI) Division

DOTD sent one Soldier to Fort Leavenworth for training on the use of the Battle Command Knowledge System and NCO.net new delivery medias for distance learning and Soldier self-development from 27 Jan - 1 Feb 08.

Because the Office of the Deputy Chief of Staff G3/5/7 was aggressively pursuing the incorporation of instructional games and video-based scenarios into dL courseware, SGM Rosen and Joy Jacobs attended an immersive training workshop in California from 4-6 March at the Institute for Creative Technologies.

Contract Support to the NRC and First Sergeant Courses Staffs

The Distance Learning/ Interactive Media Instruction Division provided help coordinating a Sergeants Major Course-Nonresident visit with the contractor, Interactive Multimedia Instruction with Logistic Services International (LSI), on 23-25 Jan 08. It also prepared government-furnished information to send to LSI for the SMC NRC PH 1 MOD 1 and First Sergeants Course maintenance contracts.

Structured Self-Development Cell

SGM Yarbrough (full name) assumed the duties and responsibilities as the SSD Chief. Contract funding for the SSD program was approved on 27 Sep 08 for

FY 2009. Cell members completed internal tests of new features for SCORM (Sharable Content Object Reference Model) compliance with passing results.

SSD Level I

Early in the year, the SSD Cell received the task of analyzing an Individual Training Plan that could be integrated into the SSDP. In June, CALL conducted a mission analysis of the SSDP concept and proposed a strategy and implementation plan to develop and test level I of the SSDP no later than the first quarter of 2009. Full implementation of a five-level program was set for NLT the first quarter of 2013.

A soldier support validation for the first 20 hours of Structured Self-Development I (SSD I) courseware was conducted on 3-4 Dec 2007 in Classroom XXI, Room 604. From 28 April - 2 May USASMA completed the second 20 hours of Structured Self-Development Level I and validated it using eight Warrior Leader Course (WLC) Soldier graduates (performers) and eight Soldiers who had not attended WLC (non-performers) at USASMA. Soldiers supporting the validation were members of the 4/1 ADA Brigade, Fort Bliss, Texas. The validation of the courseware took place in USASMA's Classroom XXI. Validation was extremely successful as the testing soldiers requested only a few minor changes. Feedback was excellent and many of their comments and suggestions were used in the final product, which was mailed to ATSC for final testing on 3 June. DOTD validated the final 40 hours of Level I in December. Performers and non-performers from Fort Bliss Brigade Combat Team (BCT) units accomplished the validation. USASMA shipped Modules I & II to ATSC on 17 Dec 08 and Modules III & IV on 18 Dec, three months ahead of schedule.

The staff converted SSD Level 1 lessons in MODs 3&4 to the new GUI template that improved bookmarking and made the LMS notification features fully functional.

SD Levels II-V

On 18 Dec 2007, USASMA requested the loan of 16 soldiers from Ft. Bliss for the validation of SSD Levels II-V scheduled for 28 Apr - 2 May. In January 2008, seven students from Class 58 conducted a task selection board for SSD Levels II-V.

SGM Yarbrough forwarded for approval the signed SSD Levels III-V Task List memorandums to TRADOC.

Cell Members attended the Army Training Support Command (ATSC) dL Web conference. At the conference, ATSC announced that more bandwidth for Blackboard (Bb) had been approved. Full government acceptance of an interface was anticipated for the Army Learning Management System (ALMS) to Bb of the Army Training Resource Requirement System (ATRRS).

Distance Learning Summit

The director for Distributed Learning Directorate and the TRADOC capabilities manager (TCM) for The Army Distributed Learning Program (TALDP) and the Army Training Information System (ATIS) convened a dL Summit 8 - 12 Dec 2008 at Old Dominion University in Norfolk, VA, to gather, organize, and finalize requirements and associated processes across critical areas of the dL and ATIA portfolios. This allowed TRADOC to baseline a strategy for The Army Distributed Learning Program (TADLP) and Army Training Information Systems (ATIS) by allowing the Army Training Community's key stakeholders to provide future input for those decisions. Attendees were: Joy Jacobs who attended the Courseware Panel, MSG Quintana who attended the ALMS Panel, SGM Rosen who attended the Life-Long Learning Center Panel, Mr. Martin who attended the Classrooms Panel and Mr. Darby who attended the Gaming Panel

Commandant's Workshop

The 2008 U.S. Army Sergeants Major Academy Noncommissioned Officer Academy Commandants Workshop was held on 15-17 April 2008. The workshop had 219 attendees, representing 80 of the 93 academies worldwide. The El Paso Times published an article based on multiple attendee interviews on 16 April, page 1 of section B. On day one of the workshop, participants received briefings from DA, TRADOC and USASMA presenters on NCOES policy, redesign and implementation. Keynote speakers on day one were: SGM Wells, DA G3/5/7, speaking on the One Army School Concept; SGM Bercaw, TRADOC G3/5/7, speaking on NCOES Transformation; and Ms. Serio, Director QAO, TRADOC, Accreditation Program Changes, speaking on the 2009 Scheduling and Waiver Processes. On day two, nine separate working groups developed courses of action on pre-assigned issues facing the three components and were presented to all in attendance on day three. The field responses to the assigned issues were consolidated for possible changes and consideration and forwarded through CAC to TRADOC.

Commandants discuss NCOES transformation

SGT. MARY E. FERGUSON

The NCO Journal

More than 150 Army commandants and senior noncommissioned officers gathered for the 2008 Commandants Workshop, held April 15 through Thursday at the Centennial Club on Biggs Army Airfield, to share their professional opinions and discuss ways to make the Noncommissioned Officer Education System transformation as successful and beneficial as possible.

The U.S. Army Sergeants Major

Academy hosts the workshop annually as both a training seminar and a forum for sharing and brainstorming NCOES and NCO academy topics. This year, subject-matter experts from the academy's Directorate of Training and Doctrine and Quality Assurance Office and from the Army and Training and Doctrine Command G3 shops educated attendees on the ongoing and future changes intended to transform NCOES into an accelerated, constant and relevant system that will prepare NCOs for the expanded roles

they play on today's battlefield.

"We're here to share and to work," said Col. Donald Gentry, USASMA commandant, as he welcomed attendees and challenged them to exercise their voices during the workshop. "This is an incredibly powerful forum (and) we need your input so (USASMA) can provide a unified front as we relay your experiences and suggestions to (TRADOC)."

But before answering Gentry's challenge, the attendees were briefed on the strategic-level vision of where NCOES is and the direction in which it must go to truly meet the mission of training the NCO Corps of an expeditionary force.

"Our NCOES is imitated throughout the world," said Sgt. Maj. Robin Bercaw, TRADOC G3/5/7 sergeant major. "The system we have now is a great foundation, but in the next couple of years we need to make some sweeping changes ... our NCOs must prepare for full-spectrum operations."

Bercaw explained the parts of NCOES transformation that many attendees were already aware of — NCO development will be migrated downward so Soldiers will receive certain training earlier in their careers, the current Basic Noncommissioned Officer Course will be renamed the Advanced Leader Course, and the Advanced Noncommissioned Officer Course's new title will be the Senior Leader Course. But, he said, "there is so much more to (NCOES transformation) than just a name change; it's



Col. Donald Gentry, USASMA commandant, opens the 2008 Commandants Workshop, held April 15 through Thursday, by welcoming the more than 150 attendees from NCO academies throughout the Army.

really a refocus of how, what, who and when we train, which, in many cases, can be more tactical than strategic ... happening among the commandants and instructors who are actually training the NCOs and seeing first-hand what works and doesn't."

He added that NCOES must exist at three different levels — operational, institutional and self-developmental — and must leverage technology, all while being able to "move forward, adapt and be flexible" in order to create the broadly skilled warriors necessary today.

Establishing structured self-devel-

See NCOES, Page 10



PHOTOS BY SGT. MARY E. FERGUSON

Command Sgt. Maj. Raymond Chandler, USASMA command sergeant major, challenges the more than 150 commandants and senior noncommissioned officers from NCO academies throughout the Army to share their experiences during the 2008 Commandants Workshop, held April 15 through Thursday at the Centennial Club on Biggs Army Airfield.

NCOES

Continued from Page 6

opment programs and transitioning the common core phase of BNCOC from a resident to a distance-learning delivery method were a few of the examples Bercaw gave of how NCOES can attend to those three levels and employ technology.

"Pilots for these things are either happening or about to happen," he said. "But we need the eyes and the ears of commandants and instructors to really understand if and how they are going to work across all components in NCOES – if not, then what do we need to do to make them work?"

He asked the senior NCOs to answer the question, "With the current approach to NCOES transformation, is the glass half empty, half full, or do we have the wrong glass all together?"

Following Bercaw's words, the attendees also received more detailed briefings on the BNCOC distance-learning concept, the Warrior Leader Course redesign and the migration of tasks from and eventual deletion of the current First Sergeant Course.

Armed with day one's information and, more importantly, their own professional experiences, the academy commandants and senior NCOs spent day two working in one of five groups – each monitored by subject-matter experts and faced with a different problem statement related to an element of NCOES transformation.

As they broke into their designated groups, Command Sgt. Maj. Raymond Chandler, USASMA command sergeant major, reminded them, "This stuff you've been briefed on, a lot of it is not locked in concrete (so) don't limit your discussion to what we currently do; rather, push the boundaries to figure out what we need to do."

The problem statements addressed a wide range of subjects, including how to make NCOES, specifically the distance-learning phase, compliant across all Army components; how to redesign the current Warrior Leader Course to prepare NCOs for the contemporary operational environment; how to balance conventional and asymmetrical environments and scenarios throughout NCOES; and how to redistribute the tasks currently trained in the First Sergeant Course.

Both Gentry and Chandler said the workshop produced tons of relevant and critical feedback from the NCOs who have the front-row seats to see if what works on paper actually works when applied.

"So many of us don't get to see what it takes on a daily basis to train and educate our NCOs," Gentry said. "That's why we have and will continue to have these workshops – we've got to know what's going on from the commandant perspective in order to improve. It's a complicated thing transforming like this, but we'll get there."

NCOES Transformation

DOTD sent two SGMs to the TRADOC CSM Summit on 30 Jan. – 1 Feb in support of the CSA's initiative to accelerate PME and the Transformation of the Noncommissioned Officer Education System (NCOES).

Battle Rhythms

Throughout the year Dr. Mac Vereen (and SGM William C. Grimes attended monthly Battle Rhythm Video Tele conferences (VTCs) with the commandant. The Battle Rhythm VTC with the TRADOC G3/5/7 and CAC attempted to synchronize information and transformation efforts in NCOES and the functional courses. The March VTC, for example, discussed NCOES Transformation, the Structured Self-Development Program (SSDP), BNCOC transformation through the next two years, and the future of the Warrior Leader Course - Mobile Training Teams (WLC-MTT) and USASMA's role in providing the teams. In May, the VTC discussed enrollment procedures for the distance learning (dL) conversion to the Army Learning Management System (ALMS).

Mobile Training Teams

DOTD prepared qualification standards on 4 February for possible one-year assignments of National Guard and Reserve Soldiers (MSG-SGM) coming out of theater. They were sent to the TRADOC G-3, which was working with Office Chief Army Reserve (OCAR) and National Guard Bureau (NGB), to assist with future Mobile Training Teams and academy vacancies. The initiative was discussed during the monthly NCOES Battle Rhythm VTC on 31 January.

Training Material Assistance to the Illinois Army National Guard

The director of DOTD sent training material to the Illinois Army National Guard for their state partnership assistance program. Illinois' partner country in the program was Poland. Together, they developed a senior NCO training initiative. The 129th Regiment Training Institute (RTI) also assisted with the development of an advanced leadership course for Polish NCOs.

Pat Iverson, Project Lead for the Battle Staff Mobile Training Team, CAC-T, provided an Info Brief on the current training products and processes that the Battle Command Training Division, Collective Directorate, CAC-T offers on 6 May 2008.

DOTD Training

All training developers in TRADOC completed the face-to-face Composite Risk Management Training in February. All Soldiers in the directorate also completed the Army-wide Personnel Assessment Inventory (PAI) requirement.

We are currently working new equipment requirements into course programs of instruction under the Army modernization initiative.

USASMA DOTD Contractor Positions

USASMA authored and forwarded to the resource management office at CAC an information paper on the Program Objective Memorandum (POM) for 2010-15. The Management Decision Evaluation Package (MDEP) requested funding in Fiscal Year 2010 to support nine (9) training developers in the Directorate of Training Doctrine. These training developers were needed to support TRADOC Task Order #IN503456 to support the Chief of Staff Army's directive to accelerate Enlisted Professional Military Education (EPME) and the transformation of the Noncommissioned Officer Education System (NCOES).

Guided Experiential Training

DOTD personnel assisted the commandant in a Guided Experiential Learning (GEL) VTC with General William S. Wallace, CG TRADOC on 25 March 2008. The VTC discussed the pilot evaluation program of the Army Learning Model conducted on 1 February. At the briefing, General Wallace suspended GEL Phase 2 until an evaluation of what went wrong could be conducted by the contractor.

The final briefing to the TRADOC CG on the Army Learning Model (ALM) GEL Pilot was conducted 3 April 2008. Dr. Brenda Wenzel, TRADOC Analysis Center / White Sands Missile Range, briefed the results of the study, which included instruction developed using the GEL design methodology at the Signal School, Career Captains Course and Battle Staff NCO Course. After the briefing, General Wallace concluded that: (1) We would cease with the current pilot project; (2) GEL may not have a place in TRADOC; and (3) TRADOC/component schools still needed to explore different instructional models.

Gaming

Ms. Karen Beamon, Instructional Systems Specialist and MSG Daniel Weis, Bravo Company Digital Training Systems, attended a weeklong gaming strategy workshop in Kansas City 7-10 April 2008. The intent of the workshop was to examine how gaming could support and enhance future military education and training.

Ms. Beamon also went TDY on 13-16 June to Fort Leavenworth for the Gaming Strategy Workshop. The objectives of the workshop were: to establish a long term, overarching gaming strategy; an environmental analysis COA (certificate of authenticity), Gaming as a Separate environment, or included in a Live-Virtual-Constructive environment; establish a "gaming" program that has built-in sustainment for training updates, information updates, technical updates, and maintenance; and to set the conditions for a gaming strategy brief to the CG TRADOC in August 2008.

Afghan Initiative

DOTD representatives participated in the Afghanistan National Army (ANA) Training Command (ANATC) VTC conducted on 1 February. The intent of the meeting was to identify CAC MSOs (Military Supply Officers) with a supporting role in the ANA Action Plan and to conduct an initial review of the TRADOC Coordination Cell Action Plan. DOTD provided Subject Matter Expert (SME) support at the VTC on training product issues.

USASMA/NCOES Accreditation

The American Council on Education (ACE) visited USASMA on 23 June. The team conducted interviews with directorate personnel, faculty advisors and the command leadership team. In preparation for the visit on 2 April 2008, DOTD forwarded 11 approved POIs in NCOES to Ms Cynthia Bruce, Military Programs, American Council on Education, Washington, DC, for review and dissemination to the ACE panel members. Included were all Course Administrative Data (CAD), and Training Support Packages (TSPs) for the Sergeants Major Course (SMC) (Resident and Nonresident), Basic NCO Course (BNCOC) (Resident and Distance Learning), Warrior Leader Course (WLC), Battle Staff NCO Course (BSNCOC) and First Sergeant Course (FSC). ACE had last visited USASMA in June 2006 to evaluate NCOES and functional courses for awarding of college credits to Soldiers attending the training.

Recommendation for the awarding of college credits for NCOES and functional courses were due back to USASMA within 45 days of their site visit.

AKO Web Site

The directorate continued to post training documents to the AKO Web site in support of the 92 field NCO academies worldwide. By May the Warrior Leader Course (WLC), Basic NCO Course (BNCOC) and First Sergeant Course (FSC) were up and running, with 439 combined-training support package files. In the first 30 days, there has been a combination of 11,515 site visits and downloads by the field for DOTD, NCOES and functional courseware documents. DOTD continued to receive between 15-20 requests daily for site access permission to its training support files. By May, the Battle Staff NCO and Sergeants Major Course material was posted. The most popular downloads of courseware were:

The most popular downloads were:

- Main Page – New Instructor Certification Program (effective 1 June 2008), Structured Self-Development Program Update, NCOES Update and the NCO Academy Quarterly Email Gram;
- WLC – ALARACT message on Physical Fitness / Height and Weight Requirements for Military Institutional Training, Leadership,

- Developmental Counseling, Combat Orders, Heat Injury Prevention, Physical Fitness, Training Management, NCOER, and Map Reading;
- BNCOC – Course Management Plan, Program of Instruction, Sexual Assault, Composite Risk Management, and React to a Possible Improvised Explosive Device;
- FSC – The Role of the First Sergeant, Sponsorship Programs, Team Development, Stress Management, NCOER, Law of War-Rules of Engagement and Plans, Orders and Annexes;
- BSNOC – All 20 Lessons were downloaded equally;

Instructor Certification

The revised Instructor Certification Program (ICP), which became effective 1 June, was posted to the directorate's AKO Web site on 22 May, and a notification was sent to all field academies. The ICP covered the quality assurance program, higher headquarters initial selection criteria, commandant responsibilities, instructor qualification/requirements, NCOES/functional course instructor qualification requirements, instructor certification process, initial basic instructor performance, the Contemporary Operational Environment (COE) training requirements, requests for exception to policy, instructor certification certificates and the modern Army combatives instructor requirements.

Senior Staff Course

The Analysis Division developed a draft needs analysis for the Senior Staff Course in June and July.

ASAT Server Problems

In 2004, TRADOC provided a server for the Automated Systems Approach to Training (ASAT) to Fort Bliss. On it was all the course material maintained by the ADA School and USASMA, but by 2008, it desperately needed to be replaced. At this time, access to the server by both schools had steadily slowed or was interrupted. Additionally, TRADOC requested that the server now support the Future Force Integration Directorate (FFID). The system had a backup issue that could not be resolved and the training material stored was now in jeopardy. USASMA requested its replacement.

Data Call on Cultural Awareness Sensitivity and EEO Training

The Office of the Secretary of Defense (OSD) tasked the services to provide descriptive data on, and 2007 participation in, all Cultural Awareness/Sensitivity and Equal Opportunity/Diversity training prescribed for Soldiers and civilians. DOTD provided CAC on 8 February a detailed data report on the Cultural

Awareness/Sensitivity and Equal Opportunity/Diversity training being conducted in WLC, BNCOC, SMC and FSC.

QUALITY ASSURANCE OFFICE

Mission

The USASMA Quality Assurance Office (QAO) assisted TRADOC and CAC in accrediting all common core NCO academies to ensure excellence of education. QAO ensures instruction is focused on improving collaboration, teaching methodologies, technology, and standardized curriculum that meets the competency needs of the Legacy/Interim Force and seeks to meet the demands of the Objective Force. The QAO also has the responsibility of ensuring the instructors in the field meet all instructor qualifications to include all necessary schooling and experience levels. The QAO verifies that each instructor is not only qualified, but certified as well. The Army school system's intent is to utilize instructors who are the cream of the crop and who could utilize their career experiences, skills, knowledge and attributes to reinforce the subjects they teach.

Organization and Staff

The Quality Assurance Office had a Director, SGM William Ogletree, and two divisions known as Phase I and Phase II. Phase I was also called the Internal Evaluations Branch. Its seven to nine people are distributed into three teams. Phase II consisted of a chief and three evaluators. This was also called the External Evaluations Branch.

Major Activities

Internal Evaluations

Requirements for internal evaluations consisted of assessing and accrediting 87 NCO academies worldwide, which included 21 proponent school NCO academies and 11 FORSCOM NCO academies. Annually, this translated into assessing and accrediting approximately 30 FORSCOM/TASS (Total Army School System) NCO academies, and seven proponent schools and their NCO academies. The Internal Evaluations Branch consisted of three evaluation teams with 1-2 person teams in support of approximately 30 NCO academy accreditations per year. These teams assessed and accredited each NCO academy's ability to conduct training and provide the required training support for the Warrior Leader Course (WLC), the Stand Alone Common Core (SACC) Basic, and Advanced Noncommissioned Officer Courses (BNCOC/ANCO) – the Sergeants Major, First Sergeant and Battle Staff Courses (SMC/FSC/BSNCO).

The evaluation teams essentially conducted a quality control check on the instructors, the resources used, the facilities, the students and the method of instruction. The evaluation teams provided assistance to each academy staff prior to their arrival in order to ensure fewer deficiencies. The support provided prior to the

accreditation visit consisted of reviewing training schedules, the NCOA Standing Operating Procedures (SOP), the Unit Manning Request (UMR) and its Table of Distribution and Allowances (TDAs). The teams reviewed these documents and provided feedback/recommendations on how to fix the deficiencies. A final look at the documents happened on site. On site, the team used various job aids to ensure that a complete evaluation was conducted. Any deficiencies noted were addressed on the spot, and the NCOA staff member working with the accreditation team was encouraged to fix deficiencies on the spot, or as soon as possible.

During TY (Training Year, the same as the fiscal year) 2008, the QA Office visited 30 academies for accreditation and/or assessment. All academies received full accreditation status.

Accreditation Visit Schedule for FY 08

Note: (RTI) =
Regional Training Institute

LOC/STATE	SCHOOL NAME	CRS TYPE	DATES
Macon, GA	122nd REGT RTI	BNCOC	11-16 OCT 07
Charlottesville, VA	JAG SCHOOL	BNCOC	21-25 OCT 07
Kingwood, WV	197TH REGT RTI	BNCOC	01 - 05 NOV 07
Ft. Bragg, NC	139th REGT RTI	BNCOC	15-20 NOV 07
Greenville, KY	238TH REGT RTI	BNCOC	29 NOV-03 DEC 07
Washington, DC	260TH REGT RTI	BNCOC	29 NOV-03 DEC07
Juana Diaz, PR	201ST REGT (MFTB)	WLC/BNCOC	06-11 DEC 07
Starke, FL	211th REGT RTI	BNCOC	06-11 DEC 07
Ft. Bragg, NC	18TH ABN CORPS NCOA	WLC/BNCOC	10-17 JAN 08
Annaville, PA	3RD BN, 166TH REGT NCOA	WLC/BNCOC/1SG/BSNCOC	13-19 JAN 08
Reisterstown, MD	70TH REGT (LDR)	BNCOC	31 JAN-04 FEB 08
Ft Bliss, TX	ADA SCH NCOA	WLC/BNCOC/ PH-2	04-08 FEB 08
Ft. Bliss, TX	USASMA	SGM/FSC/BNCOC/BSNCOC	11-15 FEB 08
Blackstone, VA	183rd REGT RTI	BNCOC	21-25 FEB 08

Riverton, UT	1st BN, 640th REGT NCOA	WLC/BNCOC/1SG/BS	25-29 FEB 08
Eastover, SC	3RD BN, 218TH REGT NCOA	WLC/BNCOC/1SG	16-21 MAR 08
Ft. Leavenworth, KS	AMSC/CGSS/SCP/SAMS	PH-2	31 MAR-04 APR 08
Ft. McClellan, AL	200TH REGT RTI	BNCOC	03 -07 APR 08
Cp Shelby, MS	3RD BN, 154TH REGT NCOA	WLC/BNCOC	10-15 MAY 08
Ft Drum, NY	10TH MNT DIV NCOA	WLC/BNCOC	11-15 JUN 08
Ft. Dix, NJ	USAR NCOA	WLC/BNCOC	15-21 JUN 08
Annnville, PA	3RD BN, 166TH REGTNCOA	WLC/BNCOC/1SG/BSNCOA	12-17 JUN 08
Ft. Rucker, AL	AVN SCH NCOA	BNCOC	19-22 JUN 08
Ft. Rucker, AL	WOCC	USAWOCC/ PH-2	08-11 JUL 08
Ft. Rucker, AL	AVN SCH NCOA	PH-2	14-18 JUL 08
Juana Diaz, PR	201ST REGT (MFTB)	BNCOC	15-19 JUL 08
Ft. Eustis, VA	AVLOG SCH NCOA	BNCOC/ PH-2	11-15 AUG 08
Juana Diaz, PR	201ST REGT (MFTB)	WLC	25-29 AUG 08
Ft. Drum, NY	10TH MNT DIV NCOA	WLC/BNCOC	10-14 SEP 08
Ft. McCoy, WI	FT MCCOY NCO ACADEMY	FSC/BSNCOA	20-26 SEP 08

External Evaluations

The External Evaluations Branch determined if soldiers could meet job requirements with the instruction they received. If not, branch personnel determined what additional instruction was needed. They asked the question: “Are we teaching the right material?” Additional internal evaluation requirements included assessing and assisting the USASMA, Directorate of Training and Doctrine (DOTD), as the NCOES training development proponent. DOTD developed, delivered and implemented quality, standardized, effective training within the academy and throughout all the NCO academies. Conceptually, a USASMA QAO action officer served as part of the DOTD training development team as a consultant who could provide educational guidance and quality control.

The External Evaluations Branch teams took raw data from end-of-course critiques (EOCC) and field surveys, compiles, reviews, and analyzed the data. They determined if the course content needed to be changed to meet the needs of the force in the Contemporary Operational Environment (COE).

INFORMATION MANAGEMENT DIRECTORATE

Mission

The Information Management Directorate provided support to the staff, faculty and students at the United States Army Sergeants Major Academy. The directorate continued to upgrade the existing information technology systems that support the academy's goal to provide a world-class environment for the instruction of the NCOES courses offered at this institution.

Organization and Staff

New employees who were hired this year

Carlos Nunez
Gilbert Garcia
Eduardo Fuentes
Richard Parga
Jody Hidalgo
Ricardo Escobar

Current employees

Mr. Donald Martin	YC-02	IMD Director
Empty	GS-2210-9	Help Desk Supervisor
Empty	GS-2210-7/9	Webmaster/Database Admin
Mr. Michael Turner	GS-0335-7	Computer Assistant
Empty	GS-0335-7	Computer Assistant (Cont Filled)
Empty	GS-0335-7	Computer Assistant (Cont Filled)

The directorate continued to use contractor hires to assist in the IT (information technology) mission of the academy. George Snyder continues to work on the ATLAS Program. Brian Reed and Leon Goldman terminated their employment with USASMA and we hired Carlos Nunez and Gilbert Garcia who also terminated their employment. At the end of the year, Eduardo Sifuentes and Richard Parga filled the two empty computer assistant positions. We also hired two systems administrators, Jody Hidalgo and Ricardo Escobar to help with the initiation of a Thin Client environment.

Significant Events

Building 11293

The directorate installed new desks and a Thin Client computing environment for the students. We installed a Thin Client appliance at each student's desk, each instructor's station and the sustainment room. These were connected to a 10-GB backbone. This was accomplished by installing new foundry switches across all classrooms in Building 11293. The Thin Client system will greatly enhance the student experience by providing them with access to all material in a digitized format and by giving them access to the Internet for research.

USASMA purchased the Thin Client system from Sun Microsystems. It is a system designed to handle complex management functions in businesses and schools. It is used extensively throughout the country. Its installation was fraught with trouble. It simply didn't work as anticipated. In the meantime, it absorbed almost all of the directorate's resources in trying to get it going. Eventually, USASMA sought the help of the TRADOC IT Office in putting pressure on Sun Microsystems to get the system operational. At the end of the year, it was still only a vision of what might be in the future.

The first model classroom that replicates a digital tactical operations center (TOC) was installed in room 209. This room has all of the capabilities that the Sergeant Majors in the field would experience, and it allows the instructor to introduce this technology to those students who have not had the opportunity to work in this environment. The room was named the Ordway Room and it will serve as a jumping-off spot for future rooms to be installed in the academy.

Building 11292 – Server Room

The server room underwent major renovation this year. We raised the rest of the floor to allow for the installation of power for new racks that hold the servers for the Thin Client system. It also allowed for the installation of a state-of-the-art fire suppression system. We installed two power distribution units in the room, which provide power to the two racks that contain the servers for the Thin Client system. We also had six, two-ton, air-handling units installed on the walls in the server room to augment the larger air-handling unit and relocated the Battle Command Deployable Server from the SIM (simulation) Center into the consolidated server room. We converted the room next to the server room into a mechanical room to support the equipment that was installed in the server room. The mechanical room housed a 12-ton, air-handling unit and the 65 KVA power-distribution unit that powered the Battle Command Deployable Server.

Major Activities

The Information Management Directorates accomplishments during 2008 included the following.

Mike Turner and Don Martin attended the Level 2 refresher training provided at Fort Huachuca in order to update their credentials to continue having elevated administrative rights on the Fort Bliss network.

Don Martin attended a TRADOC-sponsored DL Summit and served on the classroom panel that explored the configurations of the different types of classrooms used throughout TRADOC. This panel will continue to communicate and meet so it can provide guidance to schools throughout TRADOC on the requirements for different levels of classrooms.

Work continued on the Student Tracking System known as ATLAS to allow tracking of the non-resident and resident SMC students from registration to graduation. This is the first version of the program and a second version is planned for next year. George Snyder is doing the programming for this program, which is the property of the US Army.

The directorate modified the method used to collect work orders. We also implemented a new work-order system that used ATLAS to directly populate a database used to manage the workload for the section.

The Army Physical Fitness Research Institute

At the US Army Sergeant's Major Academy Annex

A US Army War College Program

Mission

In August 2008, the Health Promotion Office (HPO) officially ceased to exist and became the Army Physical Fitness Research Institute (APFRI), US Army Sergeants Major Academy Annex. The mission of the APFRI USASMA Annex was to provide assessment, intervention and education to students (including international students), staff, faculty and spouses of the academy by enhancing their mental and physical readiness to meet the demands placed on senior leadership in a complex, high tempo, operational environment.

Organization and Staff

The US Army War College at Carlisle Barracks, Pennsylvania, had operated the APFRI program for the Colonels in the Senior Service College for 25 years. The response and the results of the program were so positive that in 2006 General George Casey, Army Chief of Staff directed and funded the expansion of the APFRI program to extend new annexes to the Sergeants Major Academy at Ft. Bliss, Texas, and the Command and General Staff College at Ft Leavenworth, Kansas. At that time, the prior HPO staff (an Army Major and a civilian) and all the staff hired for the new annex, were added to the Army War College TDA with duty at Ft. Bliss. The USASMA Annex became operational in August 2008 and was headed by LTC Tracy Smith, physical therapist. It was a direct footprint of the program provided for Colonels at the US Army War College. LTC Tracy Smith served as the deputy director of the USASMA Annex from Aug 2008 through the end of the year.

The new annex was staffed with 12 employees, including the deputy director position. The deputy director was the only active-duty military position; all other staff members were civilian employees. The new staff included a nurse practitioner (Addie Davis), a physical therapist (Henry Cenicerros), a dietitian (Jennifer Eiland), a psychologist (unfilled for 1 year), a nurse (Jackie Beard), two exercise physiologists (Manu Peeni and Tom Davis), a health technician (Dan Hurell), a physical therapy assistant (Jackie Cintron), a dietician assistant (Irene Romero) and an administrative assistant (Candice Munoz).

Major Events

Health and Fitness Assessments

In October 2008, the newly formed USASMA APFRI staff began Health Assessments for the resident students of Class 60. Because not all the positions on the staff were filled, several staff members from the U.S. Army War College's APFRI staff supplemented the staff, on an "as needed" basis. The USASMA Annex staff coordinated with APFRI, William Beaumont Army Medical Center (WBAMC), and the Biggs Troop Medical Clinic in the planning and execution of this year's assessments. Over a period of six months, the USASMA staff assessed nearly 500 resident students, staff and faculty. In the future, students' spouses are projected as a target population to conduct assessments. However, due to time and manpower constraints, they were unable to be evaluated during Class 60.

All students, staff and faculty were input into the AIMS database, which the USASMA APFRI staff used throughout the year as a tracking and documentation system on student health, referrals and interventions that were conducted to improve their health status.

In August 2008, COL Williams addressed the students, staff and faculty of Class 60 during a 2-hour lecture on the APFRI program. The same day, APFRI staff, using the data collected by the HPO, sent e-mail invitations to all students. The invitations authorized the students to participate in the program by initiating an online volunteer agreement, followed by their completion of internet-based surveys.

Staff and faculty members received an e-mail invitation one week after the students. Those who showed interest, completed the AIMS (Army Information Management System) database and returned it via e-mail to LTC Tracy Smith. Eighteen staff and faculty members completed the database, and 12 went on to complete the surveys and blood draws.

The WBAMC Lab assisted greatly by coming to the academy to perform blood draws over four days for approximately 530 students, and 20 staff and faculty. APFRI personnel then performed a risk algorithm on the data for each participant using the AIMS computer program to create an Order of Merit List (OML). This list was used to determine the top 100 at-risk students who would be assessed first during the initial assessment period in Oct-Nov 2008.

With the majority of the APFRI staff in place, required less support from post resources than USASMA had used in the past. However, one very important resource it did require was the unprecedented and thorough support of Mr. Billy Briceno a civilian physician assistant at the Biggs Troop Medical Clinic. Mr Briceno

Health assessment

Master Sgt. Jerry Bailey, a Sergeants Major Course Class 59 student, has his blood drawn at the U.S. Army Sergeants Major Academy Friday by Pfc. Edna Ahrens of the Department of Pathology at William Beaumont Army Medical Center. Bailey and several other students participated in the blood draw as the first step in annual health assessments conducted at the academy by the Army Physical Fitness Research Institute. The Army War College created the institute to be the leader in over-40 physical fitness and health research, especially among senior military leaders. The institute is establishing a team at USASMA made up of 12 medical health professionals with the eventual goal of establishing health assessment programs at all Army senior noncommissioned officer schools in order to save lives.



MASTER SGT. ERIC PILGRIM

proved to be an invaluable resource when heart scans were conducted. At the time, APFRI had been unsuccessful in hiring a local nurse practitioner. Mr. Briceno acted in this capacity to review, counsel and treat any clients who had been diagnosed with calcium build up in their coronary arteries. He provided the critical missing link that allowed APFRI to provide this important assessment to the students.

USASMA Executive Wellness Assessment Interventions

The USASMA interventions and follow-ups were, for the first time, conducted with its staff. Ms. Eiland, a dietician, conducted over 300 consultations for dietary services. The health fitness instructors conducted over 40 one-on-one consultations with students, staff and faculty on personal training and improvement in their fitness aspects, overall. Ms. Jackie Beard, a registered nurse, conducted follow-ups and documentation on over 200 pre- or hypertensive patients. She referred any high pressure to Mr. Briceno who was the designated provider for all SGM students, staff and faculty.

Heart scans (a radiological procedure using a CT scan) were pre-scheduled with the radiology staff in the evenings and weekends. Follow-ups were conducted at the Bigg's TMC (Troop Medical Center) with Mr Briceno.

Lectures were provided throughout the year at noon and before class. These lectures included topics like how to lower cholesterol, dealing with high blood pressure, deployment fitness, eat right to fight and intermediate strength training. The average attendance was 10-15 personnel per class. In an effort to increase participation, APFRI considered putting the classes into the electives portion of Class 60's student curriculum. This would ensure students have class time to attend the programs vs. during their lunch break. It increase the number of students reached, while still allowing it to be a voluntary program.

A limited post-assessment was offered in the middle of April 2009 after the last initial assessments were completed. Because APFRI still didn't have a nurse practitioner on board, it opted for a more limited post-assessment to include a blood draw, a Bod Pod reading, a body fat tape measurement and an out-brief. Thirty-two students participated in the post assessment follow-ups.

Executive Wellness Assessment Program Expansion

In March of 2009, a concept plan was approved (but not funded) to continue expanding APFRI's services to include 14 Advanced Non-commissioned Officer sites around the Army, the Warrant Officer Course at Ft Rucker and the AMEDD Center and School at Fort Sam Houston. The concept plan directed that each extension site be staffed with one health fitness instructor. The plan also called for the APFRI staff

at the AWC, USASMA and CGSC to assist 16 other sites with services on an as-needed basis. These expanded sites would be called “APFRI Lite.”

Non-Resident SMC In-processing and Expansion of APFRI Services

APFRI significantly changed the in-processing for the Non-resident Sergeants Major Course this year. As of December 2008, non-resident students were no longer required to take an APFT during their two weeks of school. With this change, APFRI decided the students no longer needed to have a physical prior to attending the SMA. Along with this change, however, came expanded services for the non-resident students in the Health Assessment Program. For the first time ever, it began to offer all monthly and summer students a blood draw and a blood pressure reading. The results were screened by the nurse, printed off, given to the students and discussed in depth in a lecture format by Ms. Jackie Beard. The students, who were screened and identified with abnormal labs, were referred to the Biggs TMC (Troop Medical Center). All students received a folder with information on cholesterol, blood pressure and exercise tips.

Spouse Leadership Development Program

The Spouse Leadership Development Program format was changed this year and is now offered to spouses every two weeks. This presented a challenge for the APFRI staff to keep up with teaching a two-hour block every two weeks. However, Jackie Beard began to work with the community health nurse (LTC Upshaw-Combs) at SFMC (Soldier and Family Medical Center) to see if she could provide assistance once a month. Ms. Beard taught a health overview, which covered topics such as female health, stress and how to access care at WBAMC. She also coordinated a two-hour course on “How to Talk to Your Teens about Sex.” She developed the course in response to numerous requests she had over the year from students. She included subject matter experts from the SFMC, the chaplain and herself. The spouse response was very good with 18 attendees including active duty military members.

As the wellness assessment program grows, the academy hopes to be able to offer it to all spouses. However, until APFRI can provide assessments to all students, it will continue to provide the spouses with this less manpower-intensive alternative.

Tobacco Cessation and Cardio-Pulmonary Resuscitation (CPR) Programs

Mr Dan Hurell continued to help coordinate and provide training and certification in CPR to all in-coming personnel as well as the NRC faculty advisers. He trained over 40 staff and faculty members this year in this valuable skill. He also continued to be the organizer and point of contact for students wishing to attend tobacco cessation classes. He coordinated with USASMA to coordinate with SFMC community health to conduct two tobacco cessation programs – one in November (six students) and the other in February (seven students).

Army Center for Enhanced Performance (ACEP)

In 2006, the Army initiated funding to support a program called Army Center for Enhanced Performance. This program includes auditory and visual feedback to Soldiers in a video format, and teaches them how to focus and maintain mental acuity during stressful combat situations. The program has the backing of the Army Chief of Staff General George Casey and has been implemented in such organizations as West Point, the 82nd Airborne Division, Special Forces Groups and more. In September 2008, Mr. Sean Lewis, program manager for ACEP Ft. Bliss, contacted LTC Smith and informed her of the program. APFRI has not been able to fully implement the program into USASMA due to time constraints (approximately three days for completion of the training). However, it has been able to offer this program as a four-to six-hour block of instruction to educate students on the merits of the program and entice them to look up the ACEP program for their unit's use once they have PCS'd.

ARMY NATIONAL GUARD ADVISOR

Mission

The Army National Guard Enlisted Advisor provided coordination between the students attending the courses and the Sergeants Major Academy staff prior to the student's arrival at USASMA. After arrival and in processing, the advisor assists the students with any component-unique problems and situations that require home-station coordination. The ARNG advisor also keeps the commandant, assistant commandant and the Command Sergeant Major up-to-date on all ARNG initiatives, operations, and changes regarding policy and procedures affecting ARNG Soldiers or USASMA.

Staff

Sergeant Major Mark A. Kelley was the Title 10 ARNG Senior Enlisted Adviser to USASMA in 2008.

Major Accomplishments

Army National Guard Students

The ARNG graduated 11 students from Class 58 of the resident Sergeants Major Course, and enrolled nine in Class 59. The ARNG also graduated 439 students in the non-resident course Phase II classes in 2008. Additionally, the ARNG put over 500 students into Phase I Class 35 of the Non-resident Sergeants Major Course.

AGR Positions at USASMA

AGR strength management at USASMA continued to be a main focal point for the advisor in 2008. NGB deleted or moved many of the code 89 AGR positions, or used them as bill payers for higher priority positions within the AGR T-10 program. USASMA maintained three E-9 positions in the NRC and the Senior Enlisted Advisor; two QAO positions transitioned to TRADOC. SGM David Taylor PCS'd to Fort Huachuca in June of 2008, while SGM Bob Cossel and MSG Tina Aguilar-Garcia retired. SGM Doug Mayo began his retirement in October of 2007, but NGB extended his orders because of administrative errors; he retired effective 1 Apr 2008. MSG Valentina Aguilar-Garcia had her retirement date of 30 December 2007 extended to 30 June 2008 due to medical complications. USASMA underwent a redesign in 2008, and the RC Section became known as RC Programs, mirroring the RC Programs office name at the Command and General Staff College.

Orientation Program

The ARNG Senior Enlisted Advisor planned, coordinated and executed the Reserve Component Orientation Program for Class 59 Reserve Component students in the West Auditorium at USASMA and at the Radisson Hotel located in El Paso, Texas in April of 2008. The successful implementation of this operation will be captured in the After Action Reports file in the Senior RC Advisor Office. Purpose of the orientation is to curtail problem areas before the students arrive for the resident course. Guest Speakers covered topics such as transportation, pay and allowances, housing, travel orders, schools, physicals, security clearances, administrative record updates, rental cars, education, and spouse programs. The ARNG advisor asked Class 58 to develop a committee of Class 58 RC soldiers to establish a set of briefing slides for each of the guest speakers to use when briefing RC Soldiers. The committee also developed questions for the USASMA Web site. The USASMA Web site, RC Enlisted Advisor section, has become the main information tool for new RC Soldiers selected to attend the orientation and the resident course.

Instructors for the Non-resident Course

The ARNG was able to support the Non-Resident Course in 2008 with two Reserve Component-Active Duty for Operational Support (RC-ADOS) Soldiers when TRADOC and USASMA authorized 165 additional quotas for the ARNG in Class 35 of the Non-Resident Course. SGM Mark A. Kelley wrote justifications and RC-ADOS job announcements, and NGB agreed to fund two positions in the NRC for two years. SGM Gary Ortega from California and SGM Greg Taylor from Maryland received orders and reported to USASMA in August of 2008.

RESERVE COMPONENT (RC) ADVISOR'S OFFICE U.S. ARMY RESERVE (USAR) TOTAL FORCE INTEGRATOR (TFI)

Mission

The USAR TFI provided coordination between the USAR students attending courses and the USASMA staff. Office personnel advised the commandant and CSM on policies and matters pertaining to the USAR and USASMA, RC initiatives, operations, and changes regarding policy and procedures. It assisted students with RC-unique problems and situations, and maintained liaison with TRADOC, OCAR (Office, Chief of the Army Reserve), HRC (Human Resource Command) and USARC (U.S. Army Reserve Command). The TFI assisted the ARNG advisor and vice versa. They shared the same office.

Key Personnel

SGM James Baxmeyer served as the TFI.

AGR Positions at USASMA

The USAR authorized seven AGR positions and Soldiers to the USASMA staff. SGM Baxmeyer was assigned as the TFI, RC Advisors Office. SGM Larry Fegans was assigned as a faculty advisor (FA) in the resident course. The following were assigned as FAs in the NRC (Sergeants Major Non-resident Course): SGMs Theresa Irizarry, Sandra Bensley, Ronald Brooks (assigned to QAO and detailed to the NRC), Kim Kemper, Lauri Dove, and MSG Thomas Hutton. SGM Mike Suellau was assigned to the staff and faculty development department. MSG Heriberto Quintana was assigned as ANCOC developer in DOTD. MSGs Tim Hutton and Chris Brockman remained at USASMA as Class 58 holdovers.

Active Duty Operational Support (ADOS) Soldiers

The USAR cancelled all RC-ADOS for USASMA effective in September 2008. The following Soldiers were released from active duty (REFRAD) in the summer 2008: SGM William Grimes in DOTD; SGMs Robert Hurst and James Schiffman, as FAs, in the SMC; and SGMs Billy Aldridge, Mike Granado, and Gary Myers as FAs in the NRC.

Sanctuary

When a USAR (TPU) Soldier attains over 18 years AD, he is eligible for a 20-year active duty retirement. The Soldier requests the additional two years and Army G1 places the individual into the Army Sanctuary Program.

Significant Events and Major Changes

USAR Students

Fifty-five (55) USAR students graduated from Class 58 of the resident SMC. Sixty-four (64) USAR students attended Class 59 of the resident SMC. Thirty-seven (37) were TPU (troop program unit), individual ready reserve (IRR) and individual mobilization augmented (IMA) Soldiers; another 27 were AGR. Two hundred and seventy-eight USAR students attended the Phase II, NRC (non-resident course) in June 2008.

Orientation Program

The ARNG Advisor and USAR TFI planned and coordinated the RC Orientation Program for Class 59 students conducted in April 2008 at the West Auditorium at USASMA and the Fort Bliss Inn. The purpose of the orientation was to curtail problems before the students arrived for the resident course. Areas covered ranged from pay, housing, travel orders, schools, physicals, security clearances, administrative record updates, rental cars and spouse programs. The ARNG Advisor captured the successful implementation of this operation in an after action report located in the RC Advisor's Office. The ARNG Advisor and USAR TFI began planning for Class 60's April 2009 orientation in December 2008.

Guest Instructors for the Nonresident Course

The USAR was not able to fund guest instructors to instruct the phase II resident phase for the NRC conducted in June 2008. The TFI arranged, coordinated and obtained authorization for two additional AGR positions in the NRC, in lieu of temporary ADOS for instructors.

Tuition Assistance (TA)

In August 2007, we sent a request to HRC for a permanent waiver request for the RC to receive AC tuition assistance while on active duty for 10 months at USASMA. HRC denied our request. Although on active duty while attending the SMC, all RC students must use RC tuition assistance, which is cumbersome and requires prior planning on the part of students and the submittal of documents to their (USAR) commands for approval.

Active Duty Operational Support (ADOS) Tour Renewal Request

In November 2007, we requested that HRC renew the appointment of five of the six USAR ADOS Soldiers. By January 2008, USAR received notice that HRC would not approve the tour renewal requests.

IMA Support

The AC directed the TFI to request IMA Soldiers to support the Army Physical Fitness Research Institute (APFRI) and the Health Promotions Office (HPO). The TFI considered requesting IMA soldiers in annual training status to assist the APFRI program. After much staffing and coordination with the Army War College, it was determined USAR did not need IMAs because civilian hiring had begun in December 2007.

VIP Visit

The 10th USAR CSM, CSM Leon E. Caffie changed his guest speaker presentation to Class 58 from November 2007 to January 2008.

RC Committee

The RC advisors advised and coordinated the RC committee, which consisted of 10 RC Class 59 members. They planned the icebreaker for the April 2009 RC orientation and the April 2009 celebration of USAR's 101st anniversary. The RC committee staff was made up of SGM Charles Welch, chairperson; MSG Todd Lester, assistant chair; SGM Connie Rendleman, treasurer; and Neil Young, secretary.

Class 59 Icebreaker

SGM Charles Welch and MSG Todd Lester planned the Class 59 icebreaker conducted at Biggs Park in August 2008. The committee chose to cater the food at a reasonable cost.

USARs 100th Anniversary

MSG Randy Boss and SGMs Mike Granado and James Baxmeyer planned and conducted the USAR's 100th Anniversary celebration, which was held on 23 April 08 at the VFW in McKelligan Canyon, El Paso, Texas.

Command and Staff, Synchronization, and Staff Briefs

The USAR TFI and ARNG advisor works as a team to complete and review slides for various briefings and IPRs.

RC NCOA Site Visits

The TFI, commandant and CSM visited two of the three USAR NCOAs on 15-17 June 08 in Ft. Dix and 13-15 July 08 in Ft. Lewis.

Defense Travel System (DTS)

The TFI and ARNG advisor assumed duties as the travel-request-approval authority for USASMA.

USAR AGR Promotions

Two (2) USAR AGR Soldiers' names appeared on the December 2008 SGM promotion list. They included: MSG(P)'s Luis Garcia, Class 59; and Chris Brockman, Class 58, holdover.

PROTOCOL OFFICE

Mission

The Protocol Office coordinated and executed the visits of guests to the academy and social functions. It also advised staff and faculty in the use of proper protocol procedures. Additionally, the protocol officer provided instruction in the Spouse Leader Development Course. The office provided liaison with DOD agencies, installation activities, international embassies and local community activities for protocol arrangements.

Staff

The Protocol Office had a staff of one. The Protocol Officer was Mr. Charles R. Fraser.

Major Activities

The office hosted numerous delegations. The rest of its efforts are discernable in the operations portion of the Staff and Faculty Battalion section of this history. The two major visits to the academy were by the Secretary of Defense Robert Gates, in May, and in September, by Admiral Michael Mullen, Chairman of the Joint Chiefs of Staff.

Gates asks senior NCOs to encourage troops to seek mental health care

DONNA MILES

American Forces Press Service

The Defense Department is working to reduce stress on the force and improve quality of life for the troops, Defense Secretary Robert M. Gates told Soldiers at the U.S. Army Sergeants Major Academy Thursday. As part of that effort, Gates asked for the senior leaders' help in getting troops who need it to seek combat-related mental health care.

"Our country, in recent years, has asked a tremendous amount of you and those who serve with and under you, and everyone has risen to the occasion," Gates told the senior noncommissioned officers, all attending the Army's top NCO school and bound for sergeant major and command sergeant major jobs in the force.

He conceded that "no one expected major combat operations in Iraq to go on this long" and cited the challenges: "multiple and sometimes extended deployments, the stresses of battle, the wounds of war, both seen and unseen."

"All of this has taken its toll on our troops and their families," Gates said. Yet, he noted, morale remains high, "testimony to the extraordinary honor, courage and resilience of those who serve, as well as the leadership and mentoring provided by the senior NCO corps."

But that high morale can't be taken for granted, Gates said. "I know I am



SPC. RUSSELL SCHNAARE

Defense Secretary Robert Gates addresses the students, staff and faculty of the U.S. Army Sergeants Major Academy Thursday during his two-day visit to Fort Bliss. He also took time out to hold a question-and-answer session where the students asked about current operations in Iraq and Afghanistan, family support issue and retirement.

preaching to the choir when I tell you that, as senior leaders, we must all be ever cognizant of stress on the force — stress that has been greatly increased in recent years," he said.

Gates outlined measures being taken to reduce that stress and improve Soldiers' quality of life.

Combat deployments are being

reduced from 15 to 12 months in light of changes on the ground and gains made. Gates expressed hope that conditions on the ground will enable force levels in Iraq to reduce further by the year's end. A more sustainable deployment rotation will be adopted within the next year or

See GATES, Page 10

Gates

Continued from Page 3

so, with the active force serving two years at home after every one year overseas.

"From my perspective, we are trying to strike a balance: to reduce the tempo of deployment without compromising our strategic objectives or national security," Gates said.

The U.S. is growing its ground forces and will add 7,000 troops to the Army as part of a five-year, 65,000-troop expansion. The Marine Corps is getting larger too and will complete its 27,000-member expansion next year, two years ahead of schedule.

"With a larger pool of Soldiers and forces available, individual Soldiers and their units should be deployed less frequently, with more dwell time at home," Gates said.

The secretary cited vast improvements in emergency care on the front lines and in the Army medical system. Since last year's revelations of what he called "deplorable outpatient conditions" at Walter Reed Army Medical Center, Gates said, he has focused a lot of time and energy on the system of care for wounded warriors.

"We have made great strides, even though more remains to be done," he said.

New warriors-in-transition campuses are revolutionizing the way wounded warriors are getting medical treatment and rehabilitation, he said. With an NCO with them throughout the process, wounded troops get help navigating the full range of support available for their families.

Gone are the days, Gates said, when wounded warriors are considered "permanently broken."

"The reality is that these extraordinary young men and women are far from broken," he said.

The Defense Department is also emphasizing care for troops with post-traumatic stress disorder, Gates told the NCOs, but he admitted that not all are getting the treatment they need.

In addition to new screening procedures that will help ensure no one "slips through the cracks" of the care system, the department is actively working to eliminate the stigma associated with PTSD, he said.

As part of that effort, Gates announced earlier Thursday that the Defense Department will no longer require people who have received treatment for combat-related stress to report it on Standard Form 86, the government security-clearance form.

"Mental health treatment in and of itself will not be a reason to revoke or deny a clearance," Gates told the Soldiers. "We hope this will encourage more men and women in uniform to seek help."

Gates called on the NCOs, the "backbone of the military," for help in getting Soldiers who may have hesitated in the past to step forward to now get the care they need.

"All of you have a special role in encouraging troops to seek help for the unseen scars of war – to let them know that doing so is a sign of strength and maturity," Gates told the group. "I urge you all to talk with those below you to find out where we can continue to improve."

"Those who have sacrificed for our nation deserve the best care they can get," he continued. "As I have said before, there is no higher priority for the Department of Defense, after the war itself, than caring for our wounded warriors."

Chairman visits USASMA, thanks students, families for sacrifices

DAVID CROZIER

NCO Journal

Fresh off a trip to Bulgaria, Turkey, Iraq and Pakistan, the chairman of the Joint Chiefs of Staff spent an hour with members of Sergeants Major Course Class 59 Thursday, talking about current operations and thanking them for their continued efforts.

"You are serving in extraordinary times in our country's history," said Navy Adm. Michael G. Mullen. "It is sometimes difficult to understand what we really are doing because we are in the middle of doing it. I have been in the military longer than just about anybody in this room and [I can tell you] right now we have the best Soldiers, Sailors, Airmen, Marines and Coast Guardsmen that we have ever had as a country, and it is that way in great part because of your service."

Mullen said when he talks to groups, he likes to make three "quick points" before taking on questions.

"First, thank you for what you are doing," he said. "I am incredibly grateful for what you are doing and I don't take it for granted. Secondly, we have the most combat-hardened, most capable, fastest-changing military that I have ever seen and we could not do that without the massive support from our families. It has always been good, but it has never been better."

He noted the change in Iraq from a year ago when the surge first started to now "is spectacular, fragile and reversible, but compared to where we were a year ago it is tremendous, and



STAFF SGT. MARY FERGUSON

Navy Adm. Michael G. Mullen, chairman of the Joint Chiefs of Staff, addresses the staff, faculty and students of Class 59 Thursday at the U.S. Army Sergeants Major Academy's East Auditorium. The chairman spent an hour with the students, briefing them on current issues and taking questions.

our families made that possible."

The third point the chairman made was that of leadership.

"There is nothing that is tougher and more important than leadership, and the most important part of your life as a senior noncommissioned officer is to lead," he said. "Where you live and where you lead is right at the center of gravity in our chain of command. It flows through you going up and it comes down through you from the top."

Mullen said as senior NCOs and

leaders he expected them to "take care of the hard stuff and leave the easy things for others to manage." He also challenged the class to focus on retention, education, training the force and families, as well as look after the families of the wounded and the fallen.

"Great leaders have always stepped up," said Mullen. "I have high expectations that you are no different and you will take it to another level when you get back out with your next unit, next command, wherever that is."

Following his remarks the chairman opened the floor for questions, saying he was very interested in hearing what was on the minds of the students.

Questions ranged from the current fight in Afghanistan and how long the military will be in country there to the drawdown in Iraq and the need for more Mine-Resistant Ambush-Protected vehicles.

After fielding questions from the students, Mullen joined his wife Deborah, who was holding a similar meeting with the spouses in another part of the academy.

"I just want to say thanks to you, for what you represent," he said. "I can tell you that in the last year I have learned a lot about the Army and we have some spectacular people in incredibly challenging times, and I just want to thank you for the sacrifices you have made during an unbelievably complex time in our history."

The chairman then asked the spouses to tell him what they would take care of if they had a magic wand to wave.

Many of the spouses spoke about issues revolving around reintegration, child care, dependent education, medical care and reducing the stigma surrounding post-traumatic stress disorder.

"We have a long way to go [as a military when it comes to families]," said Mullen. "We have so many programs [out there already] and what I need them to do is produce what they are supposed to produce. All the issues we see and hear are not going to go away any time soon and we need to deal with that."

RESOURCE MANAGEMENT OFFICER

Mission

The Resource Management Officer (RMO) managed the academy's budget.

Organization and Staff

At the beginning of Fiscal Year 2007, the academy did not have its own resource manager. Up to FY 2007, the Fort Bliss Directorate of Resource Management (DRM) provided resource management services and support to the academy. For FY 2008, responsibility for managing the budget transferred from the Ft. Bliss RMO to the Combined Arms Center at Ft. Leavenworth. The change occurred for two reasons. One reason was that a change in TRADOC funding policy several years earlier meant that the money for the TRADOC schools switched from coming directly from HQ, TRADOC to being funneled through CAC. It made sense for the academy to align itself with the new funding route. In another sense, the move anticipated changes at Ft. Bliss, which was in the process of changing from being primarily a TRADOC installation to becoming a FORSCOM installation. The various branches of the Army handle finances differently because of their different functions. Dealing with CAC on the budget availed the academy of continued expertise in TRADOC financial practices.

Traditionally, the assistant commandant for the academy immersed himself or herself in budgetary matters. LTC Stanford Suits was the Assistant Commandant and Budget Officer until his retirement in December 2008. Bobbie Gilmore of the S-4 took over a number of responsibilities previously handled by the Ft. Bliss RMO. She became responsible for the PBACs and served as liaison between the academy and CAC.

Major Activities

The total budget for FY 2008 was \$10,898,300. This figure does not include the pay for military personnel assigned to the academy. The \$10 million budget was a substantial increase over the previous year as the civilian pay role kept expanding and the command group was successful in pleading its case for more money for projects at higher funding levels.

The following three charts give an indication of the allocation of the budget between various functions and an indication of the scope of the contracts the academy procured.

MOS/FMS TRAINING COSTS - FY08
 ATRM-159(R2); Form 858-R
 FORT BLISS, TX
 U.S. ARMY SERGEANTS MAJOR ACADEMY

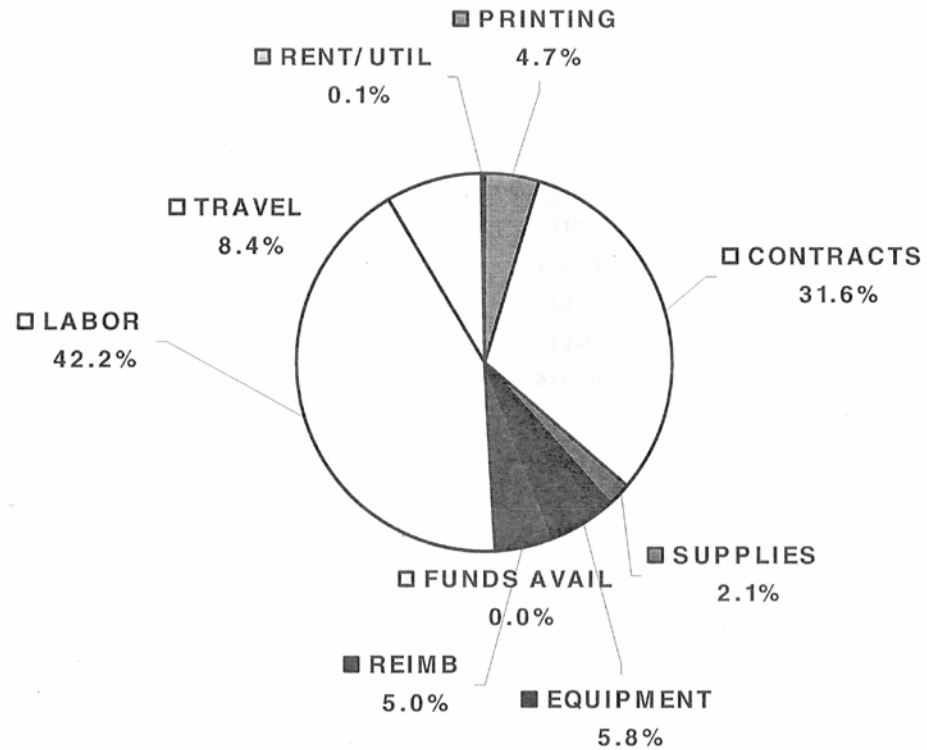
Line	AMS Code/Function [a]	Civ Pay [b]	Suppl & Equip [c]	TDY [d]	OTHER OMA [e]	OFFICER	ENLISTED	CIVILIAN
						MANYEARS [f]	MANYEARS [g]	MANYEARS [h]
1	321731(2/4);321733/34;322741/43;323751	3,991,626	1,262,113	560,980	5,801,119	4.7	158.4	58.3
2	COMMAND GROUP (EO/Re-Up/SIG)	204,346	29,922	197,506	88,405	2.0	3.6	3.0
3	SCHOOL ADMIN/OPNS/ACADEMIC SVCS	518,342	59,221	0	51,189	0.0	0.0	7.5
4	SSD/Registrar	297,049	18,532	0	0	0.0	0.0	4.0
5	Learning Resources Center	221,293	40,689	0	51,189	0.0	0.0	3.5
6	Foreign Training	294,705	128,748	20,269	236,469	0	0	5
7	Administration (IMSO)	294,705	128,748	20,269	86,260	0.0	0.0	4.6
8	FMS/IMET Info Pgm	0	0	0	150,209	0.0	0.0	0.0
9	Other	0	0	0	0	0.0	0.0	0.0
10	Other	505,816	103,127	8,287	302,018	1	2	8
11	IMD/LMDC	286,820	77,627	4,623	302,018	0.0	1.0	5.0
12	APFRI	61,250	17,752	0	0	1.0	0.0	1.0
13	PROTOCOL/HISTORIAN	157,746	7,748	3,664	0	0.0	0.5	2.0
14	SCHOOL TROOPS	0	0	0	0	0.0	0.0	0.0
15	SCHOOL BRIGADE	549,013	83,865	2,214	7,535	0.0	16.5	8.2
16	Staff & Faculty BNs (Opns/S1)	470,552	47,914	1,414	7,535	0.0	5.5	7.2
17	Student BNs (Bn/A Co/B Co)	78,461	35,951	800	0	0.0	11.0	1.0
18	Other (QAO, Active Component)	0	0	0	0	0.0	0.0	0.0
19	TRAINING DEPARTMENTS (list)	0	148,994	143,144	2,054,940	0.0	118.7	1.0
20	SMC (Resident)	0	60,810	3,200	1,152,187	0.0	54.0	0.0
21	SMC-NRC	0	28,679	0	0	0.0	19.0	0.0
22	BSNCOC (Resident)	0	7,629	0	0	0.0	22.0	0.0
23	CSMC	0	0	0	0	0.0	0.0	0.0
24	CSMC SS	0	0	0	0	0.0	0.0	0.0
25	FSC (Resident)	0	5,104	0	0	0.0	10.0	0.0
26	VTT (BNCOC/BSNCOC/FSC)	0	11,883	114,213	37,829	0.0	11.0	0.0
27	DTD	0	30,689	25,731	329,124	0.0	1.7	0.0
28	ADTS (321731)	0	4,200	0	535,800	0.0	0.0	0.0
29	Faculty Development Courses	0	0	0	0	0.0	1.0	1.0
30	OTHER DIRECT SCHOOL OVERHEAD	1,337,364	241,919	32,445	0	1.7	16.0	18.0
31	HHC	0	3,607	0	0	1.7	2.0	0.0
32	DOTD (324772)	1,297,092	206,473	32,445	0	0.0	14.0	17.0
33	FAC ENG	40,272	31,839	0	0	0.0	0.0	1.0
34	OTHER INDIRECT SCHOOL OVERHEAD	190,392	110,948	4,799	212,663	1.0	3.6	3.0
35	CHAPLAIN	0	38,729	0	0	1.0	0.0	0.0
36	NCOJ (VPUBS)	79,043	41,303	4,799	139,984	0.0	2.6	1.0
37	S4	111,349	30,916	0	72,679	0.0	1.0	2.0
38	324731 TRAINING SUPPORT TO UNITS	0	0	0	0	0.0	0.0	0.0
39	324772 TRAINING DEVELOPMENTS	0	0	0	0	0.0	0.0	0.0
40	CONCEPTS & DOCTRINE	0	0	0	0	0.0	0.0	0.0
41	TRAINING PUBLICATIONS	0	0	0	0	0.0	0.0	0.0
42	TRAINING DEPARTMENTS	0	0	0	0	0.0	0.0	0.0
43	OTHER	239,253	42,054	115,543	0	0.0	6.0	3.0
44	QAO (324772)	161,416	0	9,988	0	0.0	4.0	2.0
45	TTXI (324772)	77,837	42,054	105,555	0	0.0	2.0	1.0
46	311722 OFFICER CANDIDATE SCHOOL	0	0	0	0	0.0	0.0	0.0
47	TOE UNITS	0	0	0	0	0.0	0.0	0.0
48								
49								
50								
51	OTHER	0	1,600	0	1,361,000	0.0	2.0	0.0
52	World Class Academy	0	0	0	122,000	0.0	0.0	0.0
53	334751 CIV TNG & DEVELOPMENT	0	1,600	0	1,239,000	0.0	0.0	0.0
54	Other	152,395	311,715	36,773	1,486,900	0.0	2.0	2.0
55	MUSEUM (434716.2)	152,395	31,605	0	0	0.0	0.0	2.0
56	VIRQ (135197)	0	279,000	19,000	1,486,900	0.0	0.0	
58	SR NG ADVISOR (2F31300)	0	1,110	17,773	0	0.0	2.0	0.0

Rem Line 38, 39, and 46 functions are not performed here.



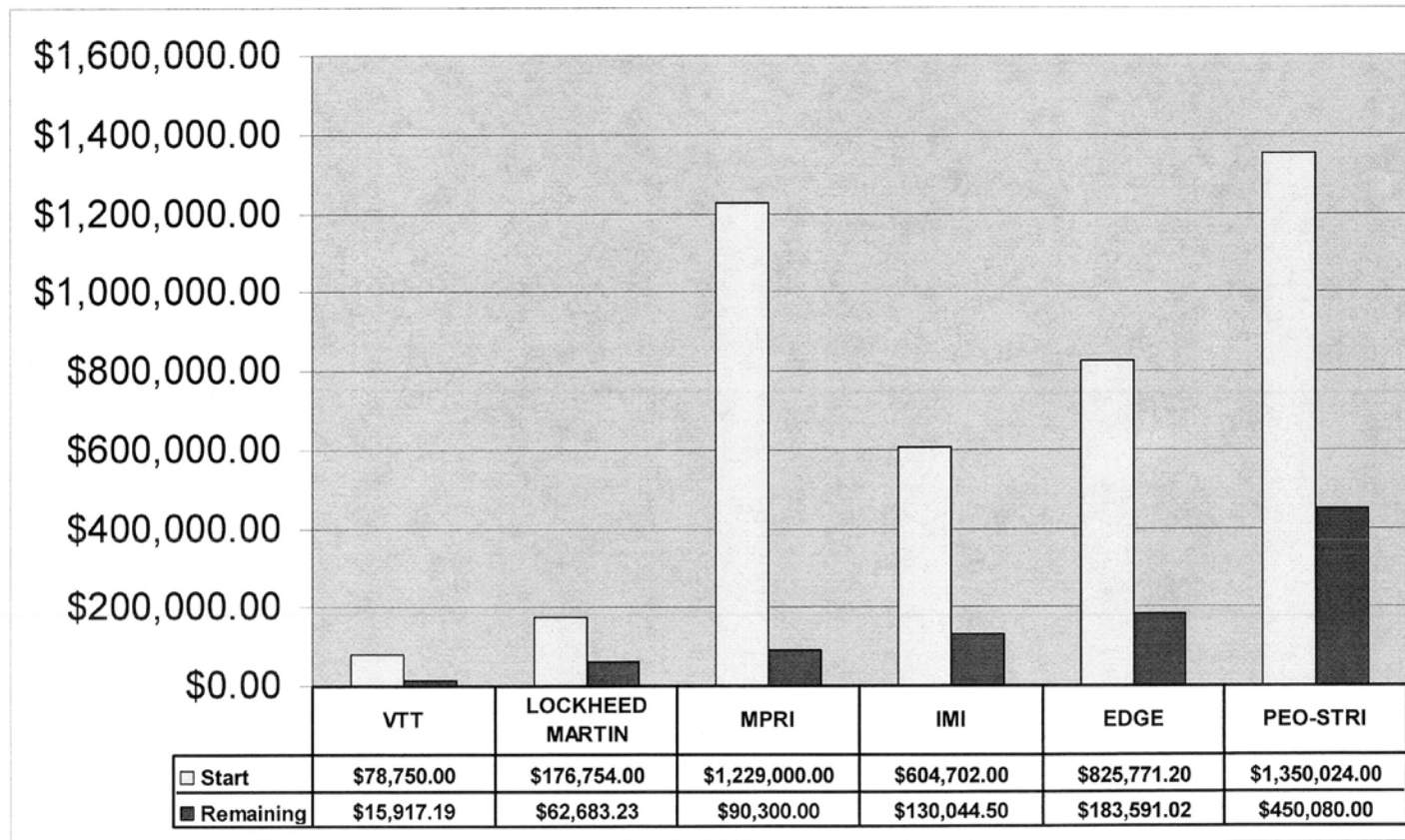
SHAP SHOT OF EXECUTION

SHOWN BY % OF COST CATEGORY





FY 08 Contracts



RESOURCE MANAGEMENT/LOGISTICS

Mission

The S4 purchases and distributes the supplies used by the academy. The Lesson Management and Distribution Center was co-located with and subordinated to the S4 in 2006. It helped print the lesson material used by the courses at the Sergeants Major Academy. It also stored and distributed lesson material and printed most large order printing jobs for the rest of the academy.

Organization and Staff

The normal complement of the combined office was the Property Book Officer, an S4 NCOIC, a LMDC NCOIC, a supply clerk and five civilian employees. Bobbie Gilmore was the chief of the office during the year. SFC Towanda Herron ran the LMDC and SSG James E. Sylvester became the S4 NCOIC in July. Mr. David Moore, Mr. Bob Bindley, Mrs. Faye Jackson and Ms Veronique Hernandez are the staff and the key components to the section's success.

Major Accomplishments

Procurement

The S4 supported the World Class Academy Initiatives. In doing so, it spent 100% of USASMA's FY08 budget by the end of year closeout. The contracting officer representative ensured all vendors were paid as they processed \$4.5 million in contracts for the academy. In August of 2008, the Sergeants Major Academy purchased a \$3 million Thin Client delivery content system through TRADOC, to deliver all course materials via an intranet. This has allowed the academy to deliver course content material to the students thereby cutting down the need for paper copies.

Inspections and Compliance

The S4 contributed and compiled financial data for the successful completion of all quarterly PBACs. The S4 passed the Fort Leavenworth government purchase card audit in June with a "Commendable" rating.

Lesson Management and Distribution Center

The LMDC consolidated over 80,000 publications valued at more than \$200,000 and continued to save time, money and effort each year.

CHAPLAIN

Mission

The primary role of the chaplain at USASMA was to teach courses on ethics and provide pastoral ministry to the students, faculty, staff and families associated with the academy. In addition to instructor duties, Chaplain Mark Johnston served as the Biggs Army Airfield Chapel pastor, with pastoral duties extended to Joint Task Force North and its associated Border Patrol units. He also served on the William Beaumont Army Medical Center's Institutional Review Board as the medical ethics advisor.

Organization and Staff

The chaplain worked with various retired volunteers from the academy to accomplish numerous goals for USASMA.

Major Activities

Renaming the Biggs Army Airfield Chapel

The chaplain began a campaign to rename the Biggs Army Airfield Chapel. He wanted it to become the USASMA Chapel with sponsorship deriving from the academy. Toward this goal, the chaplain organized a Chaplain's Committee consisting of 17 Sergeants Major from Class 59. In October the official request for renaming of the chapel went forward from USASMA to the Garrison Commander. It was approved and now the sign over the door reads: "United States Army Sergeants Major Academy Memorial Chapel." The committee also designed the first of a series of planned stained glass windows for the chapel. The Class 59 Legacy Committee promised to obtain it.

Memorial Ceremony

With the redeployment of 4-1 CAV from Iraq to Biggs Army Airfield in November of 2007, a plaque bearing the names of 32 fallen (E9) Soldiers was designed for placement in the USASMA Chapel. A ceremony commemorating the service and sacrifice of these soldiers took place on Memorial Day 2008 weekend at the Chapel Bell Tower.

Honors and Papers

In November, Chaplain Johnston accepted the annual Witherspoon Award at a banquet in New York City. The Witherspoon Award was given to three recipients each year for promotion of Bible reading.

Chaplain Johnston wrote and delivered the “Evolution of Ethics” as a course of instruction in the Non-commissioned Officer Education System, for the International Symposium for Military Ethics that met in January 2009 in San Diego.

Continuing Education

Chaplain Johnston matriculated into a second doctorate with the University of South Africa in Theological Ethics. His thesis was titled “Killing Prayers: An Examination of the Theological-Ethical Issues Relating to ‘Sacred Curses.’”

Christmas Tree Lighting

The chaplain hosted the first-ever Christmas tree lighting ceremony for the Biggs Chapel Community during the Christmas season. The participants planted a 14-foot Afghan pine that will serve as a symbol of hope in future Christmas seasons.

Other Duties and Activities

Chaplain Johnston maintained coverage for JTFN. He continued to be the ethics counselor for the Institutional Review Board at William Beaumont Army Medical Hospital; and assumed responsibilities as the Human Protections Assurance Officer for USASMA and APFRI. In addition, he organized and resourced Vacation Bible School, Bible studies, youth events, family days, concerts and other related activities.

USASMA chaplain's commitment awarded by national association

STAFF SGT. MARY E. FERGUSON

The NCO Journal

There's nothing easy about being a leader, especially when it requires guiding warriors into harm's way, then expecting and trusting that they'll be willing to sacrifice their lives for something they may not completely understand. That's exactly what hundreds of thousands of military leaders face daily. They turn to manuals and other military publications for knowledge and confidence.

Chaplain (Maj.) Mark Johnston says there's another source of knowledge out there; an old book waiting for somebody to explain how applicable its tried and tested verses still are in overcoming the challenges today's warriors face. That book is the Bible, which Johnston has committed his life, both in and out of uniform, to studying; and to encouraging others, specifically servicemembers and their families, to apply it in their daily lives.

As chaplain for the U.S. Army Sergeants Major Academy here, Johnston's efforts have garnered national recognition this year. In September, he was selected as one of the three 2008 Witherspoon Award winners, and the only recipient invited by the National Bible Association to attend and be honored at a November dinner in New York City.

The National Bible Association is a non-profit, independent, educational association that focuses on encouraging America to read the Bible in every sector of society regardless of religious or political distinction. It gives the annual Witherspoon Award to Armed Forces chaplains who demonstrate a deeply passionate commitment to promoting creative and relevant Bible reading.

Johnston does just that in his current role as the ethics instructor and chaplain for the academy, a position he has held for more than three years and regards as "unique and an incredible opportunity to directly interact with the Army's senior noncommissioned officers." The academy is home to the Sergeants Major Course – a nine month training course designed to prepare senior NCOs for the role of sergeant major – and also serves as the U.S. Army Training and Doctrine Command's lead in transforming the Noncommissioned Officer Education System.

"My focus has been and continues to be on encourag-

ing others to understand that a world view has to have a values base, and as the ethics instructor at the academy, I look around to find out where our senior enlisted leaders' values come from," Johnston said. "For me as a Christian, the Bible is the supreme source, but perhaps more importantly I try to emphasize that when reading the Bible, there has to be more than just the antiquated historical approach to the study of scripture. There has to also be contemporary relevance that allows leadership to understand that the Bible is for today and is a source to help them with their difficult decisions.

"I want these senior leaders to be able to hold the Bible in one hand and the day's newspaper in the other and be able to use them both in their decision-making processes," Johnston said.

Johnston has complemented that focus with his tireless efforts to transform Biggs Army Airfield Chapel, where he also serves as a senior chaplain, into the Army Noncommissioned Officer Chapel. He has also taken the lead in giving a little-known Army doctrinal term – Spiritual Fitness – teeth by making it relevant to today's operational environment.

"My ultimate goal is to also see Spiritual Fitness play a permanent role in NCOES," Johnston said.

All of these actions grabbed the attention of Chaplain (Col.) Ronald Huggler, the Fort Bliss post chaplain, who nominated Johnston for the prestigious award, which is named after famous World War I and World War II chaplain Maurice Witherspoon.

Huggler said Johnston's efforts were definitely worthy of nomination, and that he wasn't at all surprised to hear that the committee selected Johnston as he's done great things for the Fort Bliss community to include his additional service as the post's Joint Task Force-North chaplain.

While Johnston's most recent devotion sparked his nomination, his lifelong commitment to studying and championing the Bible's importance no doubt helped secure his selection for the award.

The Denver native first enlisted in the Navy in 1973 and served four years with the 2nd Marine Division before leaving to attend college. He reentered the mili-

tary in 1998, receiving his commission in the Army Chaplain Corps, and he served as the American Forces Network chaplain before assuming his current position at USASMA. Along the way he has completed five degrees, including a doctorate from Regent University School of Divinity.

He now joins a respected group of military chaplains who have received the Witherspoon Award since its 1981 inception, to include the current Army Chief of Chaplains, Chaplain (Maj. Gen.) Douglas Carver, who earned the honor as a lieutenant colonel in 1995.

According to the congratulatory letter Johnston received from Ambassador Gilbert A. Robinson, a National Bible Association chairman, three awards are given each year: one to an Army, a Navy and an Air Force chaplain. The association rotates which branch's winner attends the annual National Bible Week dinner in New York City. It's the Army's turn, so Johnston and his wife Julia plan to attend the dinner in November, which he said will be a great opportunity to interact and exchange ideas with fellow leaders in his community.

"It's a tremendous honor to join the dedicated chaplains who've received this award, and the National Bible Association is such a great proactive organization to be a part of, but I think the most important thing about this award is that it establishes the primacy of the Bible in the lives of chaplains and recognizes the importance of God's word for our culture, our military, our families and us as individuals," he said. "We have a great Chaplain Corps now – the best it's been in a long time, and the young people coming in are just incredible."

Johnston expects to spend at least another year at USASMA, and he said, "There is still so much more I want to do. I feel that in this environment we have a chance to impact the rest of the Army and really the entire military by letting these leaders know that although our world may seem full of bad news making it increasingly difficult for people to have an optimistic approach, the Bible holds the good news that they as leaders need to find the hope to make tough decisions in combat and in life."

Activities

Numerous Retreats were conducted for single and married personnel. Also, family retreats were held at the end of March at the historic Prude Ranch near Ft. Davis, Texas. Special programs were conducted in the chapel for Christmas, Easter and other significant holidays.

USASMA Soldiers, spouses retreat to New Mexico

Marriage training focuses on communication, conflict management, commitment

SGT. MAJ. CAMERON PORTER

USASMA Class 58 Public Affairs

CLOUDCROFT, N.M. – It was a weekend of rest, relaxation and relationship building for 17 couples from the U.S. Army Sergeants Major Academy who participated in a USASMA-sponsored marriage retreat Friday through Sunday.

"Men and women are different," said USASMA Chaplain (Maj.) Mark Johnston, "and it's a beautiful difference. (The marriage retreat provides) a good break to get away from the academy ... and an excellent chance for husbands and wives to spend time together – quality time."

The retreat was held at The Lodge, a charming and lavish 100-year-old resort nestled under New Mexico's mountain pines. Towering 9,000 feet above sea level, this prestigious, five-star resort offered a secluded, distraction-free environment for the couples.

During the retreat, couples participated in group exercises and discussions centered on the importance of marital communication, conflict management and commitment.

Johnston led the training sessions, providing expert counseling and skilled mentorship to the couples.

"It was very good, and I only wish it could have been longer," said Master Sgt. Steve

Spillman, a Class 58 Sergeants Major Course student. "I wish we could have gotten a little deeper into the weeds."

Spillman said he especially liked the exercise where he compared his top five emotional needs to the needs of his wife Elida.

"You think you know your spouse better than you actually do," said Spillman, who has been married for 13 years.

Johnston said there are unique differences between a standard retreat and one that is organized and held exclusively for seasoned Army senior leaders.

"Sergeants major and their spouses are more experienced, self-assured and affirmed," said Johnston. "They are able to participate without shame and without feeling like they may be placing themselves into compromising or embarrassing positions. They really have a different perspective."

Johnston said the next retreat, planned for April, will focus on the whole family. It is scheduled to be held at Prude Ranch, 200 miles southeast of El Paso near Fort Davis, Texas. Prude Ranch was established more than 100 years ago and combines the best of the modern world with Old West wilderness to create fun-packed western vacations for the entire family.

"At the family retreat, each family will develop a family mission statement or covenant," Johnston said. "It will become a guide to the way the family lives. They'll better know where they're going and be better prepared for any challenges they may face."

And it's sure to be a lot of fun – families can enjoy the wide-open spaces, scenic mountain ranges and the old west feel, he said.



SGT. MAJ. CAMERON PORTER

Master Sgt. Jason Stanley and his wife Melissa enjoy the fresh mountain air outside The Lodge resort hotel in Cloudcroft, N.M. The Stanleys and 16 other USASMA couples attended a marriage retreat there Friday through Sunday.

USASMA hosts Texas-style family retreat

SGT. MAJ. TERRY ANDERSON

USASMA Class 58

FORT DAVIS, Texas — "The hardest job in life is keeping your marriage strong," Chaplain (Maj.) Mark Johnston told the 140 Soldiers and family members during the U.S. Army Sergeants Major Academy Family Retreat Friday at the historic Prude Ranch near Fort Davis, Texas. "The second hardest job is raising your kids."

The family retreat included horseback riding, swimming, hiking, an ice cream social and hay rides at the 111-year-old ranch. But the purpose of the three-day getaway was to eliminate all distractions and allow families to sit down and develop a road map for their future.

"A lot of people don't understand the purpose of events like this, how to be successful as a family, as a military family," Johnston said. "We wanted to give families an opportunity to develop a family mission statement, which gives families a rudder to guide their ship through life."

Johnston discussed the purpose of a family mission statement and why it is important to give each family member a stake in their family's future. The children got involved in the classes by taking part in games that showed how

important it is to support each other and to help each other.

The family retreat was especially rewarding for Master Sgt. Jerry Patton, his wife, Molly, and their three sons, Cody, 13, Chase, 11, and Connor, 9.

"Jerry has been deployed a lot in the past few years, so this time together at Prude Ranch was amazing," Molly said. "We went swimming, horseback riding, and just had a lot of quality family time. I think our three boys got a lot out of developing the family mission statement."

"I learned that we need to get along better as a family," Chase said. "The games were fun and it was nice to get out of El Paso for a few days."

The family retreat wrapped up with a Friday night campfire barbecue, and more horseback riding and a devotional on Saturday morning.

"Dollar for dollar, this is the most important investment a command can make to ensure mission success," Johnston said. "This type of environment here at the ranch gets families back to a simpler life with few distractions, which leads to clarity in our lives and what is really important. Families can reconnect with each other and that is so important in today's busy Army."



PHOTOS BY SGT. MAJ. TERRY ANDERSON



Master Sgt. Marcus Jones and his wife Sara, negotiate a trail on a horseback ride at Prude Ranch Friday during the USASMA Family Retreat.

(Left) Master Sgt. Jerry Patton, his wife Molly and sons Chase, right, Connor, center, and Cody, left, work on their family mission statement during the USASMA Family Retreat at Prude Ranch Friday.

Biggs hosts post-wide chapels' picnic

FERN CAMACHO

Special to The Monitor

The smell of charcoal and cooking hamburgers and the sounds of a rock band and a gospel choir filled the air during a post-wide chapel picnic Saturday at Biggs Park.

The event brought members of all the Fort Bliss chapels, of every religious denomination, together for a day of collective fellowship and celebration.

"The event was planned with two primary objectives in mind: to bring the Fort Bliss chapel communities together in fellowship and to minister to those Soldiers and their families who are new to Fort Bliss and Biggs Field," said Chaplain (Col.) Ron Huggler, Fort Bliss installation chaplain.

The event featured music from the bands Vivid Worship and Holding Our People in Prayer Every Day; praise and worship groups from the Rock, a ministry for youth and single Soldiers; and HOPE Chapel. Both bands had a distinctly modern sound compared to the

more traditional ensembles like the Chapel One Choir and the Sage Hall Gospel Choir.

"As far as meeting our objectives, yes, this was a complete success," said Huggler. "It also gave us an opportunity to showcase the different worship groups from different chapels to the community. And the people really enjoyed the catered lunch out there."

This year marks the first of what the Fort Bliss Chaplain's Office would like to see become an annual event. It was originally conceived and organized by a joint planning committee of chaplains from different units and congregations.

"It was just great to see all the chapels get together and fellowship," said Spc. Dave Calabretta, a combat medic with 2nd Combined Arms Battalion, 5th Brigade, 1st Armored Division. "It was a great day. The kids had a blast with the games and water park, and the food was awesome. And the bands and choirs were great to watch and listen to."

The event also served to introduce



FERN CAMACHO

The HOPE Chapel band performs at the post-wide chapel picnic Saturday at Biggs Park.

different ministry groups available on post, generally through one of the chapels or the chaplain's office. Even the national Christian music radio station, K-LOVE's local affiliate KKLY 89.5, had an information booth there

and periodically held prize drawings.

"Obviously, from our perspective, the event was a total success," said Huggler. "It was wonderful to see the community and various chapel congregations come together and fellowship."

EQUAL OPPORTUNITY ADVISOR

Mission

The Equal Opportunity Office ensured equal opportunity and fair treatment for military personnel, family members and DA civilians without regard to race, color, gender, religion or national origin. It sought to provide an environment free of unlawful and offensive behavior. The Equal Opportunity Officer served as a liaison between the community and the academy on equal opportunity issues and concerns.

Staff

The Equal Opportunity Office was manned by one person. MSG Mary L. Maczko was the EO Advisor through much of 2008. In November, she retired and SFC Taborra Seamster replaced her.

Major Activities

Consideration of Others and Sexual Harassment Training

Each quarter, the staff and faculty of the academy were required to attend Equal Opportunity Training on various topics using the “Consideration of Others” methodology. Some of the topics were prevention of sexual harassment (POSH), conflict management, extremism and unlawful discrimination. The training was interactive, small group, discussion-based and stressed the importance of honest and open interpersonal communications.

The EOA was the link between the company (EOL/Rs), Fort Bliss EOAs, Combined Arms Center (CAC) EOAs and the TRADOC EOA staff.

Ethnic Observances/Special Commemorations

Each school year the EOA (Equal Opportunity Advisor) coordinates observances presented by the Sergeants Major Class or other elements of the academy. They included Martin Luther King Day, Women’s History Month, the Asian/Pacific Islander Heritage month, the April Days of Remembrance and the African American/Black History Month, a Team Bliss observance. Articles on the celebrations of the African American/Black History Month and the Hispanic Heritage month follow.



PHOTOS BY VIRGINIA REZA

USASMA students perform a spiritual, a ritual of black culture originating from the period of slavery, Feb. 20 during the African-American/Black History Month Observance.

USASMA entertains during historical observance

VIRGINIA REZA

Monitor Staff

Seats at Soldier Hall were filled with spectators Thursday for the African-American/Black History Month Observance, sponsored by students and staff of the U.S. Army Sergeants Major Academy.

This year's theme was "Carter G. Woodson and the Origins of Multiculturalism." Woodson was the father of black history. He believed it was the foundation for young black Americans to build on in order to become productive citizens in society.

Highlights for the observance included famous artists who influ-

enced the music industry throughout several eras — such as Sam Cook, Tina Turner, Diana Ross and Run-DMC — as portrayed by USAMA students.

Guest speakers for the event were Willie "Scoops" Cager and Albert "Togo" Railey, hall of fame basketballers who played for Coach Don Haskins at Texas Western, now the University of Texas at El Paso. They were both main characters in the movie *Glory Road*.

Cager, a key player for the Miners in the 1966 championship against the University of Kentucky, was one of five black players in the game's starting lineup, a first for the NCAA.

Cager, four teammates and two substitutes, also black, played the entire game, beating the Wildcats 72-65.

Railey and Cager spoke of their travel adventures after the movie was released. They were invited to the White House and met President and Laura Bush. They agreed neither would be at the observance if it had not been for Haskins, who they said instilled in them special pride and spirit. After their speech, the audience had the opportunity to ask questions.

At the end of the observance, the speakers were presented gifts and the Chapin High School Choir sang "Lift Every Voice and Sing."



A USASMA student portraying Tina Turner sings "A Fool in Love."

Hispanic music, encouragement fills USASMA auditorium for celebration

SGT. MAJ. JANET JONES

Sergeants Major Course Class 59

The sounds of salsa and merengue filled the air of the U.S. Army Sergeants Major Academy's East Auditorium Oct. 3 when Class 59 hosted a Hispanic Heritage Month celebration themed "Hispanic Americans: Making a Positive Impact on American Society."

Melina Castro, El Paso city council representative for District 4, also spoke to the students, staff and faculty. Her district includes much of the Fort Bliss area and represents approximately 78,000 citizens, according to city records. A Mexico native, Castro made local history when she was elected the first Hispanic female representative of District 4.

"What an honor it is as a Hispanic woman for me to speak at an event that celebrates such an important time as Hispanic Heritage Month," Castro said.

Master Sgt. Jorge Ortiz, an academy student from the 98th Civil Affairs unit in Fort Bragg, N.C., and one of the committee members, said the celebration provided an opportunity to show the diversity of Hispanic culture.

"We're giving them a taste of our diverse culture," Ortiz said. "We share the same values and same principles."

The Department of Defense's definition of Hispanic includes "... a person having origins in any of the original peoples of Mexico, Puerto Rico, Cuba, Central or South America, or other Spanish cultures, regardless of race."

The celebration highlighted five Hispanic cultural dances: the salsa; an African and French minuet performed by Sgts. Maj. Lydia Greene and Carlos Capacetti; the merengue, performed by Sgt. Maj. Abel Tavera and his guest, Millie Davis; and two dance numbers presented by Adel Patiño and Bobby Hernandez, instructors from the New Horizon Dance Academy in El Paso.

Patiño and Hernandez danced the tango and performed an Amerindian and African courtship dance from northern Columbia called the cumbia.

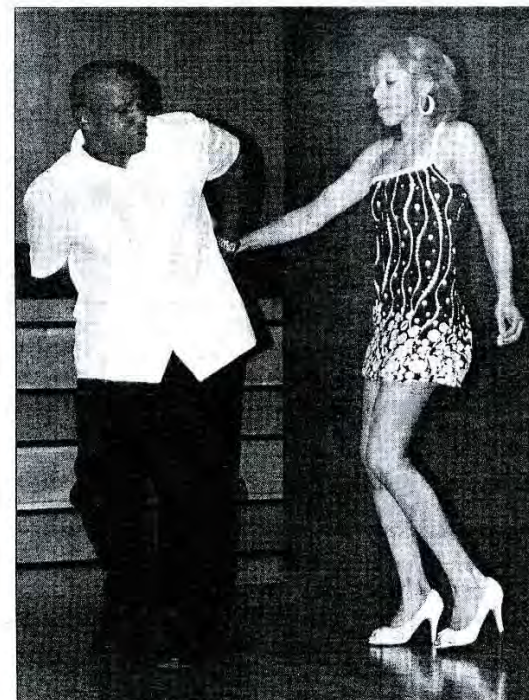
Castro said Hispanics have impacted U.S. culture through "tenacity and hard work."

"Hispanic culture has permeated our existence," Castro said. "You see it especially in El Paso, but also across the nation."

"The Spanish language is everywhere - in literature, on television, and is heard on the radio," she added. "Hispanics are a huge part of this nation's economy. We are now doing things our grandparents and great grandparents could only dream of."

Castro thanked all of the Soldiers and guests for their contributions to the city of El Paso. She urged all Hispanics in the audience to strive for greatness and inspire their children to dream big, saying Hispanic youth can become their biggest legacy.

"Continue with our traditions and customs, no matter where you come from," said Castro. "Our traditions and our customs are important for our cultural preservation, understanding the Hispanic culture, continued growth,



SGT. MAJ. JANET JONES

Millie Davis and Sgt. Maj. Abel Tavera dance the merengue in front of students, staff and faculty at the U.S. Army Sergeants Major Academy East Auditorium Oct. 3. They were part of a celebration of Hispanic culture hosted by Class 59 students for Hispanic Heritage Month.

and respect and honor of the customs. Hispanics can make a difference by coming together for a common cause, no matter what that may be."

Staff Assistance Visit (SAV)

The TRADOC EO Team visited the academy to assess and evaluate the human relations and EO command climate by conducting an onsite SAV. The SAV Team reviewed quarterly EO progress reports and analyzed trends. They conducted focus groups and received first hand feedback from Soldiers.

STUDENT STAFF & FACULTY BATTALION

Mission

The United States Army Sergeants Major Academy Battalion Headquarters served as the support element for the Student, Staff and Faculty (SS&F) of USASMA consisting of staff, cadre and students from the Sergeants Major Course (SMC), First Sergeants Course (FSC), Battle Staff Course (BSC) and the Basic Non-Commissioned Officers Course (BNCOC) VTT. The battalion ensured quality training, education and professional development for the institutional training within USASMA.

Organization and Staffing

CSM Jeffrey Sturtevant commanded the Battalion until its inactivation in December 2008. The SS&F Battalion was comprised of a Battalion Executive Officer, Chief Instructor, Staff & Faculty Development Division, Spouse Leadership Development Course, BN S1 (1 Soldier), BN S3 (1 Soldier), International Military Student Office (IMSO), Test Control, Alpha Company and Bravo Company. All administrative and operational tasks had to go through USASMA Headquarters in order to get accomplished.

Major Activities

Student, Staff & Faculty Battalion

The SS&F Battalion provided continuity and assistance with the increasing workload between the USASMA Command and the transformation of the Non-Commissioned Officer Education System. The battalion remained vigilant to ensure that the academy implemented new plans and provided the essential training its students needed to train their Soldiers out in the field.

Creation of Student Company and Sergeants Major Course (SMC)

The inactivation of B Company Headquarters and its mission to provide Command and Control over the FSC, BSC, and BNCOC generated USASMA's reorganization plan to establish course directors for each of these functional courses. The B Company Commander and First Sergeant positions were dissolved in this process. The Company Commander and First Sergeant functions were shifted to the Student Company.

The inactivation of A Company Headquarters and its mission to provide command and control over the SMC and the NRC generated the USASMA reorganization plan to establish course directors for both courses. CSM David L. Yates'

position as Company Commander changed to Director, SMC (Resident), SGM Leo Adams, Jr. s' position changed from Chief to Director, NRC. The functions of the Company Commander and 1SG of A Co shifted to the Student Company. By design, the Student Company took the shape of a traditional company structure (CPT Domingo Negron as Company Commander and 1SG Ethenia Torres).

The reorganization included consolidating the Student Company in Building 11293. CSM Jeff Sturtevant and his staff moved out of the headquarters building (11291) to Bldg. 11293. Other elements such as the Education Office were pushed elsewhere. The Education Office was ended up in the LRC (Bldg. 11294).

Class 60 Redesign

Under Army Initiative 5 (AI5), TRADOC directed a change to NCOES to provide advanced education. The Sergeants Major Course (SMC) was providing education and training, no longer relevant to today's full-spectrum operations. Under transformation, the SMC adopted the Intermediate Level Education (ILE) curriculum from Command and General Staff College (CGSC). The new design will be a proof of principal for Class 60 in FY10.

Reorganizing NCOES and USASMA

AI5 also saw forthcoming changes to other areas of NCOES. For instance, effective FY10 the BNCOC will be superseded by the Advance Leader Course (ALC), and ANCOC/FSC will be superseded by the Senior Leader Course (SLC).

Structured Self-Development (SSD)

The purpose of this program was to create life-long learning throughout the career of the enlisted Soldier. The purpose of SSD compliments NCOES.

SSD1 – occurs prior to WLC
SSD2 – BNCOC Common Core
SSD3 – occurs between ALC/SLC
SSD4 – SLC and SMC
SSD5 – follows SMC

Quest for a Student Battalion Guidon

Creation of the Student Staff & Faculty Battalion necessitated a symbol around which the battalion could coalesce. CSM Sturtevant decided that symbol would be a guidon. He found that the regulations did not provide for his organization to have one. The battalion designed one and had it made in Korea. During its brief history, it worked well.

SECURITY OFFICE

Mission

The USASMA S2 provided security awareness and education to the entire staff and student body. This included the implementation of physical security measures to prevent terrorist acts, espionage, sabotage, property crimes and the control pilferage at the academy. The USASMA S2 was also responsible for management of the personnel security program, which includes the verification and validation of security clearances, transmission of credible derogatory information, and offered assistance in the completion of security investigations for all soldiers and civilians assigned to the United States Army Sergeants Major Academy.

Organization & Staff

Mr. Isaac Chapa performed duties as the USASMA Security Manager for the entire year.

Major Activities

2008 SMA Nominative CSM Conference

USASMA hosted the yearly SMA Nominative CSM Conference from 10-12 January 2007. For the event, over 300 guests needed to have their security clearances verified prior to arriving at the academy. Mr. Chapa had the task of verifying the clearances. Since the conference played host to many high-ranking officials, including many former SMAs and the current SMA Kenneth Preston, extra security measures were implemented and coordinated by Mr. Chapa. During the conference, attendees received classified briefs from Multinational National Force Iraq Command Sergeant Major Jeffery J. Mellinger and from U. S. Army Combined Forces Command Afghanistan Command Sergeant Major Daniel R. Wood. To prepare for the brief, Mr. Chapa managed a security committee tasked with conducting roving patrols and providing guards at the doors. They ensured that all guests attending the brief had active clearances and prepared the venue to meet the requirements for a classified brief.

Annual Security Inspections

In April 2008, the Fort Bliss Physical Security Branch (Provost Marshal Office) conducted an announced physical security inspection. The academy passed with satisfactory results. In July 2008, the S2 received its annual Staff Security Inspection by the DPTMS (Directorate of Plans, Training, Mobilization and Security [Fort Bliss])

Security Division. The inspection determined that all areas were in accordance with all pertinent regulations.

Class 59 In-Processing

Mr. Chapa in-processed over 660 students and had to initiate only two security investigations for Class 58 students who arrived with clearance issues. Mr. Chapa also conducted a mass in-brief for Class 59, which included subjects such as OPSEC (Operations Security), personal security, SAEDA (Subversion and Espionage Directed against the U.S. Army and Deliberate Violations of Security), foreign travel, and a brief on how the students should relate to the prison inmates who work at the academy. This was the second year that the PERSCOM (Personnel Command) Sergeants Major Branch required security clearance verification prior to accepting students to the Sergeants Major Course and it has greatly reduced the amount of students arriving to the SMC without a security clearance.

Security Education

Class 59 and the staff and faculty completed all required security education requirements. The annual training requirements of OPSEC, SAEDA, and Anti-Terrorism were spread throughout the year utilizing different instructional techniques, i.e., guest speakers and online training. The training was verified to ensure that USASMA was 100 percent trained and that all training requirements were met.

Reserve Component Brief

In April 2008, Mr Chapa briefed the incoming Reserve Component students of Class 58 on the security clearance requirements for the course.

OPERATIONS (S-3)

Mission

The USASMA Operations Section served as the academy's primary link to internal and external agencies to coordinate the use of the academy's facilities for academic training, guest speaker presentations, graduation ceremonies, special activities and sponsored community events. Its additional responsibilities include managing and reviewing the long- and short-range training calendars to assure optimal support of the SMC, NRC, 1SG Course and BSNCOB by providing the necessary logistical support, as required, by minimizing scheduling conflicts for usage of the facilities. The USASMA Operations Section provided logistical support for a student body of over 1,800 students per year, a staff and faculty of 230 military service members and 60 civilian employees.

Organization and Staff

Mr. Charles Guyette performed duties as the USASMA Operations Chief for the entire year. The Plans & Operations section was supervised by SGM John Ball and exclusively worked tasks MOIs, Audio/Visual management and daily operations of the section. Mr. Jeff Davis was added to the section in April and took over the planning mission. Mr. Rudy Garza came onboard in May and SGM William Backscheider came in September to handle Operations functions. Ms. Irene Mitsakos served as the USASMA audio/visual technician for the entire year. Operations specialist Mrs. Bridgette Jordan solely operated the Training Management Section. The mission of the Training Management Section included coordination of guest speakers, facility issues, ceremonies and training schedules for the SMC, NRC, BSC and FSC. Mrs. Jordan also took over S-2 duties in August when Mr. Isaac Chapa was reassigned.

Major Activities

Sergeant Major of the Army Nominative CSM Conference

USASMA hosted the yearly SMA Nominative CSM Conference on 7-10 January 2008. A number of unclassified briefings were given by various high-ranking officials, which included Secretary of the Army Pete Geren, CSM William J. Gainey the Senior Enlisted Advisor (SEA) to the Chairman of the Joint Chiefs of Staff (CJCS), CSM Iuni Savusa from USAREUR, CSM Leon Caffie from USAR and CSM John Sparks from TRADOC. Classified briefings included an Afghanistan Update by CSM Reuben Espinoza and an Iraq Update by CSM Marvin Hill. To prepare for the briefings, Mr. Chapa managed a security committee tasked with conducting roving patrols and providing guards at the doors. They ensured that all guests attending the brief had active clearances and prepared the venue to meet the requirements for a classified briefing.

Commandant's Conference

USASMA hosted the yearly Commandant's Conference from 15 to 17 April 2008. COL Donald E. Gentry hosted numerous guest speakers relating to NCO academy issues and concerns.

Hall of Honor Induction Ceremony

On 8 May 2008, a special ceremony was conducted paying homage to individuals (military, and international) who made significant and long-lasting contributions to USASMA and the NCOES system. The event inducted two people. CSM John D. Sparks, Command Sergeant Major, U.S. Army Training and Doctrine Command (TRADOC) was instrumental in leading the Army's effort in making the Noncommissioned Officer Education System more relevant. He instituted structured self-development as a means to fill gaps in training and expand the Army's training capabilities. The second inductee was CSM Ludek Kolesa, Headquarters Allied Command Transformation, of the Army of the Czech Republic. CSM Kolesa was the primary mover in promoting the significant contributions that NCOs make to their service, nation and NATO. With his vision and persistence, Supreme Allied Commander Europe and Supreme Allied Commander Transformation came together to construct a charter to serve as a guideline for NATO's senior enlisted leaders. COL Donald E. Gentry was the guest speaker for the event.

Sergeants Major Nonresident Course

The Sergeants Major Nonresident Course conducted two separate classes. The Class 1-08 icebreaker was held on 7 June 2008 at the Centennial Club, Biggs Army Airfield. It graduated over 700 students on 20 June 2008. The guest speaker was CSM George Nieves, U.S. Army North at Fort Sam Houston. The Class 2-08 icebreaker was held on 20 June 2008 at the Centennial Club, Biggs Army Airfield. More than 650 students participated in the graduation ceremony on 2 July. The guest speaker was CSM Neil Ciotla, III Corps at Fort Hood. Both NRC graduation ceremonies were held in the East Auditorium of the Kenneth W. Cooper Lecture Center.

Class 59 Opening Ceremony

The opening ceremony for Class 59 was held in the East Auditorium, Kenneth W. Cooper Lecture Center, United States Army Sergeants Major Academy, on 8 August 2008. The guest speaker for the ceremony was the Sergeant Major of the Army Kenneth Preston. He addressed 644 students attending the Sergeants Major Academy Course and over 200 guests and family members. Immediately following the opening ceremony, Class 59 hosted a reception at the Centennial Club on Biggs Army Airfield.

Safety Day Activities

USASMA's annual safety day was held in the East Auditorium, Kenneth W. Cooper Lecture Center on 28 August 2008. A series of safety briefings were conducted. Guest speakers included individuals from the Army Combat Readiness Center, the Fort Bliss Safety Office, the El Paso Parks & Recreation Department and the El Paso Police Department. In addition to the guest speeches, a barbecue was held at Biggs Park where several community agencies set up displays that provided valuable information on safety related matters. Military and local community agencies that participated included the Fort Bliss Wellness Clinic, Ft. Bliss Military Police, Fort Bliss Fire Department, El Paso Zoo, the WBAMC Clinical Dietetics Section, U.S. Army Dental Activity and the American Red Cross.

Town Hall Meeting

On 3 Dec 08, USASMA hosted a town hall style meeting to address the concerns and issues of the students of SMC Class 59. The event was held in the East Auditorium and was led by the Garrison Commander, Colonel Edward Manning.

Special Tasks

USASMA supported the TRADOC task to provide an individual augmentee (IA) for President Barack Obama's Inauguration. MSG Norma Martinez-McNamara was selected to serve as the NCOIC of Logistics for the Armed Forces Inauguration Command-District of Columbia (AFIC).

Christmas Tree- lighting Ceremony

On 18 December 2008, USASMA hosted the annual Christmas tree lighting ceremony. The Commandant of USASMA, COL. Donald E. Gentry spoke to all attendees and officially kicked off the beginning of the exodus for the Christmas Break (22 Dec – 2 Jan).

USASMA holds tree-lighting ceremony

SGT. MAJ. JANET JONES

Sergeants Major Course Class 59

The students, staff, and faculty and families of the U.S. Army Sergeants Major Academy rang in the holiday season with their annual tree-lighting ceremony, held Dec. 18 on the academy grounds.

Approximately 400 Christmas-minded attendees, ranging in age from 2 to 64, participated in the event, which included entertainment by Biggs Chapel Choir and Fort Bliss Handbell Choir.

Three-year-old Rebecca Kelly, daughter of Master Sgt. Sean Kelly, a Sergeants Major Course Class 59 student, and his wife Franca, was the winner of the drawing to throw the switch, lighting the giant Christmas tree at the end of the festivities.

The event began with a greeting from Col. Donald Gentry, USASMA commandant, who spoke of the joy of having the freedom to celebrate the season "without fear of persecution, which is something we all appreciate as Americans." He

noted the crowd of children and attendees at the ceremony "light up the room more than any other day."

Guest speaker for the event was academy Chaplain (Maj.) Mark Johnston, who mentioned that other important events occurred on that same date in past years. For example, the movie based on Dr. Seuss' book *How the Grinch Stole Christmas* was released in 1966. Ecological protestor Butterfly Hill returned to society Dec. 18, 1999, after two years camped in the arms of a giant redwood tree in California.

Johnston said he and his wife Julia were in New York recently to witness the lighting of the tree in Rockefeller Center. While there, they decided to visit ground zero where, as Johnson said, "On that very day, with the wind blowing off the Hudson River, we were struck by the enormity of the area destroyed. People were there from Asia, Europe and Canada with the same purpose in mind – to stand in memory and

testimony of this event in our lives."

Following Johnston's remarks the attendees were treated to traditional Christmas tunes by the Biggs Chapel Choir, under the direction of Tena Stewart. They sang "O Christmas Tree" and "We Wish You a Merry Christmas." They were followed by the Fort Bliss Handbell Choir, under the direction of Barbara Cotton. The group performed "Lo How a Rose E're Blooming" and "Sing We Now of Christmas" using 61

handbells ranging in weight from 13 ounces to 13 pounds.

After the entertainment, the crowd proceeded outdoors for the lighting of the tree. With a little encouragement, Rebecca lit the giant tree as onlookers ate cookies and drank hot chocolate.

Master Sgt. Anthony Smoots, Class 59 student said, "It is great to get families involved and promote great togetherness for the holidays."



The Fort Bliss Handbell Choir, led by director Barbara Cotton, performs "Lo How a Rose E're Blooming" during USASMA's tree-lighting ceremony, held Dec. 18 on the academy grounds.



PHOTOS BY SGT. MAJ. JANET JOY

Three-year-old Rebecca Kelly, daughter of U.S. Army Sergeants Maj Academy student Master Sgt. Sean Kelly and his wife Franca, lights the Christmas tree during a Dec. 18 ceremony on the academy grounds.

EDUCATION OFFICE

Mission

The mission of the Education Office was to provide quality education services to the students, staff and faculty of USASMA. This was achieved by providing counseling, test proctoring services and the provision of individual education development programs through various colleges/universities.

Staff

Roxanna M. Taylor was the USASMA Education Advisor and SGM Agnes Bennett-Green served as the Education Office NCOIC during Class 58. Mrs. Katie Rizzo volunteered in the Education Office while her husband attended Class 58. She worked many long hours and her knowledge, professionalism and dedication to helping Soldiers proved invaluable.

Major Accomplishments

SMC Class 58

During the in-processing of Class 58, the Education Office conducted an education fair for the students, staff and faculty to get acquainted with colleges/universities that work closely with USASMA. Representatives from 20 colleges participated in the Class 58 education program; this number increased from the Class 57 fair because four new colleges participated in the event. The college representatives conducted individual counseling sessions for prospective students resulting in over 480 student enrollments during in-processing. Class 58 students diligently worked toward attaining their civilian degrees by taking advantage of the time allotted for them to attend classes or by working online while attending the Sergeants Major Academy. The Class 58 Baccalaureate Ceremony was held on 19 May 2008 producing 337 degrees; this was a record-breaking event for USASMA. The breakdown of degrees is: 61 master's degrees, 228 bachelor's degrees, 46 associate's degrees and two certificates. In July 2008, 665 students arrived to attend Class 58; 50.4 percent of the students had a degree of some kind when they arrived. Upon graduating 45.5 percent of the students earned either their first degree or one higher than what they possessed upon arrival. In May, 95.9 percent of Class 58 left the academy with a degree. Students earned their degrees from 25 different colleges and universities; the majority of these institutions were recognized as military friendly colleges who have taken care of Soldiers for many years.

USASMA education adviser assists degree seekers

Academy students get on collegiate track

SGT. MAJ. CAMERON PORTER

USASMA Class 58 Public Affairs

With a little more than a year on the job, she proudly watched as approximately 30 degree-holding sergeants major from Class 50 walked across the stage during a baccalaureate ceremony at the U.S. Army Sergeants Major Academy.

Since then, the number of degrees earned by USASMA students each year keeps rising, and Roxanna Taylor, the academy's education adviser for the past eight years, is prouder than ever.

"We've gone from a couple dozen bachelor's degrees in a USASMA graduating class back then to 192 bachelor's degrees for Class 57," Taylor said. "In addition, 29 students from Class 57 received their master's degrees and 100 students received their associate's degrees last year. It's truly amazing.

"It's overwhelming to see all the sergeants major walk across the stage to receive their degrees," she added. "To see the smiles on their faces and hear their families and friends whooping and hollering – I cry every time."

Taylor added that during her second year as the academy's education adviser she started a program where she invited colleges to visit USASMA at the beginning of each Sergeants Major Course to speak with the students about their civilian education

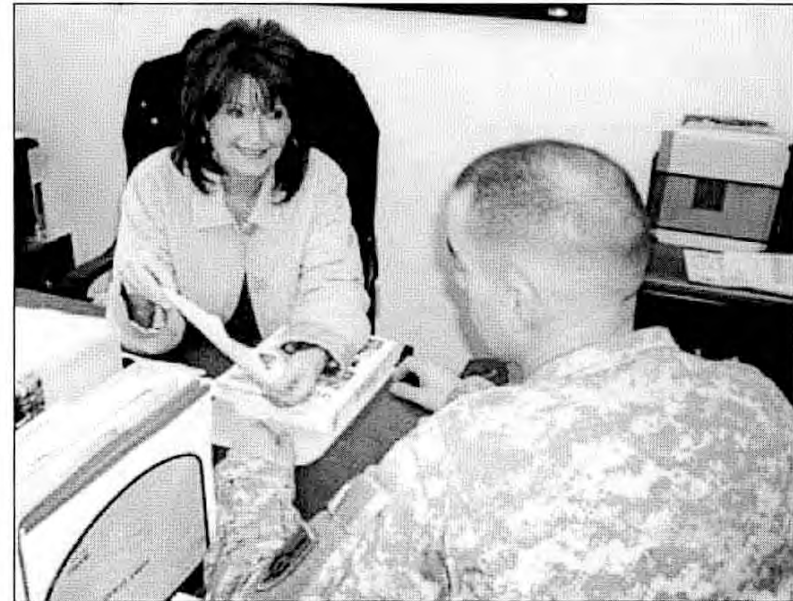
goals. The first year, only about five or six colleges took her up on the offer, and all of them were from the local area.

"A few college representatives I contacted said, 'No, I don't think so,' but then ... oh my gosh, I don't know what happened," Taylor said. "The word must have gotten out, and now I have colleges from all over the country calling me as early as December and January to make reservations to speak to the next Sergeants Major Course the following September.

"I had 16 colleges on the ground for Class 58, which is more than ever. It's just gone nuts," Taylor said.

The colleges know these sergeants major are serious about achieving their education goals. They are very focused when they arrive at the academy, and the colleges take advantage of that, said Taylor, who first started working at USASMA 21 years ago as an education technician in charge of surveys and test grading. And now she expects Class 58 to continue the trend and set a new academy record for the most students to leave USASMA with civilian degrees in hand.

"My father was a master sergeant in the old Army, where civilian education for enlisted Soldiers wasn't emphasized as much," said the self-proclaimed military brat. "I lost him shortly after getting this job, but before he passed away he told me how



SGT. MAJ. CAMERON PORTER

Roxanna Taylor, the USASMA education adviser, assists a Sergeants Major Course student with his educational needs Thursday at the academy. Taylor has helped USASMA students work toward their civilian education goals for more than eight years and has seen the number of sergeants major leaving the academy with civilian degrees steadily increase each year.

pleased he was to know what I was doing for Soldiers. He felt in his heart that taking care of Soldiers was the most important thing, and he was so proud of what I was doing.

"It's my hope that we break the 200 mark for bachelor's degrees this year and blow the 322 total degrees from the last class out of the water," Taylor

said. "I think we'll do it, too."

But Taylor said she couldn't do it without the assistance of her staff. She has had a couple of command sergeants major designees, a couple of sergeants major and a volunteer spouse working with her at the USAS-

See EDUCATION, Page 10

Education

Continued from Page 9

MA education office off and on for the past couple of years, and it's been very rewarding.

"It's very easy to get excited about working (in the education office) and helping Soldiers. It's so busy here all the time, so that's the motivation initially, and then they start working and see how important their jobs are," Taylor said.

"Knowing there are that many more sergeants major getting their degrees and better preparing themselves for life outside (the Army) ... it's a privilege. It's a privilege to help Soldiers better take care of their families," Taylor said.

Taylor, who has lived in El Paso since she was 7 years old, said she knows just how important families are. "My family is the light of my life," said Taylor.

Nestled together in one big house, Taylor, her son, her daughter-in-law, their two children, Taylor's daughter and her child, and their two cats live a life much like what is "portrayed on those TV sitcoms," she said. "It's crazy, but it's wonderful."

Taylor said there are always several things going on at one time and several family members going in various directions. The family is heavily involved with church activities, and Taylor's 4-year-old grandson is now playing soccer. Her daughter works full time, and her son is in graduate school with Taylor.

"We're completing our master's degrees together at Webster University. He's got all the brains so I'm lucky he sits right next to me in class," said Taylor, who holds a bachelor's degree in social psychology from Park University.

USASMA student Master Sgt. Joe Dawson received his bachelor's degree from Excelsior College Feb. 15 and begins graduate studies with North Central University Saturday. Dawson said he is very thankful to Taylor for helping him get his educational plans on track.

"Before coming to the academy, I knew I wanted to start taking college classes again, but I didn't know if I would be able to finish my degree. Well, here I am with a completed bachelor's degree about to begin working on a master's degree," Dawson said. "I think (Taylor) does more work than any other educational adviser in the Army. She's understaffed and underappreciated."

New Liaison with Park College

A major component of the educational program provided to USASMA students came through an agreement with Park University. In 2008, Park appointed a new liaison.

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COURTESY PHOTO

Cliff Ferby, left, a retired Soldier and the new Park University liaison for the U.S. Army Sergeants Major Academy, and Sally Hunter, regional director for Park University, pose for a picture in front of the university's Fort Bliss campus.

Retired Soldier takes role of Park's USASMA liaison

YALONDA WRIGHT

Monitor Staff

A retired Soldier was named the new Park University campus center director for the U.S. Army Sergeants Major Academy here.

Cliff Ferby, who served more than 24 years in the Army and six years with the university as an instructor, will be responsible for Park's operations and academic programs related to USASMA.

Sally Hunter, regional director for Park, said Ferby's knowledge of USASMA and his former military experience gave him an advantage during the hiring process.

"He's going to be a great asset to Fort Bliss and to Park University at Fort Bliss," she said.

Park was founded in 1875 and has served the Fort Bliss community for more than 30 years. Approximately 60 percent of the students who attend the university are active-duty military, family members, retired military and Department of Defense civilians.

Park offers a variety of academic programs to include three associate degrees and seven options for bachelor degrees. The undergraduate terms are accelerated – seven or eight weeks in

length – and the class schedules are designed for students to complete their degrees quickly. The university also offers an online option to give students even more flexibility. There is little need to change degree plans whenever military orders require a change of station because 40 military bases in the U.S. have campuses.

Park offers a block of classes scheduled specifically for the students of the academy who wish to pursue or continue degrees while attending the academy. These classes run Tuesdays and Thursdays from 2 to 5 p.m. In order to apply for admission, academy students should visit Roxanna Taylor at USASMA on East Fort Bliss. Others who are interested should stop by Bldg. 639 on Merritt Road and speak with a Park counselor.

"The Army pays 100 percent of the Soldiers' tuition, up to \$4,500," said Ferby. "Our mission is to get the word out to the students of USASMA."

Financial aid is also available for DoD civilians and family members. Park University administrative offices are open Monday through Friday from 8 a.m. to 5 p.m. For more information, call 562-8450 or visit www.park.edu.

Change in Composition of Degrees Awarded

The following table indicates a significant shift in the type of degree earned by SMC class members while they attended USASMA. The number of master's degrees awarded for Class 58 students rose significantly from two to 61 from Class 50 to Class 58. At the same time, the number of associate's degrees and certificates awarded declined from 120 to 48.

USASMA DEGREE INFORMATION:			
CLASS 50	1999-2000 (562 students)	MASTERS	2
		BACHELORS	140
		ASSOCIATES	120
CLASS 51	2000-2001 (472 students)	MASTERS	7
		BACHELORS	100
		ASSOCIATES	82
CLASS 52	2001-2002 (521 students)	MASTERS	6
		BACHELORS	119
		ASSOCIATES	78
CLASS 53	2002-2003 (630 students)	MASTERS	11
		BACHELORS	146
		ASSOCIATES	94
		CERTIFICATES	16
CLASS 54	2003-2004 (710 students)	MASTERS	7
		BACHELORS	112
		ASSOCIATES	60
		CERTIFICATES	79
CLASS 55	2004-2005 (545 students)	MASTERS	9
		BACHELORS	178
		ASSOCIATES	52
		CERTIFICATES	65
CLASS 56	2005-2006 (648 students)	DOCTORATE	1
		MASTERS	12
		BACHELORS	200
		ASSOCIATES	52
		CERTIFICATES	18
CLASS 57	2006-2007 (649 students)	MASTERS	29
		BACHELORS	192
		ASSOCIATES	100
		CERTIFICATES	1
CLASS 58	2007-2008 (665 students)	MASTERS	61
		BACHELORS	228
		ASSOCIATES	46
		CERTIFICATES	2
CLASS 59	2008-2009 (645 students)	MASTERS	63
		BACHELORS	165
		ASSOCIATES	50
		CERTIFICATES	4

TEST CONTROL OFFICE

Mission

The Test Control Office was responsible for receiving, reproducing, serial numbering, safeguarding, inventorying, distributing, grading and destroying all exams and graded practical exercises for the Sergeants Major Course, the First Sergeant Course and the Battle Staff Course. The test control officer conducted a statistical analysis on every graded exam and notified the Directorate of Training and Development and the Quality Analysis Office of any questionable exam questions that needed to be reviewed, justified or rewritten.

Staff

SGM Perry L. Stallworth served as the test control officer until March 2008, when he went to the NRC staff. SGM Martinez succeeded him in June 2008 and served the rest of the year.

Major Activities

Inspections

An accreditation inspection in February 2008 of the Test Control Office found no deficiencies.

SPOUSE LEADERSHIP DEVELOPMENT PROGRAM (SLDP)

Mission

The primary mission of the Spouse Leadership Development Program (SLDP) was to educate USASMA spouses and promote a team-building approach by enhancing and developing their leadership skills in support of readiness, morale and a successful command.

Staff

During Class 58, SGM Letha Larson ran the program. The course was not recognized by TRADOC so funding came out of the academy's general budget. COL Gentry sought to obtain recognition and TRADOC funding for the course. To this end, he asked the Directorate of Training and Education to begin development of a formal curriculum with the help of the program director. In addition, the command group decided to fill the program director's position with a civilian contractor. Marilyn Cunningham, wife of a Class 59 student, became the program manager for Class 59. She had help from a part-time Spanish Instructor and volunteers.

Background

Through the CSA Transformation Initiative #2, the SLDP continued to implement an enhanced program and quality support/services to Soldiers and families to sustain an All-Volunteer Force in support of an expeditionary Army. Most of the instruction occurred in the Hazel Bainbridge Room located on the mezzanine of the Learning Resource Center (Bldg. 11294, Rm. 12).

In October of 1972, CSM William G. Bainbridge and his wife, Hazel, arrived at the Sergeants Major Academy to join Col. and Mrs. Morton (Jean) as members of the command team. Their influence was immediately felt throughout the entire organization. CSM Bainbridge dove into every aspect of the academy - facility renovation, academics, integration of community college courses, family quarters, faculty and staff building, and more.

Hazel began planning an extensive program for academy student wives as well as the distaff side of the faculty and staff just as General Ralph Edward Haines, Jr. had urged her to several months previous. Jean Morton stepped in to help mobilize the talents of faculty and staff officers' wives toward helping develop the program.

The Spouse Program was to be educational and geared toward organized activities or functions. It promoted spiritual wellness, physical health, historical and cultural awareness, charitable volunteerism, and beneficial and coordinated information and instruction. The intent was for the spouse to share in her husband's career, learn along with him and be a willing partner of the command team.

Over the last thirty years, the spouse program has seen many changes. Today, the primary mission of the Spouse Leadership Development Program (SLDP) is to proactively educate USASMA spouses and promote a team-building approach by enhancing and developing leadership skills. These efforts helped prepare them for their current and future tasks as spouses of senior Noncommissioned Officers in the U.S. Army to support readiness, morale and a successful command program. This has resulted in a program that puts forth a structured and concentrated effort in confidence building that aims to equip spouses with the skills and information needed to withstand the stress and pressures that may be associated with military living.

For FY 09, the personnel and scope of the course changed. A person, who is contracted through the federal government, now holds the Program Manager and primary instructor position. This shift in the position from an active duty service member to a civilian with strong academic credentials changed the tenor of the program and the courses that reside within. For FY 09, the SLDP was comprised of four separate courses managed by one individual. They are the Spouse Leadership Development Course, Spanish, computer skills and English as a Second Language (ESL). Paid instructors from USASMA and Army Community Service teach the SLDC and Spanish courses. Active duty and civilian volunteers from USASMA and El Paso community run the computer skills and the ESL conversation group. For the academic years of 2006 and 2007, the seven week Spouse Leadership Development Course was offered to a maximum of 100 spouses. Spanish and computer skills courses were offered as 15 week courses. Throughout the year, a committee of volunteers offered ESL to the spouses of international students.

For the 2008-2009 academic years, or FY 09, the SLDC was a two-week long course that was offered at least 14 different times from September to May. Additionally, the course has received accreditation as an Army Training Requirements and Resources System (ATRRS) course with the Army education system. The Spanish course will remain a 15-week course offered twice a year. The computer skills course will be offered all year long, as will the ESL conversation group course.

For the 2009-2010 academic years, or FY 10, the SLDC will be offered as a forty-two hour course at least 14 times from September to June. We will be offering a two-week option, a one-week option, and a three-day a week option to promote maximum participation from the spouses. We will continue to offer special subject seminars, such as the wardrobe seminar, networking and communications skills luncheons, and educational seminars through the Army Physical Fitness Research Institute. The ESL, Spanish language and computer skills courses will be offered through Army Community Service. The former ESL conversation group will

continue as an American English conversation and cultural awareness course. This course will continue to be supported through the volunteer efforts of USASMA members.

Future plans for the program include offering more sections of the current course and developing new courses as the needs of the Army change. For those topics covered under SLDC that require more time, (i.e. Army programs, benefits and entitlements) plans are underway to offer special seminars conducted by subject matter experts (SMEs) to allow for a thorough explanation and discussion of the material.

The academy will also coordinate with the Field Services Officer in IMSO to offer Spouses an opportunity to take part in field trips to local businesses and places of historical/cultural significance in the El Paso area. Plans are also underway for the SLDC to offer college accreditation with the American Council on Education. In time, the curriculum will be available online for those who are unable to move to Fort Bliss with their soldier spouse and for the Non-Resident Course spouses.

Course Syllabus

This is a two-week long, forty-two hour course offered to Spouses of the students, faculty and staff of the United States Army Sergeants Major Academy. Participants will receive a certificate of completion and credit in the Army's ATARRS system.

The intent of the Spouse Leadership Development Course is to enhance Senior Spouses' leadership skills and effectiveness so they are better prepared for their roles within the military and civilian communities where they live and serve. The course is designed to promote a team-building approach in a small-group setting geared toward understanding military family readiness and challenges. This is accomplished using the Socratic Method of teaching in a seminar format.

The Senior Spouses participate in roundtable discussions where areas of mutual concern are debated and ideas are shared. Guest speakers are an integral part of the program to offer the most up-to-date information on a variety of topics.

Participants interactively engage in sessions pertaining to group dynamics and development, team building, personality types, protocol, public speaking, health and wellness, effective communications, public affairs, family readiness, volunteer management, diversity and cultural awareness, crisis and coping, and other interesting subjects.

By the end of the course Senior Spouses develop a heightened sense of self awareness to help them recognize self-limiting behaviors and attitudes, to act with confidence and self-belief, to assert themselves and influence others more effectively, and to leverage differences in people.

Goals:

- To build upon the student's basic knowledge of leadership, group dynamics and teambuilding by enhancing Senior Spouses' awareness of current theories and models;
- To encourage and support expression of diverse ideas, opinions, and beliefs related to current issues and challenges facing families, regarding Army living, programs and transformation initiatives;
- To forge and maintain strong peer support groups among Spouses, and to create a support network to sustain progress beyond the course;
- To foster an understanding of Senior Spouses' impact and their responsibility as role models and mentors;

Textbooks:

- Crossley, Ann and Carol A. Keller, 2003. *The Army Wife Handbook A Complete Social Guide* (Second Edition). ABI Press, Alexandria, VA. 2003
- Katzenbach, Jon R. and Douglas K. Smith. *The Discipline of Teams*. John Wiley and Sons, New York. 2001
- Margolis, Fredric and Bonnie Swan. *The Trainer's Handbook for Participative Learning*. 1999
- Additional materials are provided by instructor in the form of handouts, handbooks, guides, pamphlets, etc;

Evaluation:

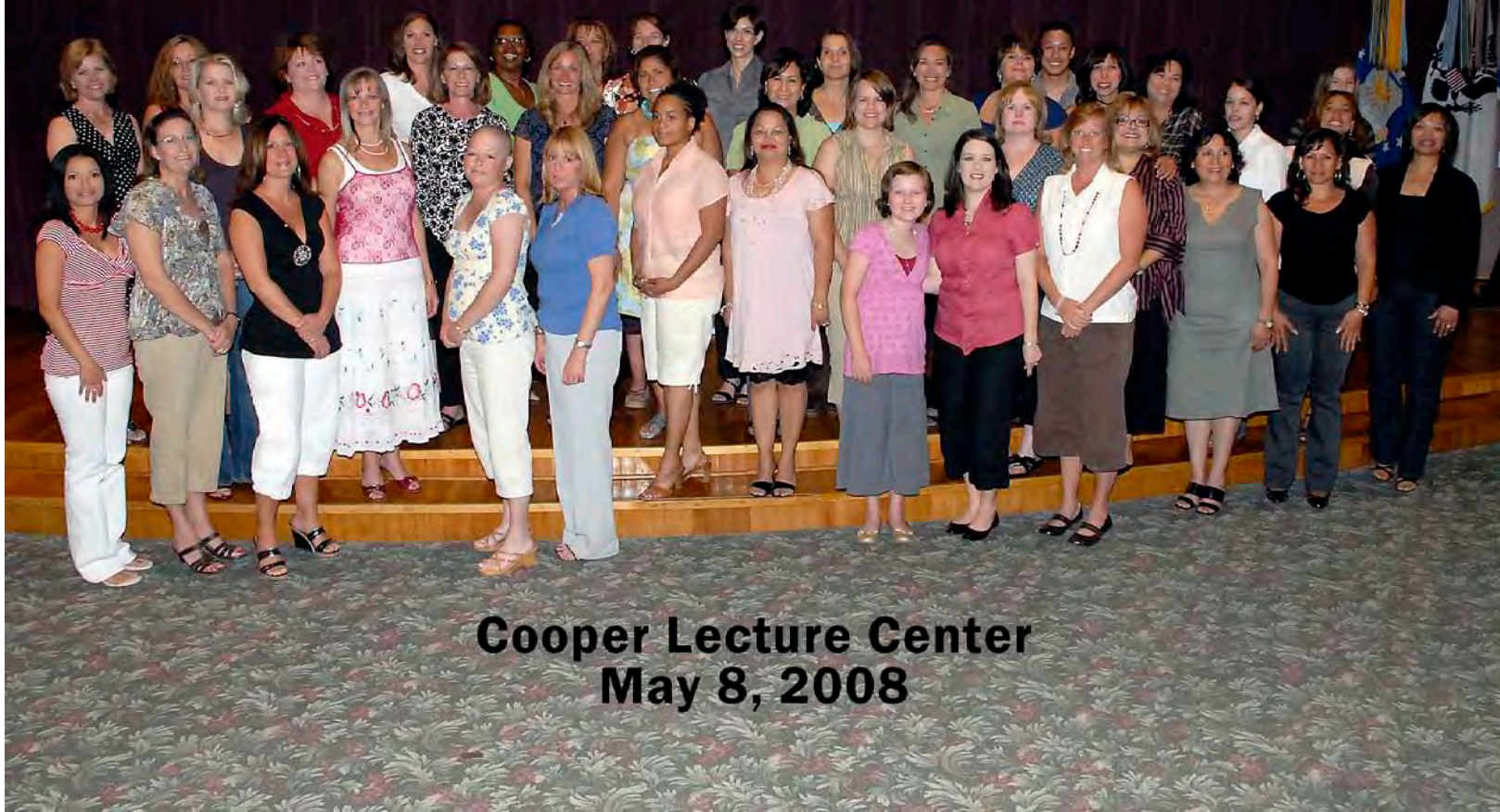
- Students will give class presentations on a topic assigned by the instructor.
- Student leaders of each 2-week course will form a committee to update the current *USASMA Senior Spouses Guide to El Paso*, which will be passed to the next incoming USASMA class.

Course Schedule:

Week 1	Topic	Required Reading
L 901	Orientation; Course overview; Introduction to Leadership; facilities tour	TBA

L 902	Building Great Work Teams	TBA
L 903	Group Dynamics & Experiential Learning	TBA
L 904	Learning Styles	TBA
L 905	Johari Window	TBA
L 906	Personality Types & Myers Briggs Type Indicator	TBA
L 907	Leadership Factors & Development Model	TBA
L 908	Individual Strategic Plan	TBA
L 909	Public Speaking & Presentations	TBA
L 910	Effective Communications	TBA
Week 2	Topic	Required Reading
L 911	Protocol	TBA
L 912	Public Affairs & Media Relations	TBA
L 913	Benefits & Entitlements	TBA
L 914	Army Programs	TBA
L 915	Diversity & Inclusion	TBA
L 916	Army Overall & Global Intelligence	TBA
L 917	Health Promotion Awareness	TBA
L 918	Problem Solving, Decision Making, and Conflict Management	TBA
L 919	Senior Spouse Mentoring	TBA
L 920	After Action Review	TBA
L 921	Graduation	TBA

*2008 USASMA Spouse & Family
Member Recognition Ceremony*



**Cooper Lecture Center
May 8, 2008**

Army recognizes USASMA spouse leadership training, lists in ATRRS

SGT. MARY E. FERGUSON

NCO Journal

It's no mystery that many of the Army's senior leaders are where they are today in part because of the support of their spouses and families. The U.S. Army Sergeants Major Academy and the Army took a big step in recognizing that support through this year's Spouse Leadership Development Course classes.

While some form of the course has been around since USASMA's 1972 conception, this year marks the first time the resident and nonresident versions of the spouse training are listed in the Army Training Requirements and Resources System, said Sgt. Maj. Letha Lawson, course instructor and manager of the academy Spouse Leadership Development Program.

The course provides leadership training to the spouses of Sergeants Major Course students to prepare them for the critical roles they'll also play as their Soldiers take on responsibilities as sergeants major.

The academy conducts four seven-week long SLDC classes during the nine-month Sergeants Major Course, and with this year's two back-to-back Sergeants Major Nonresident Course classes, there were also two sessions of the NSLDC; another first.

With three of this year's four resident SLDC classes and the two NSLDC classes added to ATRRS, Lawson and the course graduates can celebrate the official recognition of all versions of the training.

Like the Sergeants Major Course, the



SGT. MARY E. FERGUSON

Sergeants Major Nonresident Course graduates and faculty applaud the spouses of Nonresident Spouse Leadership Development Course Class 1-08, the first NSLDC class listed in the Army Training Requirements and Resources System, during the SMNRC Class 1-08 graduation ceremony June 20 at the U.S. Army Sergeants Major Academy.

nonresident version of SLDC covers a curriculum similar to that of the resident version, which trains on everything from teambuilding and group dynamics to understanding global, military and Army structures.

"The difference is, we've only been doing the NSLDC for four years, and where the resident version of the course is able to spread the training out over seven weeks, meeting every Tuesday and Thursday for three hours a day, the NSLDC is only really here for five days," Lawson explained.

She added that in order to meet the

ATRRS requirements, a class must complete 40 hours of training, which requires a great deal of dedication from the NSLDC classes since they aren't at the academy as long.

"I guess I just didn't realize how important it would be to them ... but it really does make sense that they would want that same level of validity that their (Soldiers) get," Lawson said, recalling how surprised she was by the motivated reaction she got from the spouses when she first mentioned the idea of getting the course into ATRRS earlier this year.

"It's a significant thing – the course being in ATRRS," said Michelle Engel, a NSLDC Class 1-08 graduate and wife of Sergeants Major Nonresident Course student Command Sgt. Maj. John Engel. "With the support we give our (Soldiers), it really becomes a partnership, so we must work together and train together, and with this course in ATRRS, just like all the courses our (Soldiers) attend, it really validates our training, too."

With 31 years of Army marriage in her rucksack, Michelle represents the voice of experience. Other spouses newer to the Army family also feel the significance of the achievement.

Although Lisa Early, a NSLDC Class 1-08 graduate, has only been married to Sgt. Maj. Paul Early for a year, she said the spouse training was especially valuable to her as she takes on this very new role of being a senior spouse leader, which is completely different from just being a senior spouse.

"I tell all of these spouses, 'We can't make you a senior spouse, you did that yourself when you got married – but we can help make you a senior spouse leader,'" Lawson explained. "That's what truly makes it training, and why it belongs in ATRRS."

As Michelle, Lisa and their fellow NSLDC classmates head back to the field, like their Soldiers who graduated the Sergeants Major Nonresident Course, they too are ready for the fight; and now they have an ATRRS history to prove it.

First foreign-military spouses graduate from SLDC course

DUSTIN PERRY

Editor

The graduation ceremony for a two-week course at the U.S. Army Sergeants Major Academy was held Friday for the seven women who attended, four of whom were spouses of foreign-military soldiers attending the academy – a first in the history of the course.

Jamalene Snyder, a student in Class 59-04 of the Spouse Leadership Development Course, was moved to tears when addressing Marilyn Cunningham, the course instructor, during her opening remarks.

"You took a chance on all of us and brought together a very diverse group of ladies and helped to empower each of us more than you will know," said Jamalene, the wife of Command Sgt. Maj. James Snyder, a member of Sergeants Major Course Class 59.

Jamalene and Lena Allen were the only American born students in the class; their five classmates were Martina Goetz and Sabine Mann from Germany, Ainagul "Anna" Adiyet from Kazakhstan, Omayma Al Smadi from Jordan, and Savina Hubanov from Bulgaria.

The purpose of the course is to assist spouses in developing their leadership skills so that they can assist their husbands further along in their career, said Cunningham. The students are taught concepts such as teambuilding and developing learning styles, and it is because of the curriculum's universal nature that Cunningham said she was not worried about instructing such a diverse class.

"I don't think I was apprehensive at



Class 59-04 of the Spouse Leadership Development Course graduated Friday and, for the first time, included spouses of foreign-military soldiers attending the U.S. Army Sergeants Major Course. From left: Ainagul "Anna" Adiyet from Kazakhstan, Omayma Al Smadi from Jordan, Lena Allen from the U.S., Martina Goetz from Germany, Savina Hubanov from Bulgaria, Sabine Mann from Germany, and Jamalene Snyder from the U.S.

all, because I had seen the ladies around the academy and spoken with them," said Cunningham. "My question was: Why hadn't we done this before?"

Cunningham said part of her job as an instructor is to get the students to form a unit. The course is spread across a two-week, half-day schedule, but Cunningham said that entire time is spent "together, in one room, going through the process."

"They quickly find that they have more in common than they have differences, and those are the things we build on – we build those commonalities," she said. "Everybody has the same issues,

when it comes down to it."

Mann praised the course as being a valuable tool and said the two weeks were "very intense and so full of information."

"The tools we have been given will not only help us, but will help us mentor so many more [spouses] that we're going to encounter," said Mann. "The wealth of information and interaction with the wonderful ladies here has been a very good and, at times, very overwhelming experience."

Goetz said she had no problems at all interacting with her classmates – "there was no language barrier" – and the class

provided her with a wealth of knowledge and a new group of friends.

Attending the course gave Savina her first look at the U.S. Army's family readiness groups, an organization she said doesn't exist within the Bulgarian armed forces. Savina said she is eager to begin working to implement them in her husband's unit.

"I'm proud of my wife, first of all, and all the spouses here," said Bulgarian Sgt. Maj. Teodore Hubanov, also attending Class 59. "This [ceremony] is necessary recognition because the focus nowadays is on the soldiers, but behind every [male] soldier is one woman."

STAFF AND FACULTY DEVELOPMENT DIVISION (SFDD)

Mission

The mission of SFDD was to provide quality training, education and professional development that supported improving the skills and abilities of all USASMA personnel to better perform their current and future duties. This training includes, but was not limited to the Army Basic Instructor Course (ABIC), Blackboard Basic Instructor Course, Contemporary Operational Environment (COE) training, Faculty Development Phase 1 (FDP1), Human Resources for Supervisors (HR for Sup), National Security Personnel System (NSPS) training, Systems Approach to Training Basic Course (SATBC), Small Group Instructor Training Course (SGITC), Training Developer Middle Managers Course (TDMMC) and the Video Tele-training Instructor Training Course (VTTITC).

Staff

Bonnie Pyke performed duties as the Chief of the Staff and Faculty Development Division (SFDD) and SGM Terry Corner was an instructor. SGM Corner departed in June 2008 and SGM Michael A. Suellau arrived as an instructor in SFDD in September 2008.

Major Activities

Relocation

In 2008, the Staff and Faculty Development Division continued to be located in Rooms 819 and 820. The SFDD classroom was Room 819 and the office area was Room 820.

Students Trained

During 2008, SFDD trained and/or coordinated training for approximately 317 Soldiers and civilians, 66 in ABIC, 30 in Blackboard, 66 in COE, four in FDP1, three in HR for Supervisors, one in NSPS Supervisors, 31 in SATBC, 59 in SGITC, 14 in TDMMC and 43 in VTTITC.

INTERNATIONAL MILITARY STUDENT OFFICE

Mission

The mission of the International Military Student Office (IMSO) was to create the conditions and climate for sustained professional growth and success for international students attending the Sergeants Major Academy. The staff provided and coordinated support for the students and promoted a favorable impression of the American way of life. The office supported the Security Assistance Training Program (SATP) objectives and ARFORGEN through the following objectives:

- International Program - Provide the International Military Students (IMS's) with advance information to assist them as they travel to Fort Bliss, in-class information, and preparation for their return journey to their home country;
- Administration - Manage all matters pertaining to the administration, liaison, personal affairs, welfare, discipline and official activities of the International Military Students (IMSS);
- Courses - Assist the IMSS in developing expertise and systems needed for the effective management and operations of their armed forces while attending the USASMA;
- Field Studies (formerly, the "Informational Program") - Provide a better understanding of the United States, its people, political system, military, institutions and way of life through Department of the Army's Field Studies Program;
- Graduates - Maintain contact with USASMA International Officer Graduates and recognize the high-level achievements of graduates by inducting them into the USASMA International Officer Hall of Fame;
- Sponsorship - Plan, coordinate and execute Department of the Army's International Officer Sponsorship Programs. The motto was "American Volunteerism at Work."

Staff

The staff consisted of five people by the end of the year:

Michael R. Huffman – Director, International Military Student Officer
Freddy Escamilla – IMSO Sponsorship Program Manager
Arturo Salcido – International Military Support Officer
Joyce Stophel – Field Study Program and Training Manager
Lori Araiza – International Military Program Specialist

Major Activities

First Sergeants Course - Number and Sources of International Students

Nine First Sergeants attended the First Sergeants Course at the United States Army Sergeants Major Academy from September 2008 thru April 2009. They represented six countries: Jamaica, Kazakhstan, Hungary, Belize, Jamaica, Uganda and Vanuatu.

Sergeants Major Course - Number and Sources of International Students

Class 59 of the SMC included students from 33 countries attending the Sergeants Major Academy. The class began August 2008. Students from Afghanistan, Australia, Bosnia-Herzegovina, Botswana, Brazil, Bulgaria, Colombia, Czech Republic, El Salvador, Estonia, Germany, Hungary, Italy, Japan, Kazakhstan, Korea, Lithuania, Macedonia, Netherlands, New Zealand, Philippines, Poland, Romania, Singapore, Slovakia, Slovenia, South Africa and Uganda attended. The Sergeant Major from Afghanistan did not complete the course because he was absent without leave.

Field Studies Program Trips for Class 59 IMS

Field Studies Program (FSP) trips for Class 59 were to Washington D.C., (Congress, the Supreme Court, the Smithsonian, several federal other institutions, the Pentagon {visit with the SMA}, and the Holocaust Museum). A trip to Denver, Colorado, covered the State Capital, the State Legislature and the NORAD (North American Aerospace Defense Command) Headquarters. A trip to Austin and San Antonio, Texas, took them to state government institutions and included a trip to the LBJ Ranch, museum and library. Students sat in on a legislative hearing in the Texas House of Representatives and were invited to a luncheon hosted by State Representative Joe Pickett.

SMAs in Attendance of the Sergeant Major Course

Sergeant Major of the Bosnia-Herzegovina Army, Mario Bagaric, attended the Sergeants Major Course in Class 59. He graduated on 21 May 2009.

International Student Pre-course

International students come to USASMA with a wide variety of backgrounds and skills. Each has shown a proficiency in reading, writing and speaking English. Many have already spent time in the United States taking courses in English in preparation for the course. Even so, there was a lot of knowledge and orientation needed to help the new international students adjust to the USASMA Sergeants Major Course. The adjustment came in a four-week pre-course offered in the summer just before the beginning of class. The course provided cultural orientation, an overview of the SMC course, a review of the

academy's standards and regulations, physical fitness training, country briefs, international sponsorship and a series of formal functions. The course provided an opportunity to bring the students' families and their USASMA sponsors together.

A COMPANY

Mission

Alpha Company trained and mentored Senior Noncommissioned Officers through execution of the Sergeants Major Course and the Non-resident Course. The staff reviewed and helped revise all lessons and training support packages required to conduct the courses.

Organization and Staff

The Company was made up of the Company Commander, the Company 1SG, one Admin NCO, three Senior Instructors, three Senior Trainers and 43 Faculty Advisors (FAs) for the Sergeants Major Course. On 12 May 2008, the Chief Trainer Position was vacated and the position removed from the TDA. The company had seven Course Facilitators (CFs) for the Sergeants Major Nonresident Course.

CSM Michael R. Huffman was the Company Commander through 2008. In December 2007, First Sergeant Ethenia Torres took over the First Sergeant position. 1SG Torres was the first female to serve in this position. She served until A Company was removed in the reorganization.

SERGEANTS MAJOR RESIDENCE COURSE

Mission

Company personnel trained and mentored senior NCOs in the Sergeants Major Resident and Non-resident Courses. They reviewed and revised all lessons and training support packages required to conduct the courses.

Organization and Staff

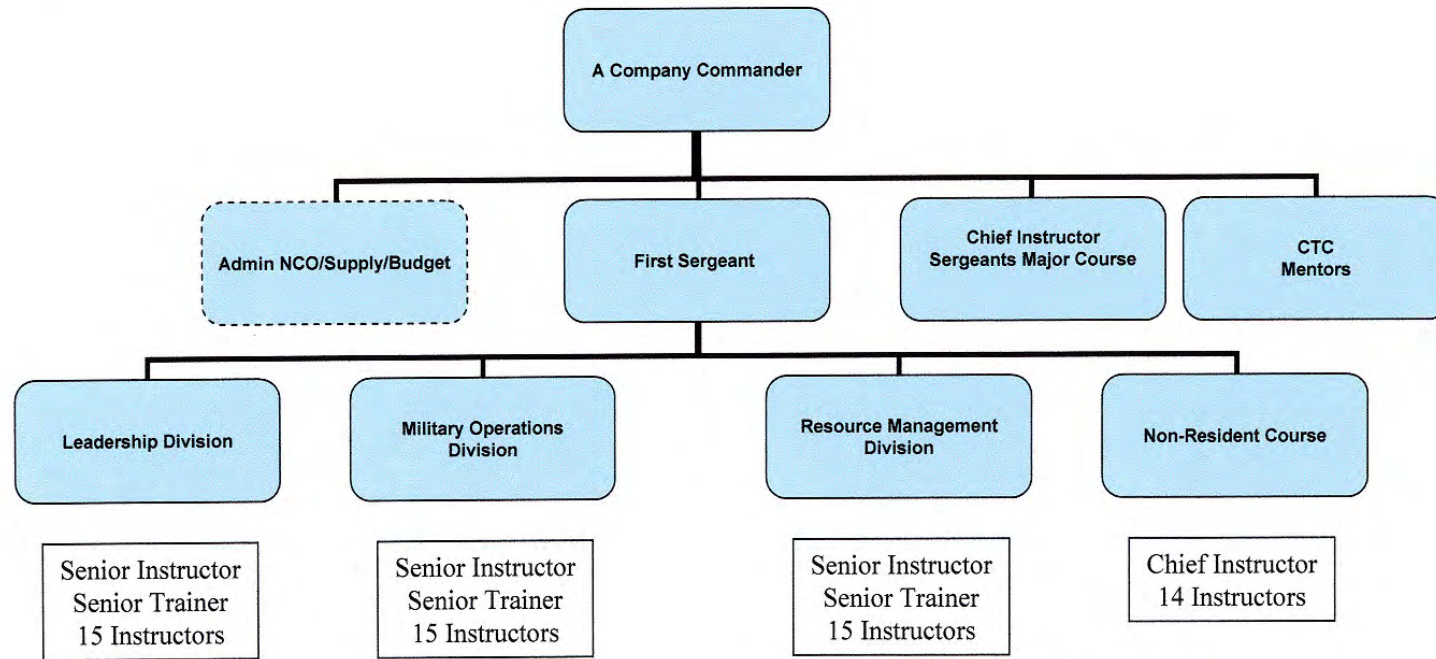
For Class 58 the Company Commander at the beginning of 2008 was CSM Michael Huffman and the First Sergeant was 1SG Torres. The Senior Trainer was SGM Robert Moore. The Leadership Division's Senior Instructor was SGM Terry Branan and the Senior Trainer was SGM Abdul Cole. The Military Operations Division Senior Instructor was SGM Efrim Ordaz and the Senior Trainer was SGM Annette Mincey. The Senior Instructor for the Resource Management Division was SGM Mark Miller and the Senior Trainer was SGM Jose Madera. The company had 45 faculty advisors.

For Class 59 starting in August the Company Commander was CSM David L. Yates and the First Sergeant was 1SG Ethenia Torres. The Chief Trainer was SGM Miller. The Leadership Division's Senior Instructor was SGM Mincey and the Senior Trainer was SGM Robert. The Military Operations Division Senior Instructor was SGM Efrim Ordaz and the Senior Trainer was SGM Leo Adams, Jr.. The Senior Instructor for the Resource Management Division was SGM Madera. The company had 45 faculty advisors.

Of the 45 faculty advisors, six were civilians contracted through (MPRI) and 80 percent of the remaining instructors were former Command Sergeants Majors. They brought their SGM/CSM experiences, lessons learned and maturity to the classroom.

The following organizational chart helps explain the organization.

United States Army Sergeants Major Course Organizational Chart



Major Activities

Exchange Instructors

For the first time the Singapore Defense Force was represented in the SMC faculty. SWO (Senior Warrant Officer) Eng Teong Lim joined the staff after graduation from Class 57. His presence on the staff was the result of an agreement signed in 2005 with the Singapore government.

Class 58 Gift

The Class 58 gift was the installation of a brick walkway leading to the back stairs to the east auditorium (Bldg. 11292). Embedded in the walkway are oversized bricks containing the words of the “Warrior Ethos” and a brick containing the academy seal and the words “Leading to a Higher Level.”



Walkway

Class 58 donated over 34,000 hours of community service and participated in a number of projects and programs within USASMA. The community service activities are documented in the Special Project section of this history. The following two articles

illustrate its participation in the annual class talent show and its participation in the Air Defense Proponent Day activities on main Ft. Bliss post.

The Monitor • March 13, 2008 • 43



MASTER SGT. DERRICK CRAWFORD

Master Sgt. Wayne Baker, a member of Trinity Dance Team, shows his flexibility at the end of a dance move during his performance at the U.S. Army Sergeants Major Academy Class 58 Talent Show March 4.

Local performers shine in USASMA talent show

MASTER SGT. DERRICK CRAWFORD

USASMA Class 58 Public Affairs

Nearly 30 Soldiers and family members participated in the U.S. Army Sergeants Major Academy Class 58 Talent Show March 4 in front of a packed auditorium at Biggs Army Airfield.

"Turnout was great," said Sgt. Maj. Osvaldo Del Hoyo, USASMA faculty adviser for the talent show committee. "It was nice to see many family members attend the show. Many have come to me and (said) how much they enjoyed it."

Vocalists ruled as Mimilanie Sims took top honors in the 17-and-above age category, and Talia Hrabina sang her way to the head of a competitive group of contestants in the 17-and-below category.

In all, 16 acts performed. Along with stalwart acts such as singers and dancers were mimes and even a magician.

"The success of the talent show is credited to the dedication, hard work and long hours the committee put into it," said Del Hoyo.

Students participate in ADA Proponent Day at USASMA

VIRGINIA REZA

Monitor Staff

Twenty-three U.S. Army Sergeants Major Academy Class 58 students from the air defense artillery branch participated in Proponent Day March 5 at Biggs Army Airfield.

Proponent Day serves as networking opportunity for career management and regimental sergeants major who belong to the same branch and are attending USASMA.

The students were briefed by Command Sgt. Maj. Robert Rodgers, Fort Bliss command sergeant major, and Sgt. Maj. Scott Raymond Wilmot, ADA proponent sergeant major, on numerous ADA-related issues, including current and future force structure and permanent change of station assignments.

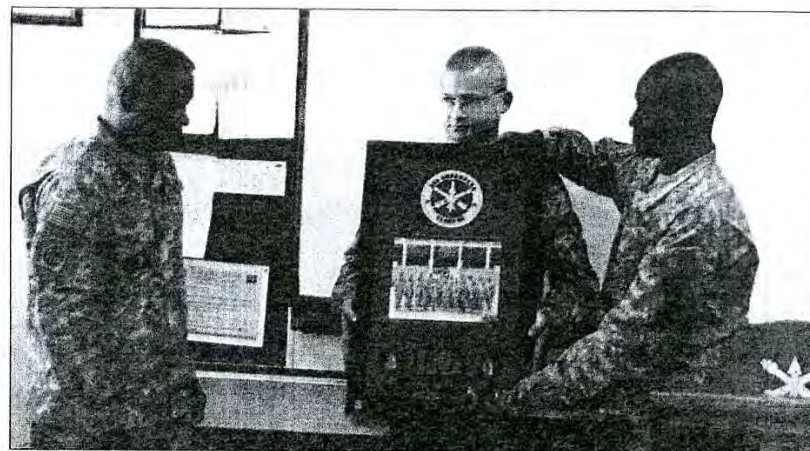
During the briefing, Rodgers emphasized the importance of the role sergeants major play in the Army. He

said they are a valuable asset to their commanders, units, Soldiers and family members.

"Proponent Day is a time for me to come down and squash rumors, for one thing," Rodgers said, "and to make sure they are up to date on all the changes in their branch, and to get them out in the field filling the vacancies we have."

"We want to educate them so when they graduate from USASMA, they are better armed in their career management field, so they can head out and start doing great things for the Army because they are the future leaders," Wilmot said.

As a tradition, ADA branch students dedicate a special gift to the ADA room at USASMA every year. The room is filled with a long history of different legacies that have been presented. This year, the students adorned the room with an ADA Class 58 photo plaque



VIRGINIA REZA

Sgt. Maj. Kenneth Joseph, right, a U.S. Army Sergeants Major Academy Class 58 student, presents Sgt. Maj. Scott Raymond Wilmot, ADA proponent sergeant major, and Command Sgt. Maj. Robert Rodgers, Fort Bliss command sergeant major, with an ADA Class 58 photo plaque in dedication to the USASMA ADA room March 5.

and purchased removable, Class 58-engraved windows.

Sgt. Maj. Kenneth Joseph, a student, said they presented the photo because they wanted to put faces to Class 58.

"We have a very tight-knit group of classmates," Joseph said. "Unfortu-

nately, Proponent Day is only done once a year, but once we graduate we will work together even if we are in different parts of the world. We are a cohesive team."

Class 58 Graduation

Class 58 graduated on 21 May at the Abraham Chavez Theatre in downtown El Paso. Six 642 NCOs graduated. A number of NCOS destined to leave directly for Iraq and Afghanistan graduated a month earlier in a separate ceremony.



Class Projects and Community Service

Class 59 Opening

The opening ceremony for Class 58 occurred on 8 Aug 08 in the Kenneth W. Cooper Auditorium at the academy. Six hundred and forty-five students were in attendance to hear the welcoming speech by the Sergeant Major of the Army, Kenneth Preston.

USASMA welcomes SMC Class 59

STAFF SGT. MARY E. FERGUSON

The NCO Journal

The U.S. Army Sergeants Major Academy welcomed the 645 senior noncommissioned officers of Sergeants Major Course Class 59 during opening ceremonies Friday in the Kenneth W. Cooper Lecture Center East Auditorium at the academy.

Distinguished guests, family members and USASMA faculty joined Class 59 students in filling the auditorium to capacity for the event, which

marked the official start of the nine-month course designed to prepare senior NCOs for the role of sergeant major.

According to academy records, Class 59 includes 521 active-duty Soldiers, 64 Reservists, nine National Guard Soldiers, two Marines, two Coast Guardsmen and 47 international students representing 33 countries.

Col. Donald Gentry, the academy

commandant, kicked off the ceremony.

"You've worked very hard to get here; welcome, Class 59," he said. "I'm honored to spend the next nine months with all of you." His words ignited a loud "Hooah!" from the crowd.

Guest speaker Sgt. Maj. of the Army Kenneth O. Preston applauded the accomplishments of the senior NCOs, whose selections for the course reflect their career-long commitments, he said. Preston also recognized the many pioneers in attendance, including retired Sgt. Maj. of the Army William Wooldridge, the first to hold the Army's top enlisted position.

While the students possess decades of experience at nearly every level of enlisted leadership, Preston explained that the course and the roles these NCOs will soon play require them to take a broader and more strategic approach than ever before.

He shared what he'd seen during his recent travels to battlefields and units throughout the world, challenging Class 59 students to use the next nine months to share and learn from each others' experiences while constantly thinking "be, know, do" at this higher level.

According to USASMA leadership, Class 59 students are expected to benefit from increased technological resources to meet Preston's challenge. The class will eventually transition



Sgt. Maj. of the Army Kenneth O. Preston addresses Sergeants Major Course Class 59 in the U.S. Army Sergeants Major Academy East Auditorium during Friday's opening ceremonies, marking the official start of the nine-month course.

from the course's traditional books, field manuals and courseware to the academy's new internet-connected Thin Client computer system, which USASMA personnel are currently installing and receiving training on.

In an earlier interview regarding this new technology, Command Sgt.



PHOTOS BY STAFF SGT. MARY E. FERGUSON

From left, Retired Sgt. Maj. of the Army William Wooldridge, the first sergeant major of the Army, joins Command Sgt. Maj. Raymond Chandler, the U.S. Army Sergeants Major Academy command sergeant major, current Sgt. Maj. of the Army Kenneth O. Preston, and Col. Donald Gentry, USASMA commandant, in singing the Army song during Friday's opening ceremonies for the Sergeants Major Course Class 59.

Class 59

Continued from Page 8

Maj. Raymond Chandler, USASMA command sergeant major, said the Thin Client is a great tool, but the ongoing course redesign is what will have a profound effect on future graduates, including Class 59 students who will experience 28 rewritten lessons.

The students will receive instruction via a small group-participatory learning process, supplemented by extensive guest speakers and subject-matter experts, including a later visit from Preston.

"I'll be back later in your course to

talk with you even more," Preston said to Class 59 during Friday's ceremony, as he urged the senior NCOs to take full advantage of all the course offers.

"You never know ... one of you sitting in this auditorium now could very well be a future sergeant major of the Army."

In addition to attending classes, Class 59 students will also have the opportunity to further their civilian education and volunteer in the El Paso community. Past classes have completed hundreds of civilian degrees and dedicated tens of thousands of volunteer hours to local causes.

SERGEANTS MAJOR NON-RESIDENT COURSE (SMNRC)

Mission

The mission of the Non-resident Sergeants Major Course was to provide a program of study designed to prepare selected senior Noncommissioned Officers for positions of greater responsibility throughout the defense establishment. It developed, administered and maintained both the non-resident and resident phases of the Sergeants Major Non-resident Course.

Organization and Staff

The Chief Instructor of the Non-resident Course was SGM Leo Adams, Jr. Other members of the staff were:

SGM Sandra Bensley	Course Trainer
SGM Ronald Brooks	Course Facilitator
SGM Tina Carazo	Course Facilitator
SGM John Conner	Phase II Instructor
SGM Keith Craig	Operations NCO
SGM Thomas Dobbin	Course Facilitator
SGM Lauri Dove	Course Facilitator
SGM Faithette Foreman	Course Facilitator
SGM Lydia Greene	Operations/Admin
SGM Kelvin Hinkle	Course Facilitator
SGM Kimberly Kemper	Admin/Course Facilitator
SGM Bill Lindsey	Phase II Instructor
SGM Gary Ortega	Course Facilitator
SGM James Schumacher	Course Facilitator
SGM Perry Stallworth	Course Facilitator (retired February 2009)
SGM Gregory Taylor	Course Facilitator
MSG Thomas Hutton	Logistical NCO

Major Activities

April Start of Class 35 (DL) Distance Learning

Class 35 (DL) started 1 April 08 with a total of 875 students enrolled in the online phase of SMNRC. For the first time in the history of the SMNRC, all Phase I students were enrolled using the Army Training Requirements and Resources System (ATRRS), and the active component (AC) enrolled 330 regular army (RA) Soldiers into the course (the norm had been around 60 – 80 RA Soldiers per year). Class 35 was also the first

SMNRC class to study and write essay papers utilizing the new US Military History program of instruction.

June Resident Phase II Classes 1-08 and 2-08 Graduations

During calendar year 2008, the SMNRC had over 1,000 senior NCOs (students) complete Phase I (dL) and ready to attend the resident Phase II. In June and July 2008, USASMA conducted two back-to-back resident Phase II classes, the first in the history of the SMNRC. A total of 779 students graduated from the Nonresident Course. A graduation ball preceded each graduation.



A Sergeants Major Nonresident Course Class 2-08 student pays tribute to fallen and missing comrades during the class Graduation Ball at the Centennial Club July 1.

Class 2-08 completes historic journey

USASMA graduates second back-to-back SMNRC

DAVID CROZIER

The NCO Journal

The U.S. Army Sergeants Major Academy completed its historic efforts July 2 by graduating 337 senior noncommissioned officers from Sergeants Major Nonresident Course Class 2-08, the second nonresident class to graduate in the past month, marking the first time the academy held back-to-back courses. June 20, the academy graduated 442 students from Class 1-08.

USASMA created the nonresident course in 1974 to provide critical training to Soldiers who are unable to leave their civilian careers or mission requirements to attend the nine-month resident course. During their two-week resident phase at USASMA, students complete training on everything from combating terrorism to communication and leadership skills. The course culminates in a command-post exercise designed to test the students' ability to operate and lead under battlefield scenarios.

In opening remarks, Col. Donald Gentry, USASMA commandant, welcomed the many guests and family members who came out to support their Soldiers and thanked the generals and command sergeants major who came from all over the country to take part in the ceremony.

"It is truly an honor to have you here and it is especially comforting to see you supporting your Soldiers the way that you do," he said. "Without your support, support of us, this job



PHOTOS BY SGT. MARY E. FERGUSON

Sergeants Major Nonresident Course Class 2-08 students receive their diplomas from guest speaker Command Sgt. Maj. Neil L. Ciotola, the III Corps and Fort Hood command sergeant major, and shake the hands of the U.S. Army Sergeants Major Academy command group while crossing the stage during the course graduation ceremony July 2 in the academy's East Auditorium.

would be very hard."

Turning his attention to the Class 2-08 graduates, Gentry noted that many of them had worked for two, and sometimes three years to complete the distance learning aspect of the course to finally come to the academy and complete two hard weeks to finish the

course. He lauded them for their efforts and said the academy was better because of their attendance.

"The staff and faculty at USASMA are always the benefactors when we get great Soldiers into our academy like you," Gentry said. "Because we learn from you every bit as much as we have tried to teach you in the last

two weeks. Thank you for your professionalism and for what you do for our Army every day."

Following Gentry's remarks, the president and CEO of the Greater El Paso Chamber of Commerce, Richard Dayoub, took time to thank the students on behalf of the city of El Paso. He also unveiled the class scroll that

will hang in the halls of the academy alongside the other class scrolls of the past.

Guest speaker Command Sgt. Maj. Neil Ciotola, command sergeant major of III Corps and Fort Hood, Texas, livened things up a bit with a rousing talk on discipline, trust, commitment and how he believes today's world has things a little bit wrong.

"Did you know there is a CEO out there that is getting paid \$84 million a year to make a company money? Criminal. We have athletes who get paid \$30 million a year to do nothing more than entertain us, and our teachers, law enforcement and our Soldiers are all, in my estimation, grossly underpaid," he said, and added that the family members present do not get paid anything to support their Soldiers.

He then asked those in uniform to join him in uplifting those who aren't wearing a uniform with a round of applause for that support, to which an ovation lasting nearly a minute ensued.

Once things quieted back down, Ciotola turned his attention to the three things he wanted to address: discipline, trust and commitment.

"Discipline, taken from the Latin word, means to teach," Ciotola said. "It means to pass on that which defines you and is resident in you. It is all about giving it back. You have committed yourself to this great jour-

ney and it is now your responsibility to discipline those who are subordinate to you."

He explained that discipline is how people learn, either through significant emotional events or by repetition. It is achieved by lifting up and assisting those who are younger, and recognizing the depth that defines a person.

"Discipline in leadership manifests itself in a thing I call moral courage," he said. "The courage to look someone in the eye and say, 'This is wrong. Fix this.' It is your responsibility to discipline the force."

Turning to trust, Ciotola said the trust he worries about is the trust given by American families whose sons and daughters are serving in the Army.

"The trust extended to us by those mothers and fathers who trust us to do everything we can to get their sons and daughters back home," Ciotola said. "So isn't it a moral imperative of ours to discipline our youth?"

He concluded his address by reminding the students and others in attendance that it has been a long, profound journey they have taken to get to the point in their careers – a place where only 3 percent of the force ever attain the rank of sergeant major or attend the Sergeants Major Course.

"It took you years to get here," he said. "It took you a generation to be able to sit in this room. Now you have

to commit yourself to another journey because you are closer to the end than you are the beginning, and you only have a finite time left to give it all back."

He noted that as senior noncommissioned officers and graduates of the Sergeants Major Course, they have a responsibility to pass on their knowledge to their subordinates.

"You have run a great race," he said. "You have been disciplined. We have an obligation to live up to the trust of those who extended to us their most precious gift. Now you are going to have to run even harder, and even backwards, because you must endeavor to give it all back."

October Monthly resident Phase II Classes

In October, the SMNRC started conducting monthly resident Phase II classes in an effort to give senior NCOs more opportunities to attend the resident Phase II and graduate from USASMA. The SMNRC began executing 10 iterations of Phase II classes per year, which supported the Army Force Generation model (ARFORGEN). In the future, the SMNRC will spread the annual student load over the entire calendar year. The plan was to discontinue the large June Phase II classes.

ATLAS Computer Based Records Management System

The SMNRC Phase I Class 35 began 1 April 08 with 875 students enrolled. Mr. George Snyder and the SMNRC staff made significant improvements to the student data base named the “Army Training and Learning Assessment System” (ATLAS) for Class 35.

Conversion to IMI (Interactive Multimedia Instruction)

SMNRC Phase I Class 36 will be converted to 100 percent interactive multimedia instruction (IMI) format; this process began in October 2007.

Alignment of SMNRC Class 36 with SMC Resident Class 59

Graduates of the Nonresident Course in June 2008 had the advantage of a realignment of lessons in the course. The realignment was designed to make the nonresident curriculum more like the resident course. Consequently, the new nonresident course (Class 36) introduced eight new classes. Accompanying this realignment was increased use in technology, including the use of the Blackboard system.

B COMPANY

Mission

B Company was responsible for training Noncommissioned Officers in the First Sergeant (resident & VTT) Course, the Battle Staff (Resident & VTT) Course and the Basic Noncommissioned Officers Course Phase 1 (VTT).

Organization and Staff

At the start of FY07, CSM Joleen J. Walker was the Company Commander and 1SG Richard C. Janice was the First Sergeant. On 8 Aug 08 there was a change of command. The company guidon passed from CSM Walker to SGM David Null. The company had 38 NCOs assigned at the start of CY08.

BATTLE STAFF NONCOMMISSIONED OFFICER COURSE (BSNCOC)

Mission

Paratus ad Bellum!

The Battle Staff NCO Course trains Noncommissioned Officers to serve as integral members of a Staff to manage and track the daily operations of battalion and/or brigade command posts. The BSNCOC course map covers 28 areas with exams in graphics and overlays, plans, orders and annexes, the intelligence preparation of the battlefield, and sustainment operations. The course is taught through Resident and Video Tele Training (VTT) venues.

Staff

The course Chief Instructor at the beginning of FY 08 was SGM David Osborn who retired in May 2008. He was an expert in operations, training and most importantly, on how to put the skills of Soldiers together to maximize learning outcomes. SGM Osborn served as a Battalion and Brigade Operations Sergeant Major with the 101st Airborne Division. He also served as a Faculty Advisor for the Sergeants Major Course. His career culminated with the Battle Staff NCO Course, where he was the Honor graduate for BSNCOC 4-97. SGM Jose Fragoso replaced SGM Osborn.

SGM Fragoso was brought to the Battle Staff Course courtesy of the First Sergeant Course. SGM Fragoso served in the staff of the 1st Bn., 505th Parachute Infantry Regiment (PIR) and with 2nd Brigade, 1st Infantry Division, as the Brigade Intelligence Sergeant. SGM Fragoso always claimed that his best years on “staff” were serving as the Brigade Reconnaissance Troop First Sergeant. While serving both in peace and in combat as the Brigade Intelligence, Surveillance and Reconnaissance (ISR) asset and the Brigade reserve, he was able to establish working relationships with every Battalion Task Force in the Brigade, Opcon, Tacon and Assigned. It was an experience in both an example of “what right looked like” and what did not. He would bring these learning lessons to the Battle Staff Course

The Senior Instructor (SI) for the Resident Course was MSG Daniel Kilpatrick who was reassigned from the VTT Senior Instructor position. MSG Kilpatrick’s career is best described by his love for training Soldiers. He served as an Observer/Controller at the National Training Center (NTC) and as First Sergeant in 1st Infantry Division. His experiences at NTC and in combat during Operation Iraqi Freedom served as the catalyst for training Soldiers, now, to prepare them for the uncertainties of deployment schedules. MSG Kilpatrick served as the Battle Staff Course Senior Instructor from November 2007

until his retirement in June 2008, transferring responsibilities to MSG James Beard who replaced him in the VTT Senior Instructor position.

The Senior Instructor position was consolidated with one SI for both the Resident and VTT courses. The man chosen for the job was MSG James Beard. MSG Beard was a Field Artilleryman who intimately understood Command Post Operations. He had been a BSNCOIC Instructor for a year and half and had an intimate knowledge of the Course Map and Program of Instruction. MSG Beard was the right NCO for the challenges of the course and the hectic schedule to come. MSG Beard took the lead in the USASMA 10-1 review. His hard work resulted in a stellar performance during the Combined Arms Center TRADOC Manpower Assessment. The Manpower Assessment and USASMA 10-1 review were the documents that identified a shortage of authorized instructors. The attention to detail captured by the BSNCOIC team documented and articulated to the auditing team and justified doubling the number of instructors required to meet the Army's needs. He also began the process of transforming the BSNCOIC to a department in support of the USASMA Reorganization Plan. MSG Beard served until November 2008 when he transitioned to training his replacement, in anticipation of his retirement.

The NCO selected to replace MSG Beard was MSG DuJuan Warren. MSG Warren had the most experience as an instructor and was pulled from the resident course to fulfill duties as the Senior Instructor. He acted as the Operations Sergeant for Phase II. MSG Warren was charged with implementing the transformation to an independent department. MSG Warren not only saw a change to his duty description but an increase in his responsibilities. His organizational skills were exactly what was needed to keep fidelity in training and instructor certifications up to date.

Major Activities

Number of Students and Classes

The Battle Staff Course, guided by SGM Fragoso, conducted seven Resident Battle Staff Classes in fiscal year 2008. Each class was taught in five classrooms with a total capacity of 80 students. The resident course graduated 433 students in FY 08. The VTT venue taught 17 classes and graduated a total 1,009 students. The VTT continues to grow its capacity to train the Army while minimizing time away from home stations.

The BSNCOIC was directed to merge the Resident and VTT courses, which required two training ATRRS calendars that were not synchronized for execution. The instructors accomplished the nearly impossible. They were able to facilitate the Warfighter Exercise at distance learning sites for two different VTT classes: To train a class of Resident course students in five classrooms: And begin Assistant Instructor train up for the next two scheduled VTT classes. The BSNCOIC found itself routinely training Army units on five training calendars, which were executed simultaneously albeit in different phases of execution. The numbers of Battle Staff trained NCOs in FY 08 was 1,442 NCOs.

The Battle Staff Course received a TRAP request from ARCENT out of Ft. McPherson, Georgia. The Command identified a need for Battle Staff training and the BSNCOC VTT team was able to train 48 NCOs in three classrooms. The ARCENT command has since become a regular customer to the Battle Staff Course.

USASMA Reorganization

The BSNCOC underwent major changes in 2008. The Tables of Distribution and Allowances (TDA) suffered a loss of six instructors, accounting for 25 percent of the TDA with no corresponding change to the 2008 course load. This loss of a quarter of the instructors drove a requirement to enter a “Constraints Statement” with TRADOC to reduce the fast-approaching FY 2009 schedule. The USASMA Command Team of Col. Donald Gentry and CSM Raymond Chandler decisively engaged TRADOC with the second and third order effects imposed by decisions made in regards to manning requirements. USASMA asked for and received a mission reduction which maximized resources needed to train the Army’s Battle Staff NCOs.

USASMA 10-1/ TRADOC Manpower Assessment

The Command Group directed a review of the USASMA 10-1. This document is used to identify individual duties and responsibilities. This was followed up with a TRADOC Manpower Assessment Team conducting an audit to determine manning authorizations and requirements. The Battle Staff Team captured a workload that doubled the recommended authorizations for training the Army’s requirements.

FIRST SERGEANT COURSE

Mission

The fast-paced First Sergeant course prepares Master Sergeants and Sergeants First Class for the rewarding and demanding position of First Sergeant in a company, battery or troop. The course consists of two phases. Phase I is a computer based instruction consisting of 31 lessons, totaling 58 hours with 31 pretest and 31 modules. Before moving to the next lesson in each module, students must pass the examination. Phase II includes two weeks of interactive small-group instruction and is conducted at Fort Bliss, at certain Army Reserve and National Guard Centers, or by Video Tele-training (VTT) worldwide. Major subjects of study include training management, unit administration, communicative skills, discipline and morale, logistics and maintenance, tactical operations, and physical fitness training.

Staff

The First Sergeant Course experienced leadership changes during the year. SGM Ramzy Noel succeeded SGM Alfredo Albizu, the Chief Instructor. MSG Richard Barrett in FY 2008 succeeded MSG Andrea Maine, the Senior Instructor. MSG Latayna Jackson succeeded MSG John Hines, the Operations Sergeant.

Major Activities

Number of Students

The First Sergeant Course trained 388 Sergeant First Class, Master Sergeants and First Sergeants in the Resident Course and 498 in the Video Tele-training Course in FY 08.

Changes in the Program of Instruction

The First Sergeant Course underwent significant Program of Instruction (POI) changes. The new POI eliminated the written exam but required that students present a decision and information briefing, and an End of Course Exercise consisting of FBCB2 scenario driven task. The new POI Phase II consisted of 25 lessons, two oral examinations and the End of Course Sustainment Exercise totaling 103 hours. The old POI Phase II consisted of 34 lessons and five examinations with the same hours.

First Sergeant Course begins new era of instruction

DAVID CROZIER

NCO Journal

As of February, students attending the First Sergeant Course Phase II, whether in residence or via video tele-training, are quickly realizing the course is not like the one described by former students.

Gone are many of the written examinations and classroom instruction led mainly by course instructors. In their place is a more student-led, lessons-learned participatory form of instruction focused on being relevant to today's operational environment. What's more, if Soldiers are attending in residence at the U.S. Army Sergeants Major Academy, their time spent away from their home station just shrunk by six days.

"For the longest time, the First Sergeant Course was pretty much predicated on exams," said Sgt. Maj. Ramzy Noel, FSC senior instructor. "It focused too much on exams and, as a result, some of the experience that is relevant to what is going on today wasn't being addressed."

"So one of the most significant changes we have done is getting away from an exam-based course to one that is primarily focused on facilitation discussions and performance appraisals," added Ramzy. "And that has done a lot for us in that, when we get into the classroom, we can sit down and talk about some of the most relevant things that are happening on the battlefield."

"One of the most significant changes we have done is getting away from an exam-based course to one that is primarily focused on facilitation discussions and performance appraisals. And that has done a lot for us in that, when we get into the classroom, we can sit down and talk about some of the most relevant things that are happening on the battlefield."

Sgt. Maj. Ramzy Noel
First Sergeant Course Senior Instructor

To reduce temporary duty time for residence attendees from 21 days to 15 days, the program of instruction has been changed from a five-day training week to a six-day training week with extended hours.

"We start as early as 7 a.m., depending on the instruction for the day, and end around 7 p.m.," said Master Sgt. Jerry Bailey, FSC instructor. "This is the first class doing the six-day training week and the first Saturday the students were like, 'OK, it's Saturday and we're in school.' But they are enjoying it because a lot of them are really looking forward to getting back home earlier."

Changes to the curriculum include the removal of instruction on training meetings, training execution and training assessments, and the addition

of instruction on things like riot control, defeating improvised explosive devices, casualty evacuation, grade registration and improved logistics. Changes were also made to the formal briefings given by the students, and an end-of-course sustainment exercise is now included.

The course is set up into three phases of instruction: Leadership, Training and Warfighter.

"The Leadership phase is similar to the old course of instruction ... (but) instead of a military briefing, the students give an information briefing based on a provided scenario," said Noel. "In the Training phase, all of our lessons are geared toward training that is being done in the field today."

"At the end of that training, they do a decision brief based on one of

five topics, and the brief has to relate to their home station," added Noel. "Finally, in the Warfighter phase we talk about things a first sergeant will be faced with on the battlefield, and this is where the students can share their experiences with each other."

With the addition of the end-of-course sustainment exercise, the students come face to face with much of the new battlefield technology.

"The end-of-course exam is big on the Force XXI Battle Command, Brigade-and-Below (digital battlefield system)," Noel said. "The students will receive about eight hours of instruction on the FBCB2, four hours on plans and annexes, and then they will create an operations order as a group."

In addition to the new sustainment exercise, students have a competition known as the First Sergeant Challenge where they compete in physical fitness events, orienteering and briefing presentations. The group with the highest number of points is named the winner of the challenge.

"To me, this course is night and day," Noel said. "We are able to transition to a new POI that is more relevant to what is on the battlefield."

Officials estimate the cost savings for going to the six-day training week for the in-residence course is more than \$300,000 annually. For more information on the new course of instruction, call Master Sgt. Latanya Jackson at 568-8359.

International Students

The First Sergeant Course trained 19 international students from Belize, Brazil, Croatia, Georgia, Hungary, Jamaica, Kazakhstan, Macedonia, Nigeria, Papua-New Guinea, Trinidad-Tobago, Tonga and Uganda. By early 2009, 48 NCOs from 18 countries had attended the course. With the projected termination of the course, the program will end.

BASIC NONCOMMISSIONED OFFICER COURSE

Mission

The Basic Noncommissioned Officer Course provides all Staff Sergeants and Sergeants selected for promotion an opportunity to acquire the leadership, technical and tactical skills, knowledge and experience needed to lead a squad-size element. BNCOC includes the stand-alone branch-immaterial common core material, commonly referred to as Phase I; and the branch-specific technical training, commonly referred to as Phase II. Students must satisfactorily complete (graduate) all phases before granting them course credit for BNCOC-VTT. The BNCOC SACC is a 15-day TATS (Total Army Training System) course taught in Active Army, Army National Guard (ARNG) and US Army Reserve (USAR) NCO academies/ schools. It employs classroom instruction using the Small Group process technique and Small Group Instruction (SGI) with practical applications, performance evaluations and testing. When possible, the BNCOC uses a hands-on, performance-oriented training.

Staff

The Senior Instructor was MSG Rochelle Thomas.

Major Activities

Student Load

In FY 08, the Basic Noncommissioned Officer VTT Course (Phase 1) graduated 1,689 Noncommissioned Officers from around the world. Class locations were at Forts Carson, Hunter Liggett, Irwin, Myer and Riley. There was also a class site in Iraq.

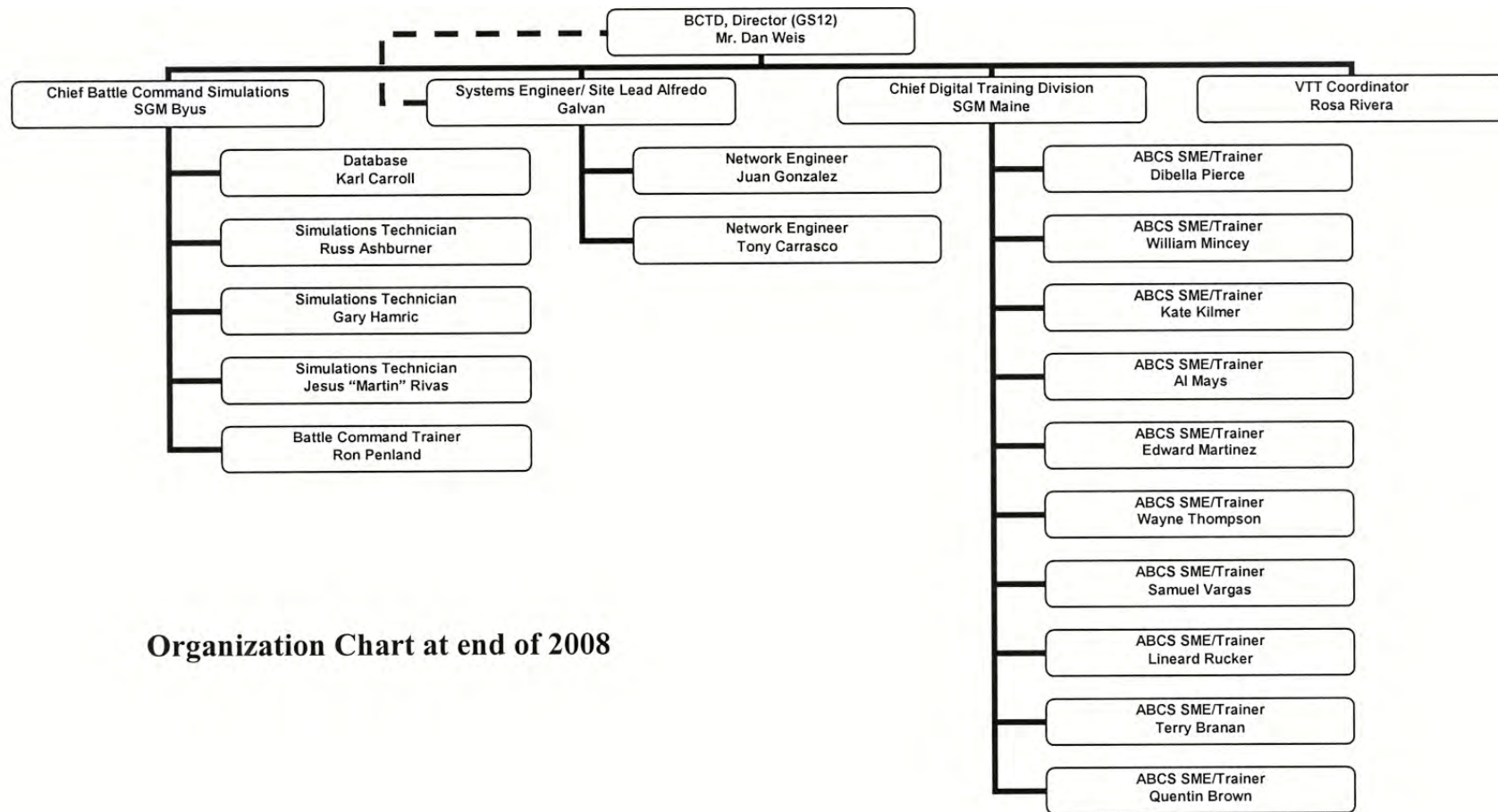
BATTLE COMMAND TRAINING DIRECTORATE (BCTD)

Mission

The Battle Command Training Directorate (BCTD) provides Battle Command training at the United States Army Sergeants Major Academy (USASMA). BCTD conducts multi-echelon dynamic simulated exercises, trains the Army Battle Command Systems and maintains the Battle Command training network for the Sergeants Major Course (resident and nonresident), First Sergeant Course (resident and Video Tele Training) and Battle Staff NCO Course (resident and Video Tele-training). It stands poised to leverage technology into all courses under the USASMA purview. BCTD assists in lesson development of Battle Command, digital training and simulations for all NCO courses. BCTD provides technical over site for Battle Command (BC) to all institutions conducting training according to the USASMA Program of Instructions and Training Support Packages. BCTD coordinates all VTT/VTC for USASMA.

Organization and Staff

The BCTD consisted of the following: Battle Command Simulation Center, Battle Command Training Network, Digital Training Division and the Video Tele Training Section. Personnel consisted of one DA civilian, two Sergeants Major, 18 CSC (Computer Science Corp.) contractors, and one AGM (All Source Global Management) contractor. SGM William Zito Jr replaced MSG Daniel Weis as Director in July when MSG Weis started the retirement process. After his retirement from the Army, 1SG Daniel Weis was hired to fill the Director's position. In June, SGM Andrea Maine assumed duties as the Chief of the Digital Training Division. CSM Zito PCS'd to Ft. Lewis in October and SGM Rodney Byus assumed the duties as Chief of the Battle Simulation Center. The contractor that supports BCTD changed on 1 May 2008. Under the Army's War Fighter Focus contract, CSC replaced GDIT (General Dynamics Intelligence Technology). Mr Alfredo Galvan was named site leader for CSC. Six contractors left and were replaced within 30 days. An organizational chart of the directorate follows.



Organization Chart at end of 2008

Battle Command Simulation Center

Mission

The Battle Command Simulation Center provided simulations in support of training. The courses supported are the Battle Staff Non-commissioned Officer Course (BSNCOC), both resident and non-resident Video Tele-training (VTT), and the Sergeants Major Course (SMC). The simulation system utilized to support the training was the Brigade/Battalion Simulation (BBS). This support included instruction of students, provision of expert advice on how to incorporate BBS into the teaching curriculum, development of scenarios that support the training requirements, and the provision of expert opinion in the development of various academy lessons.

Overview

The simulation system was BBS 6.4 utilizing the Run Time Manager (RTM) in order to communicate BBS information into the Maneuver Control System (MCS) format. The BC Simulation Center researched and evaluated the following simulation software systems: OneSAF (One Semi-Automated Forces) Objective System; and VBS2, which were approved by the Army during Nov/Dec 2008. USASMA will field the system in May 2009 as a possible tool for future simulation support.

Exercises

SMC

The resident SMC Class 58 exercises consisted of four, three day, division, brigade and battalion level exercises on a non-linear battlefield. Each exercise consisted of a division, three brigades and 12 battalions. Over 700 students participated. Students from the training environment staffed the division headquarters and the exercise control cell. The students remained in their classrooms throughout the exercise using MCS as their main communication tool.

Battle Staff NCO Course

Six resident classes conducted brigade and battalion level exercises. The exercises were the common teaching scenario and Southwest Asia (Baghdad). Over 300 resident students were trained. The BSNCOC VTT Course conducted 14 exercises using MESL (Master Scenario Events List), which provided, at the brigade and battalion level, training for over 1,000 NCOs. In April, BCTD conducted the first constructive simulation CPX remotely using the BCT&DS.

Battle Command Training Network

Mission

The mission of the Battle Command Training Network (BCTN) was to provide the technology infrastructure needed to conduct Battle Command Training for the following resident and distance learning (DL) courses: Sergeants Major Course, Battle Staff Course and First Sergeant Course. It provided technical BC oversight to all schools and academies that teach USASMA POI's. The infrastructure included, but was not limited to, servers, software/ hardware and internal Local Area Networks (LANs).

Overview

The BCTD consolidated Battle Command applications on servers increasing the capability of Battle Command Training. TRADOC delivered to USASMA an upgrade of the Battle Command Trainer and Distributive System (BCT&DS) In July. The upgrade increased the connections capabilities from 350 to 750. The TRADOC Network Control Center upgraded the VTT and BCT&DS connection from 6 Mbps (millions of bits per second) to 9 Mbps. BCTD co-located the BC network servers and IMD servers in October 2008 to Bldg. 11292, Room 13. Initially, the consolidated server room had serious infrastructure problems resulting in training delays and unscheduled overtime/comp time. The server room continued to have cooling and electrical issues through the end of the year. USASMA can conduct remote collective exercises using ABCS. The BC fiber optic backbone was deployed from the BC Simulation Center to the USASMA consolidated server room. BCTN started a joint project with IMD to incorporate a Thin Client-type solution throughout the academy to include NIPR (Non-classified Internet Protocol Network) and the Battle Command Training Network. This allowed every student to have a computer at his or her desk, decreased setup time and increased training time for students. This also allowed for multi-tasking of resources.

Digital Training Division

Mission

The mission of the division was to provide instruction of Maneuver Control System 6.4.4.3.p7, Force Battle Command Brigade and Below (FBCB2), and Command Post of the Future (CPOF) to the appropriate levels of instruction for all NCOs attending the academy at both resident and dL. This includes providing expert advice on how to incorporate ABCS (Army Battle Command System) into the teaching curriculum and construction of the ABCS course to be taught at the academy.

Overview

The division trained all students attending the resident courses at USASMA utilizing 150 MCS and 149 FBCB2 White Boxes. The USASMA BCT&DS allowed for 12 hours of FBCB2 to be trained in the FSC and 16 hours of MCS in the BSNCOC. The resident SMC students' Class 58 received an average of 12 hours each of training in MCS for battle staff training. An additional 76 students of Class 59 received 40 hours of MCS operator training during December.

DTD trained six resident FSC courses and 12 VTT this year. The instruction consisted of the tasks that a 1SG would normally use an FBCB2. DTD trained over 450 resident and 600 VTT FSC students. DTD trained the battle staff functional tasks for MCS, which resulted in training over 300 resident students and 1,000 VTT students.

DTS utilized the BCT&DS to train remotely. An instructor to student ratio of 1:16 was deemed best.

USASMA's Battle Command Training & Distributive System

The following is a brief overview of the BCT&DS capabilities implemented in April 2008. It demonstrates USASMA's capability of distributing ABCS training objectives and distributive Command Post Exercises.

Overview

The Battle Command Training Directorate (BCTD) at the United States Sergeants Major Academy (USASMA) conducted extensive testing of the Battle Command Trainer and Distributive System (BCT&DS) over the last 12 months. The BCT&DS at USASMA has trained over 2,500 dL students and more than 4,600 students combined. These students attended the Sergeants Major, First Sergeants and Battle Staff NCO courses. These courses have NCOs from all the Army components, sister services and various international countries. The USASMA BCT&DS is used to conduct remote Command Post Exercises for the Battle Staff NCO course using constructive simulation through MCS. Current resources only allow training that USASMA has scheduled. In 2008, the academy utilized the Digital Training Facilities and Classroom XXI, but any computer has the potential to become an Army Battle Command System. DTFs and Classroom XXIs were used because of the TRADOC Video Tele-training Network connection/bridge. A video tele-conference and computers connected to the internet could become a classroom as well, just as USASMA taught the Phase I Basic NCO Course in Iraq. This system has the potential to reach all that require ABCS training and an unclassified CPX. USASMA is the only Army institute that can provide remote, constructive simulation to a computer located anywhere in the world. Below are the details and an example of its CPX capability to conduct two simultaneous exercises around the world.

Current Training Sites

Forts Lewis, Bragg, Drum, Polk, Stewart, Campbell, Hood, Riley, Carson, Sill, Eustis, Irwin, Knox, Benning, McPherson, Myers, Decatur, were the sites in the continental United States. Sites OCONUS included two sites in Hawaii, Italy, two sites in Alaska, four sites in Korea, five sites in Germany. In addition, Iraq had the capability to teach at three sites.

Objective

Train ABCS and provide simulation to students attending dL or resident courses offered by USASMA. Ensure that training is the same quality for dL as it is for resident courses in accordance with the POI and CMP.

Vision

Students: dL and resident receive ABCS training, simulation training and conduct CPXs in their classrooms. Meet current POI requirements for all courses and leverage the system to provide future digital requirements for all courses. As resources allow, be prepared to leverage the BCT&DS to support the Army at large.

Status

TRADOC

- initiated enterprise DIACAP,
- USASMA
 - Bandwidth and Internet connection, using Ft. Eustis/Sprint /TNET/TRADOC fractional DS3 line, data fiber cards
 - 6 MBs video, 14 VTT Suites
 - 3 MBs data (limited bandwidth) for 75 concurrent students (connections)
 - 700 sessions in VMware (virtualization software), combo MCS/ FBCB2
- Classroom requirements (distant site)
 - 750KBs for 16 students (connections) required Bandwidth
 - Citrix web client 10.0 software or newer
 - Load Certificate from BCTD, USASMA computer with windows XP or current Army Operating System
 -

Capabilities:

- Can virtually connect to BCT&DS from any computer worldwide with an Internet/NIPER connection;
- Proven to train MCS and FBCB2 and, in theory, can replicate the rest of the ABCS suite;
- Instructors have “see all” and take control capability over student sessions;

- Up to 700 concurrent connections offer a combination of MCS/FBCB2;
- Can train VTT or have the instructor in the classroom at the distant site;
- Training ratio 1 instructor to 16 students;
- Can push a unclassified Command Post Exercise worldwide using MCS;
- Currently using DTFs (Digital Training Facilities) and CLXXI due to VTT network connection and availability for courses;

Functions:

- Accepts secure connections from remote sites via NIPERNET;
- System able to support up to 700 concurrent connections;
- A new system is able to be duplicated within 20 minutes;
- Supports multiple operating systems to include Windows and Linux;
- Full control of all systems from administrators/ instructors desk to include virtual machines and servers;
- Full failover capabilities for virtual machines and network;
- Ability to configure virtual classroom networks individually;
- Deploy new configuration “Gold Image” simultaneously;

Personnel:

- Digital Training Division,
 - 10 IDEP instructors;
- Battle Command Network,
 - 1 Network Engineer,
 - 2 Techs;
- Battle Simulation Center,
 - 5 Simulation Operators;
- VTT Coordinator,
 - 1 Coordinator;

FY 08 Utilization – More than 2,500 dL students and more than 4,600 students trained.

- ABCS dL Instruction with
 - MCS: 16 Classes utilized throughout four week BSNOC, training over 1,500 students;
 - FBCB2: 14 Classes conducted during the last four days of the course, training over 1,000 students;
- Remote CPXs:
 - (BSNOC) 16 BDE/BN level simulation exercises training one BDE and four BNs in a simulated operations cell, duration is a week. Training over 1,500 students;
 - (FSC) 14 ABCS exercises, two days in duration, training over 1000 students;

- ABCS Instruction:
 - MCS, 6 Classes utilized throughout 4wk BSNCOC, training over 400 students;
 - (SMC) Three rotations, MCS training during two month period Apr-May 08, training over 700;
 - FBCB2, Six classes conducted during the last four days of the course, training over 300;
- CPXs:
 - (BSNCOC) Six BDE/BN level CPXs training one BDE and four BNs in a simulated operations cell, duration is one week, training over 400;
 - (FSC) Six ABCS exercises, two days in duration, training over 300;
 - (SMC) Six DIV/BDE/BN level CPXs training a DIV, three BDEs, and 12 BNs in a simulated operations cells, duration is one week, training over 1,400;

Battle Command Classrooms

- USASMA:
 - Battle Command classrooms: 29 total;
 - 2 Battle Command,
 - 5 Battle Staff,
 - 7 First Sergeant Course,
 - 15 SMC (expandable to 45),
- Distance Learning Sites:
 - Forts Lewis, Bragg, Drum, Polk, Stewart, Campbell, Hood, Riley, Carson, Sill, Eustis, Irwin, Knox, Benning, McPherson, Myers, Decatur; and the sites OCONUS include two sites in Hawaii, Italy, two sites in Alaska, four sites in Korea, five sites in Germany, and capable of teaching three sites in Iraq;
 - To date, over 25 different sites around the world;

Command Post Exercise (CPX) via BCT&DS

This is an example of the BCT&DSs capability to push simulation. USASMA conducted two exercises simultaneously across the world in April 2008. This is now the norm. In FY 09, the BCTD executes dual command post exercises monthly for the battle staff NCO course.

1.
 - Fort Drum (BCT) (16 Students)
 - Fort Hood (BN) (16 Students)
 - Fort Lewis (BN) (16 Students)
 - Fort Bragg (BN) (16 Students)
 - Bamberg (BN) (16 Students)

- Schweinfurt (BN) (16 Students)
- Fort Benning(BN) (16 Students)

2.

- Fort Benning (BCT) (16 Students)
- Fort Campbell (BN) (16 Students)
- Fort Carson (BN) (16 Students)
- Fort Riley (BN) (16 Students)
- Fort Sill (BN) (16 Students)

Capabilities Used:

- MCS 6.4 Maneuver Control System:
 - Maps and Overlays
 - MDMP/PO&A Plans , Orders and Annexes
 - Intelligence Preparation of the Battle Field (IPB)
- Microsoft Office 2003:
 - Outlook
 - Word
 - Excel
 - PowerPoint
- Remote Printing:

Student Preparations:

- Students are able to build digital products for CPX on their own from digital instruction utilizing practical exercises (PE)
- Students able to transfer products via Battle Command Sustainment Support System (BCS) /Publish and Subscribe Services (PASS)

Simulations Used:

- Brigade/Battalion Simulation (BBS)
- Run Time Manager (RTM)
- Battle Command Sustainment Support System (BCS)

Roles Used During CPX:

- Commander
- S3/FSO (Fire Support Officer)
- S1/4
- S2
- Battle Captain
- Field Commander 2
- COP (Common Operating Picture)
- Instructor

Future Requirements

- FY 09 will require up to 400 dedicated dL connections for USASMA;
 - VTT BSNCO, 4 classes per cycle of 80 students, 320 students,
 - VTT FSC, 1 class per cycle, 80 students,
- FY09 will require up to 300 dedicated resident connections;

POC

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Technical POC

Alfredo Galvan, Chief Network Engineer, BCTD, (915) 569-6040,
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SPECIAL PROJECTS OFFICE

Mission

The Special Projects Office sought to establish leadership positions in community-based public service organizations. The program's focal point was to support, develop and maintain good relations with the local military and civilian communities.

Staff

SGM Artez Lamar was the Special Project Coordinator at the beginning of the year. Upon his retirement in June, SGM Reginald Chancellor replaced him.

Major Volunteer Efforts

Class 58 students gave almost four years worth of volunteer hours working more than 34,000 volunteer hours to the El Paso and Fort Bliss communities. The effort was spread out over 23 community organizations. They used a variety of skills and talents as shown in the articles that follow.

Street Cleanup

Class 58 students cleaned up Dyer Street.

Habitat for Humanity

Another major recipient of the students' generosity was Habitat for Humanity. USASMA students volunteered more than 4,700 hours to build six homes for needy families in El Paso.



COMMUNITY CONNECTIONS

(Class 58: 23 Organizations)



- Animal Rescue League
- Big Brothers Big Sisters
- Candle Lighters
- Delta Academy
- El Paso Zoo
- Franklin Mountains State Park
- Habitat for Humanity
- Humane Society
- Local Churches
- MWR
- Partners in Education
- Red Cross
- Scouting
- SOLUTIONS
- Texas Parks and Wildlife
- Texas Youth Commission
- Think College Now-Texas Scholars
- Thrift Shop
- USO
- Veterans Administration
- Veterans of Foreign Wars
- YMCA
- Youth Services

**Supports
Operation
Call to Duty**

Graduating USASMA students leave lasting legacy

SGT. MAJ. TERRY ANDERSON

Class 58 Public Affairs

BIGGS ARMY AIRFIELD – Six hundred forty-two graduates of the U.S. Army Sergeants Major Academy's Class 58 will walk across the stage at the Abraham Chavez Theater in downtown El Paso today, leaving in their wake many people and organizations who benefited from their generosity.

USASMA students gave almost four years' worth of volunteer hours during the past nine months, working more than 34,000 hours with organizations in the border region and on post, using a variety of skills and talents to give back to the El Paso and Fort Bliss communities.

Senior noncommissioned officers from the U.S. and 39 international countries arrived at USASMA in August and formed the 52nd Infantry Division. Sgt. Maj. Scott Dooley, 52nd Inf. Div. commander and Class 58 student, said it is hard to put Class 58's accomplishments into words.

"We built six houses for Habitat for Humanity, raised \$6,000 for a family who lost their three children in a tragic car accident, donated 240 Christmas gifts for needy families, cleaned up Dyer Street and laid wreaths at the Fort Bliss National Cemetery," Dooley said. "I could go on and on. It was truly an honor for me to be a part of the mighty Class 58."

USASMA students also broke new

ground during the school year. Sgt. Maj. Todd Tracy and his committee organized the first Big Brothers/Big Sisters of El Paso Golf Tournament at Underwood Golf Complex, raising \$9,956.79 for the organization.

"That was by far the largest single donation by any one organization to Big Brothers/Big Sisters of El Paso," said Beth Senger, the program's director.

The students of Class 58 volunteered much of their personal time while completing the challenging capstone course for the Army's Noncommissioned Officer Education System. Students also earned more than 300 associate's, bachelor's and master's degrees during their nine months at the academy.

Another major recipient of the students' generosity was Habitat for Humanity. USASMA students volunteered more than 4,700 hours to build six homes for needy families in El Paso.

"We helped build a home for a family who lost their home in the 2006 floods, and they were living in a garage," said Sgt. Maj. Rob Stanley, Habitat for Humanity committee chairman. "It was very satisfying to meet the needs of these deserving families."

Several international USASMA students also gave back to the El Paso community. An international student from Holland, Warrant Officer Patrick Slagers, volunteered as a soccer coach



SGT. MAJ. CAMERON PORTER

El Paso County Salvation Army Coordinator Maj. Ron Wildman unhooks a toddler-sized bicycle from the back of Master Sgt. Mari Sidwell's motorcycle while she hands Santa, played by Sgt. Maj. Chris Sommerville, more toys. Sidwell, Sommerville and about 25 other Class 58 students participated in a motorcycle toy run Dec. 13 that helped provide needy El Paso children with toys for the holidays.

during the fall and this spring seasons, passing on his years of experience to the 7- and 8-year-olds on his team. In return, Slagers also got to spend some quality time with his son Pim, 8, and daughters Flora, 6, and Babs, 4. Other international students assisted in the Dyer Street cleanup, raised funds for motorized wheelchairs and worked with the Girl Scouts.

USASMA spouses also got into the act, recruiting more than 250 entrants to take part in Susan G. Komen Race for the Cure, which benefited breast cancer research. The large number of participants earned USASMA the Race for the Cure traveling trophy, beating William Beaumont Army

See **USASMA**, Page 10

USASMA

Continued from Page 9

Medical Center for the most racers, and helping Race for the Cure raise more than \$500,000. Several USASMA spouses also completed the Spouse Leadership Development Course and attended the Spouse Leadership Seminar.

"Both courses were very informative and invaluable to all of us," said Alexia Russey, wife of Class 58 graduate Sgt. Maj. Ira Russey. "The courses helped us prepare to take a more active leadership role as a senior

spouse. I will definitely use what I learned at our next unit in Germany."

Other organizations that benefited from the USASMA students' and spouses' time and skills included the Girl Scouts, Boy Scouts, Wounded Warriors, Delta Academy, Milam Elementary School, local high schools and the El Paso Zoo. Students of Class 58 also restored trails in Franklin Mountains State Park and partnered with UTEP to build handicap ramps for needy families. Partnerships with the Veterans of Foreign Wars, the American Legion and the Association of the U.S. Army

also enabled Class 58 to give back to the community and veterans of past wars.

"We had nine months to take advantage of the little things, like walking our kids to school, eating breakfast with our families, and focusing on personal improvement, while completing our coursework at the academy," Dooley said. "(USASMA) has been a memorable experience, and we're all anxious to get back to the operational Army, lead Soldiers, and make sure their family members are taken care of."



PHOTOS BY SGT. MAJ. CAMERON PORTER

Nearly a dozen students from USASMA and about a half dozen graduate students from UTEP's occupational and physical therapy departments work to complete two handicap access ramps.

USASMA builds handicap access ramps for needy

UTEP program enlists help from Class 58 sergeants major

SGT. MAJ. CAMERON PORTER

USASMA Class 58 Public Affairs

Imagine not being able to visit your relatives or do something as simple as go to the grocery store because it is too hard to leave your own home.

While this may be the case for many elderly or handicapped citizens with mobility issues, the U.S. Army Sergeants Major Academy teamed up with the Occupational and Physical Therapy Department at the University of Texas at El Paso to help alleviate this problem for many El Paso residents who need assistance.

What started out as a modest goal for a small team of UTEP occupational

therapy students headed by Dr. Susan Leech, their professor – building six handicap ramps in six months – has seemingly blossomed into something much bigger, thanks in part to students from USASMA's Class 58 Sergeants Major Course.

"If you want something done for the community and you want it done well, you pull from the community," said Stephanie Perez, a UTEP occupational therapy graduate student and volunteer team leader and research assistant for the ramp project. "But if you want something done with conviction, you pull from the military."

With a \$10,000 community outreach grant from the UTEP College of Health Sciences, Perez and several other occupational and physical therapy students are learning the ins and outs of operating a nonprofit organization.

Their organization, El Paso Ramp Project, began building handicap access ramps for needy El Paso residents late last year, and they have been averaging about a ramp per month. But with nearly a dozen USASMA students there to assist Friday and Saturday, they completed two more ramps in less than six hours.

"Yesterday they were so enthusiastic and ready to go, they just took charge," said Rocio Alvarez, a UTEP occupational therapy graduate student and volunteer team leader and research assistant for the ramp project. "So today, I said, 'I'm just going to stand back' and let the (USASMA students) go for it. It's nice to see Soldiers so willing and eager to get out and support their community."

"Because they're so enthusiastic," Perez said, "we decided to just go ahead



Working as a team throughout the morning, Master Sgt. Randall Boss and Sgt. Maj. Nelson Blankenship, both USASMA Class 58 students, help build a handicap access ramp Saturday as part of the El Paso Ramp Project, a non-profit organization established and managed by UTEP's occupational and physical therapy departments.

and build two ramps today."

"I think it's great, offering freedom to people who need help and to their families who assist them every day," said Master Sgt. Marc Hickey, a USASMA Class 58 student and ramp project committee chairperson at the academy. "Otherwise, these people are restricted to their homes, and that's just not right."

Maria Seguna, 85, is one of those people who became more and more restricted to the confines of her home. After slipping and falling in her bathroom about a year ago, and with her mobility issues compounded by severe diabetes, she is completely dependent upon her daughter to assist her with getting in and out of her house. However, with a new access ramp installed at her

back door, she can now enter and exit her home much more safely, which she said makes her very happy.

"It is very nice of (the USASMA and UTEP students) to support us," Seguna said. "Thank you very much."

The El Paso Ramp Project is a non-profit organization supported by an all-volunteer staff who take referrals from health care providers, survey homes for ramp placement and feasibility, search for volunteers to assist with the builds, and solicit monetary donations to fund the program, which is provided at no cost to the beneficiaries. To volunteer or to receive more information on the El Paso Ramp Project, send an e-mail to elpasoramps@gmail.com.



Cutting out support planks for a handicap access ramp proves easy for Master Sgt. Wayne Baker, a USASMA Class 58 student.

National Cemetery Service

Class 58 students also laid wreaths at the Fort Bliss National Cemetery.

Big Brothers/Big Sisters of El Paso Golf Tournament

USASMA students broke new ground during the school year. Sgt. Maj. Todd Tracy and his committee organized the first “Big Brothers / Big Sisters of El Paso Golf Tournament” at Underwood Golf Course, raising \$9,956.79 for the organization. “That was by far the largest single donation by any one organization to Big Brothers Big Sisters of El Paso,” said Beth Senger, the program’s director.

International Student Support to the Community

Several International USASMA students also gave back to the El Paso community. An international student from Holland, Warrant Officer Patrick Slagers, volunteered as a soccer coach last fall and this spring, passing on his years of experience to the 7-8 year olds on his team. In return, Slagers spent some quality time with his son, Pim, 8, and daughters, Flora, 6, and Babs, 4. Other International students assisted in the Dyer Street clean up, raised funds for motorized wheelchairs and worked with the Girl Scouts.

Spouse Support for “Race for the Cure”

USASMA spouses recruited more than 250 entrants to take part in the Susan G. Komen Race for the Cure, which benefited breast cancer research. The large number of participants earned USASMA the Race for the Cure traveling trophy, beating William Beaumont Army Medical Center for the most racers and helping the Race for the Cure raise more than \$500,000.



SPC. RUSSEL C. SCHNAARE

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Tanja McIntosh, left, a Sergeants Major Course Class 58 student's wife, assists course students Thursday at the U.S. Army Sergeants Major Academy as they register for the Susan G. Komen Race for the Cure. The race is scheduled for Feb. 17 at Smith Bliss Field.

Restoration of Trails in Franklin State Park

Students of Class 58 restored trails in Franklin State Park.

Partnership with UTEP in Building Handicap Ramps

Students partnered with UTEP students to build handicap ramps for needy families.

Assistance to Veterans

The class partnered with the Veterans of Foreign Wars, the American Legion, and the Association of the United States Army to give back to the community and veterans of past wars.

Other Activities

Other organizations that benefited from the USASMA students and spouses time and skills included the Girl Scouts, Boy Scouts, Wounded Warriors, Delta Academy, Milam Elementary School, local high schools and the El Paso Zoo.

S1/SCHOOL SECRETARIAT

Mission

The S1/School Secretariat Directorate (SSD) was responsible for providing military and civilian personnel services and providing executive administrative support to the command group. Other recurring duties included: maintaining accurate academic records and reports for all courses provided by USASMA; publishing the *NCO Journal* magazine on behalf of the Sergeant Major of the Army; providing collegiate-level learning resources for all students assigned or attached to USASMA; maintaining and improving the U.S. Army's Noncommissioned Officer Museum; and overseeing the command history program on behalf of the commandant.

The three primary duties of the Director of SSD were to provide executive-level administrative support to the command group, human resources management for both military and civilian personnel. The director also served as the supervisor for the Learning Resources Center (LRC), the *NCO Journal* (NCOJ), the US Army Museum of the NCO, the Academic Records Branch and for the Command History Program.

The Directorate was also responsible for administering the Defense Travel System (DTS), with the director serving as the Organization Defense Travel Agent (ODTA). All civilian personnel actions and records were maintained by SSD, and the director served as the advisor to the commandant on all civilian personnel-related issues.

Organization and Staff

Subordinate offices to the S1/School Secretariat were: the Academic Records Branch led by Betty Bradford, with Jeannie Sanchez serving as the Administrative Technician for the section; the Human Resources Sergeant Major (SGM Teresa Jackson) along with the S1 Section led by SFC Tiffanie Johnson - a senior HR NCO coming to the Academy from multiple combat tours; the *NCO Journal* Office led by MSG Eric Pilgrim - an Iraqi War veteran; the Learning Resource Center led by Angelica Garcia; the NCO Museum led by Mr. Larry Arms; and the Command History program led by Dr. Robert Bouilly. Ms. Donna Johnson served as the Secretary for SSD. Ms. Johnson also served as the manager for all civilian personnel-related issues and assisted in the Academic Records Branch, when needed.

Major Activities

Personnel Replacement Operations

The Human Resources Sergeant Major routinely accompanied the Command Sergeant Major on assistance seeking visits to the Human Resources Command (HRC) and Sergeants Major Branch in Washington, D.C. These visits proved extremely fruitful and from the onset of 2008, the personnel outlook was looking much better, thus enabling USASMA to accept Army-requested, training seats, and to provide the educational services that were incumbent to USASMA's mission.

Personnel Liaison and Processing

USASMA was one of few units on Fort Bliss in 2008 that exceeded the civilian personnel annual evaluation processing standards by having all its reports submitted accurately and on time. This was the fourth consecutive year that USASMA led Fort Bliss in this category and this success was directly related to the efforts of the directorate secretary and her meticulous attention to detail on all civilian actions.

First full year of the National Security Personnel System Implementation

In November 2007 14 federal civilian employees transitioned from the civil service system to the National Security Personnel System (NSPS) as the whole United States military's civilian workforce began to shift to the new system. As a result of a Federal Arbitrator's decision out of the Austin Texas Regional Labor Relations Court, USASMA had two employees (1750s - Instruction Systems Specialist) reverted back to their GS equivalent. This same decision affected other such 1750s on post. The decision actually determined that the 1750 series was not a "professional series." Also, since the positions were likewise not management positions, the affected employees maintained Union Representation and should be converted back to their GS grade. Initially, both of USASMA's affected employees were ordered to "pay back" the related increases in salary, which was later an easily overturned decision later because the employees had nothing to do with the conversion. The employees accepted their new salary in good faith. Repayment was waived. NSPS seemed to work well for management but was not embraced by the bargaining unit. By the end of the year, there was speculation at higher echelons that the entire NSPS program was in jeopardy if it did not find favor with the new presidential administration.

Defense Travel Service

The USASMA DTS program led Fort Bliss and was among the best in the Army for DTS implementation, processing rates for travel documents, and timeliness of pay-related, travel vouchers. SGM Mark Kelly of DOTD and Ms. Betty Bradford also served as ODTAs and fulfilled the responsibilities of the SSD Director in his absence.

Hall of Honor

On 8 May 08, the directorate led the nomination and selection process for the induction ceremony for the US Army Sergeants Major Academy Hall of Honor. Inductees for 2008 were:

Command Sergeant Major (Retired) John D. Sparks, former TRADOC CSM;

Command Sergeant Major Ludez Kolesa (Sergeant Major of the Czech Republic Army).

Hall of Honor inductees

USASMA Class 58 showcases former students

DAVID CROZIER

NCO Journal

Throughout its 35-year history, the U.S. Army Sergeants Major Academy has helped to mold, educate and inspire senior noncommissioned officers from around the world to take on the gauntlet of showcasing NCOs and the importance of the non-commissioned officer education system as an integral part of the military.

Thursday, the staff, faculty and students of Sergeants Major Course Class 58 and special guests of the academy took time to showcase and honor two former students who took that gauntlet a step further, by formally inducting them in the USASMA Hall of Honor.

"I am honored to join you today in recognizing two very special men whose vision, ingenuity and determination have increased the effectiveness of countless NCOs and have guided the NCO Corps of the U.S. Army and many European nations into the 21st century and beyond," said Col. Donald Gentry, commandant of USASMA, during opening remarks of the third annual induction ceremony. "(We honor retired) Command Sergeant Major John D. Sparks and Czech army Command Sergeant Major Ludek Kolesa, who join an elite group of leaders who are quite literally the Who's Who of Army enlisted in professional development."

Gentry lauded Sparks and Kolesa, saying they joined the ranks of the architects of the establishment and growth of NCOES and the academy – such as Gen. Bruce Clark, who established the first NCO Academy in Germany in 1949; the first and fifth sergeants major of the Army,



DAVID CROZIER

Czech army Command Sgt. Maj. Ludek Kolesa, senior enlisted leader, NATO Supreme Allied Command Transformation, right, smiles after unveiling his Hall of Honor plaque and certificate.

William O. Wooldridge and William G. Bainbridge, respectively; and Gen. Ralph Haines, responsible for the establishment of USASMA.

"These men are but a few of the 22 architects we have proudly lauded for bringing our forces to where they are today" said Gentry. "And today it is my privilege to introduce two more who have learned the skills of a sergeant major in this very academy and have taken that knowledge, along with their own vision, personal courage and sheer determination, to move Soldier education and NCO professionalism down a new path.

"Sergeant Major Sparks has had a remarkable career, but it is the work he has done on behalf of Soldier and NCO education that is so distinguished," he added. "(He) has been what can only be described as the accelerant of the transformation of NCOES. John's vision for his architectural design, much of which is already being realized, has revolutionized NCOES and set us up to embrace the future with boldness and confidence."

Looking to Kolesa's accomplishments, Gentry noted he not only helped further the

See HALL, Page 3

Hall

Continued from Page 1

status of the NCO Corps in his own country's military, but of the militaries of many European nations.

"Sergeant Major Kolesa was the first-ever command sergeant major of the Armed Forces of the Czech Republic. Since then, he has been instrumental in unifying the efforts of the Supreme Allied Command Europe and Supreme Allied Command Transformation by establishing a charter that will provide one platform for which all European senior enlisted leaders will operate," Gentry said of the Class 54 graduate. "That charter focuses on leadership, standards, proficiency and training. He has traveled extensively supporting the role of NCOs in countries (that have) cultures where that role has been underplayed and underused. He has been a tireless advocate of the value and importance of NCOs across countries and in doing so has influenced an entire continent in the development of professional armies capable of working together for the common good."

Both Sparks and Kolesa were brought up on stage to unveil their wall plaques, replicas of the ones hanging in the hallway adjacent to the East Auditorium of the academy.

"I am truly humbled to be honored, truly humbled to be here today, humbled to be in your presence, and humbled to have been, and still be, a Soldier at heart," Sparks said in accepting the honor.



DAVID CROZIER

Command Sgt. Maj. John Sparks' and Czech Army Command Sgt. Maj. Ludek Kolesa's Hall of Honor plaques were placed alongside the other architects of NCOES in the hallway adjacent to the U.S. Army Sergeants Major Academy East Auditorium. Both men were inducted into USASMA's Hall of Honor during ceremonies Thursday.

Kolesa recalled his days as a student of Class 54 and said when he gave his country brief in 2004, he never thought he would be back on stage at USASMA addressing 600-plus people in a language foreigners find "pretty crazy."

"There is no egg in eggplant, no ham in hamburger, boxing rings are square and a guinea pig is not from New Guinea and is not a pig," he said laughingly. "You ship by truck and send cargo by ship."

Levity aside, Kolesa thanked his fellow classmates, former faculty adviser and others for supporting and motivating him during his stay at the academy. He also paid special tribute to Wooldridge, whom he said has been an inspiration to him and his career since they first met

while he was attending Class 54.

Kolesa also noted May 8 is a special day in the history of the Czech Republic, as it is the day they were liberated from Nazi occupation. He gave a special thank you to Maj. Gen. John Furlow, assistant adjutant general of the Texas National Guard, whose father was a member of the 97th Infantry Division and took part in that liberation 63 years ago.

"He fought for my country and my nation to be free again, and for that I thank you, sir," Kolesa said. "Humbly accepting this great honor is one of the greatest moments in my military career and my life."

USASMA annually inducts members into the Hall of Honor based on nominations received from around the Army and

allied nations whose members have attended the Sergeants Major Course. The nominations are then reviewed by academy staff with the final selection being done by the commandant. Since instruction began at the academy in 1973, more than 30,000 students have graduated. The Academy hosted its first international student in 1975. Since then, 433 international students have graduated from the course with many going on to serve as sergeants majors of their respective armies, sergeants major of their armed forces, senior enlisted advisers to defense ministers or chiefs of defense.

"These are two individuals who have made contributions not just to their unit, not just their country, but to the world; and it was a huge honor to be able to recognize these architects of NCOES," Gentry said.

"This is extremely important to the Army and USASMA because it recognizes the impact NCOES and the person who is involved with NCOES has on our Army and armies of other nations," said Command Sgt. Maj. Raymond Chandler, USASMA command sergeant major. "John Sparks has probably done more for our Army in the last two years than we have talked about in 20. Sergeant Major Kolesa has done more for his country and NATO in the last year and half than has been done in the past. Their extreme impacts based on the foundations of what they receive at the Academy have, in turn, impacted the Army and NATO, and that's important to recognize."

ACADEMIC RECORDS BRANCH

Mission

Support the academic needs of all courses offered at the USASMA including the Army Training Requirements and Resources System (ATRRS), DA Form 1059s, class demographic profiles, student rosters, diplomas, ceremonial programs as well as analyzing class statistics (graduation and attrition rates). Manages and provides support for the USASMA forms and publications system.

Organization and Staff

At the end of 2008 the staff totaled two people. Betty L. Bradford was the Registrar and Jeannie Sanchez was the Academic Records Technician.

Major Events

During the year the following courses were offered. The list below details how many students graduated from each course. The BSNCOV VTT, FSC VTT and BNCOC VTT students were taught at specific site locations.

- SMC – Class 58 graduated 659 students
- NRSMC – Graduated 803 students
- FSC Resident – Graduated 392 students
- FSC VTT – Graduated 781 students
- BSNCOV – Resident course graduated 370 students
- BSNCOV VTT – Graduated 893 students
- International Pre-course – Graduated 47 students
- BNCOC Phase I – Graduated 1689 students from Forts Carson, Hunter Liggett, Iraq, Irwin, Myer and Riley

Major Projects

USASMA participated in a successful Strategic Manning Decision Review (SMDR) in September 2008.

In October 2009, USASMA began offering Phase II of the NRSMC on a monthly basis (except for December 2009). The new class schedule allowed students to have more opportunities to attend the resident phase of the NRSMC and complete the course rather than just one opportunity to attend training in June of each year.

The First Sergeant Course trained 19 international students from Belize, Brazil, Croatia, Georgia, Hungary, Jamaica, Kazakhstan, Macedonia, Nigeria, Papua-New Guinea, Trinidad-Tobago, Tonga and Uganda.

HUMAN RESOURCES

Mission

USASMA Human Resources (HR) Center serves as the support element ensuring the personnel readiness and execution of the personnel service support and administrative requirements in support to the United States Army Sergeants Major Academy's Mission. The HR Center oversees Awards, Noncommissioned Officer/Officer Evaluation Reports, Promotions, Finance and Personnel Actions involving the staff, faculty and the student body. The student body consisted of students from the Sergeants Major Course, First Sergeants Course, Battle Staff Course, and the BNCOC VTT Course.

Organization & Staff

HR was authorized two Soldiers (SFC and SGT) and three civilians (GS-4 to GS-5). At the beginning of the year, the NCOIC was SGM Teresa A. Jackson. SFC Tiffanie Johnson replaced her in June 2008. The assistant NCOIC was SSG Christopher Rivers beginning in January 09. The HR Center spent considerable time, despite the lack of manpower, reorganizing the structure of the section. DIMHRS (Defense Integrated Military Human Resources) training initiated throughout the center and prepared for the social interplay that goes hand and hand with that integration.

NCO JOURNAL

Mission

The primary mission of the NCO Journal office was to produce the *NCO Journal* magazine quarterly and distribute it throughout the Army and to other subscribers around the world. In addition, the NCOJ staff served as USASMA's *ad hoc* Public Affairs Office and provided photographic documentation of academy ceremonies, which were archived on disks.

Organization and Staff

At the beginning of 2008, the *NCO Journal* staff consisted of MSG Eric Pilgrim, editor-in-chief; Mr. David Crozier, managing editor; SSG Mary E. Ferguson, photojournalist; and SPC Russel Schnaare, graphic artist. SSG Ferguson PCS'd in July to Ft. Meade to become an instructor at the Defense Information School, an assignment very suited for her talents. MSG Pilgrim got orders and was scheduled to PCS to Germany to join the 1st Armored Division by January 2009.

Significant Events

***NCO Journal* Re-design and Coverage**

The January 2008 the *NCO Journal* staff continued the redesign of the magazine to make it more aesthetically pleasing to the readers and to provide information more relevant to an Army at war. A couple of notable changes were a new, bold layout and the design of stories within the magazine. Stories for the year included coverage of hot button issues for the Army – strategic communications, the establishment of Warrior Transition Brigades, NCO-led AIT, the transformation of assignment policy to make assignment to Korea a choice rather than a mandate, Future Combat Systems, the DIHMRS (Defense Integrated Military Human Resources) Program, the 2008 Best Warrior Competition and more. By the end of 2008, the *NCO Journal* began preparations for the 2009 Year of the NCO initiatives.

New Equipment

The *NCO Journal* staff continued to procure additional equipment including camera accessories, most notably, a 400 mm lens capable of capturing images at the Soldier/NCO of the Year competition like never before.

Funding

Funding remained an issue for printing of the *NCO Journal* magazine during FY 08. USASMA had to pick up the bulk of the printing and personnel costs because of limited funding from DA.

Public Affairs Activities

In the public affairs arena, the *NCO Journal* staff facilitated civilian media coverage for the following events:

- SMA's Nominative Conference, January 2008;
- Graduation for SMC Class 58;
- Hosted USASMA visits from numerous local reporters, which resulted in coverage of several academy events to include the 2008 Command Sergeant Major Nominative Conference, Class 58 and Nonresident Course graduations, numerous volunteer efforts by Class 58 and special observances;
- The NCOJ staff continued to publish articles in the Fort Bliss *Monitor*;
- The NCOJ staff facilitated the Hometown News Release Program;

The *NCO Journal* staff also facilitated increased military coverage for the academy with a surge in assistance from Class 58 Sergeants Major Course students. They provided numerous stories and photos in several local and national publications. The numerous articles inserted into this history attest to the extensive coverage achieved.

LEARNING RESOURCES CENTER

Mission

The Learning Resources Center (LRC) supported the informational, educational, reference and research requirements of students and staff of the academy through provision of a comprehensive collection of multimedia materials and professional library services.

Organization

Library Technician, Bobbie J. Callahan GS-04, accepted a position with Homeland Security and subsequently resigned in March 2008. In May Era Sue Lowenthal was hired to fill her slot. She was married to MSG Shawn Lowenthal, a Class 59 early arrival. Library Technician Noella Yvonne Canales was upgraded from a Library Technician GS-07 to a GS-08 effective 7 Dec 08. Her responsibilities had continued to grow in the area of technical services. David L. Lawrence, Library Technician GS-05, continues as part of the LRC team. The GS-11 Reference/Systems Librarian position remained vacant. Angelica Garcia was the Supervisory Librarian, a position she had held for over than three years.

Operations

College Courses

For Class 59, the decision was made to return to the “no textbook” policy concerning interlibrary loan services. Although students saved a considerable amount of money the year before on textbooks, it was entirely too time consuming for the staff. Before Class 58 graduated, one of the students volunteered to gather used college textbooks from his fellow students. This resulted in hundreds of books donated by the graduating class. The books were stored in the LRC and used by the incoming Class 59. This worked out beautifully as the students returned the books at the end of the various terms and semesters. Interlibrary loans for college textbooks were still ordered but for staff and faculty members only. This policy was much more manageable for the staff, who had been ordering and returning books from other libraries.

Computer Lab

The computer lab was busy with students and other visiting units throughout the year. Sign-in sheets were added this year so the ratio of visitors to students could be easily calculated. Paper usage had to be monitored and limited since many students were printing more extensively than the Assistant Commandant deemed necessary. Early in the year, wireless capabilities were added. Response to the addition of wireless was great since laptop use has continued to grow every year. Problems with internet outages in the

lab prompted a request for a new modem. In May, a much larger modem was installed and solved the connectivity issues of the 50 workstations.

Reference

Student briefings for Class 59 ran smoothly. All 44 international students were briefed in June as soon as they arrived. These early briefings provided more detailed briefs than the briefs provided to the general student population. All LRC staff members were introduced at the beginning of each briefing and all students were given a quick rundown of how to find sources related to their studies. The online format for Jane's Security Assessments was purchased in May to provide students access to the most current information for their country briefing assignments. Access was limited to only 10 users at a time, and access was only available through the computers located on the USASMA campus.

Training

All staff members completed mandatory training requirements for the year. Ms. Garcia attended the Texas Library Association Annual Conference in Dallas from 14 - 19 April. She was able to visit with vendors during the exhibit hours and talked to various representatives. She attended various workshops on such topics as e-books, customer service, marketing and library advocacy.

Ms. Garcia was also able to register for the distance-learning portion of the Civilian Education System (CES) Intermediate Course. Modules were completed during slow periods and between the SMC classes. Subject matter was very appropriate to a first-time Army supervisor and civilian leader.

Facility

SGM Letha Lawson left Room 26 and the Spouse Leadership Development Program in June for an overseas position. Contractor Marilyn Cunningham was hired to fill the position just in time for Class 59's arrival. Ms. Canales continued to use Room 23 to process books.

In late July, Roxanne Taylor set up her Education Center in Room 27 and the area just outside Room 27 for her assistant. She was moved to the LRC because it provided proximity to computers in the lab. She primarily used the last two rows for online tests and use of educational sites by the student. Historical Office storage items previously stored in Room 27 were moved to Room 22, which was formerly used as the Publications Workroom.

All meeting rooms continue to be major points of activities and networking hubs for USASMA students, spouses, faculty and staff. The LRC was successfully used for in-

processing during both the resident and nonresident Sergeant Major Course. The computer lab and study rooms also served the students well in their academic studies.

NCO MUSEUM

Mission

The mission of the NCO Museum mission was to collect, preserve, exhibit, and interpret historically significant property related to the history of the US Army Noncommissioned Officer from 1775 to the present. The Museum supported military training and education, conducted research, stimulated esprit de corps and morale, and informed the public of the Noncommissioned Officers' service to the nation.

Staff

The staff of the Museum consisted of Mr. Larry Arms, the YA-1015-2, Museum Curator and Mrs. Melissa Cooper, GS-09 1016, Museum Specialist (History).

Major Developments

A History of the NCO

The Museum sought to address the needs of NCOs in the field by producing a short book on NCO history titled *A History of the NCO*. This book updated and provided additional information to *A Short History of the NCO*, which was produced in 1989.

Impact of BRAC

The build-up of troops at Fort Bliss, resulting from the Base Realignment and Closing (BRAC), caused an increase in use of the NCO Museum by units and soldiers. The Museum continued to serve non-USASMA units, which sought to provide their soldiers with NCODPs. The museum was a part of the POI for the Sergeants Major Course (resident and nonresident) and the First Sergeant Course. Altogether, it provided 112 tours in 2008.

Improvements to Museum

Eight new exhibit cases were purchased in 2008. One was used to highlight the rise of technicians in the 1870's and 1880's. Seven were used to improve the presentation of the NCO insignia.

Collections

During 2008, the Museum staff implemented the Center of Military History's new ACHAS system. This system served to create a web-based program for inventory control and cataloging of artifacts. Though different from previous artifact control systems, in many ways it proved usable and resulted in a complete inventory of the museum's collection.

In addition, the museum attempted to gain further control over its artifact environment by purchasing five additional refrigerated air conditioners. They promoted a more stable and controllable environment for artifacts.

Conclusion

The US Army Museum of the Noncommissioned Officer continued to make improvements to its programs, exhibits and collections in 2008. Writing *A History of the NCO* provided the museum with a history for NCOs throughout the US Army. Improvements to the exhibits and collections resulted in enhancing the museum and ensuring the museum was ready for the challenges of the coming year.

HISTORICAL OFFICE

Mission

The Historical Office had a number of missions. It provided reference service to the academy and the public. It provided an annual historical review for the academy. In addition, it assisted in lesson-development and in conducting staff rides.

Organization and Staff

Dr. Robert H. Bouilly was the only full time staff member in the Historical Office during CY 2008.

Major Activities

Command History

The historian finished the CY 2007 USASMA Annual Command History.

Staff Ride

The Staff Ride for the Resident SMC took place in April 2008. (See the following article.)

Training

The historian was able to attend the TRADOC Historian's Conference in May, for the first time in years as funding became available.

Archival Moves

During the year, the Historian moved the historical archives in Room 27 to Room 22 to make room for the Education Office. The archives were moved to Room 22 which had been used by the LRC to store Army publications. By the end of the year, it became apparent the archives would move again in the coming reorganization of the academy.

Reorganization

In November, news came that the Historical Office would be moving to the Directorate of Training and Doctrine from the School Secretariat.

USASMA students take part in annual staff ride

SGT. MAJ. TERRY ANDERSON

USASMA Class 58

COLUMBUS, N.M. – In the early morning hours of March 9, 1916, shadowy figures crossed the border



Sgt. Maj. Robert Plzak, an international student from the Czech Republic, briefs students on Pancho Villa's retreat as he stands at the foot of Cootes Hill. The briefing was part of USASMA's annual Staff Ride to Columbus, N.M.

from Mexico into the U.S. and approached the town of Columbus, N.M., unseen and untouched, intent on raiding the town and defeating the Soldiers of the 13th Cavalry.

More than 600 senior noncommissioned officers from the U.S. Army Sergeants Major Academy Class 58 studied Pancho Villa's raid on Columbus and walked the terrain during their annual staff ride last week.

Sgt. Maj. William Herrmann, an aviation operations senior NCO, briefed the final stand of the staff ride. Herrmann told the story of Maj. Frank Tompkins, who led 35 troopers in pursuit of Villa and his men as they retreated back into Mexico following the raid. After extensive research, Herrmann said it did not occur to him until he stood on the top of Cootes Hill just outside of Columbus that the direction of Villa's retreat may have aided in the 13th Cavalry's success.

"The Villistas (Villa's Soldiers) retreated to the southwest at 6:30 a.m., with the sun and the 13th Cavalry at their back," he said. "Villa's men had to turn into the rising sun to fight the U.S. Soldiers. Standing here, in Columbus, New Mexico, I can see that."

Each student was required to research, analyze and brief a piece of the attack, from Villa's approach from the southwest, to the burning of



PHOTOS BY SGT. MAJ. TERRY ANDERSON

Sgt. Maj. Ricky Haralson discusses her portion of the annual U.S. Army Sergeants Major Academy's staff ride to Columbus, N.M., as Master Sgt. Lenny Meeks holds a map board.

the Commercial Hotel, to Villa's retreat. The purpose of a staff ride is to further the professional development of Army leaders by putting them in the shoes of those who fought the battle. The students walked to each stand as a small group and used map boards to orient themselves to the terrain and give each group a reference to visualize the battle.

Sgt. Maj. Robert Plzak, an international student from the Czech

Republic, has attended staff rides in France, Poland and in his home country. Plzak said having to study and brief a portion of the battle was very beneficial to his military education.

"In such a small place, there were so many individual stories, so many Soldiers who stepped up and made a difference," Plzak said. "It was great to be able to walk the ground and to hear those stories."

HEADQUARTERS AND HEADQUARTERS COMPANY

Mission

The mission of the Headquarters and Headquarters Company (HHC) was to provide support and resources to educate the senior Noncommissioned Officers of the US Army and to provide a good working environment for all staff and faculty. HHC served as the administration control point for the staff and faculty within the academy. The commander was responsible for the health, welfare and administration of all staff sections within the academy. Although most active duty Soldiers/staff members were directly supervised within their respective sections, the HHC Commander and First Sergeant were responsible for the accountability, physical fitness, personnel actions and training. As the academy's TRADOC Status Report Officer, the HHC commander collaborated with the academy staff to coordinate, prepare and provide accurate status reports to TRADOC in the areas of personnel, equipment, supply, equipment maintenance and training.

Organization and Staff

CPT Clifton D. Schmitt was the commander of HHC through most of the year and First Sergeant Kendall Owens, II was the First Sergeant through the entire year. CPT Domingo Negron succeeded CPT Schmitt on 3 Nov 08 and 1SG Vincent McCormick succeeded 1SG Owens on 18 June 08. On 10 July, 1LT Alberto Jerez joined the staff. The HHC was a much-diminished organization in 2007, following the changes in responsibility. In the reorganization beginning in November 2008, HHC disappeared entirely.

Major Activities

Web site

The HHC Commander continued to be the "project officer" responsible for the design, organization and liaison between all staff sections and the webmaster. After the initial big push to get the web site up and running, activity slacked off in maintaining the site. The webmaster turned most of his energies to getting the ATLAS program running. The ATLAS program was designed in house and was supposed to make records keeping for the students easier. It had considerable teething problems.

Thin Client

The academy sought to simplify its information management system through the acquisition of thin client technology. The thin client system centralizes the software and memory in large servers and replaces the personal computer system. This makes updating

the software a one-time exercise rather than a multiple repetition of updating on each PC. The equipment from Sun Systems is expensive and required considerable planning and physical changes to the academy's information management system. The HHC commanders continued their roles as "project managers" for the initiative. Acquisition of the hardware in 2008 led to difficulties in setting up the system as the cooling system in the server room proved inadequate and the integration of the system simply did not work as projected.

Army Relational Executive System

The HHC Commander, in his new role as the academy's administrative control point, maintained the new Army Relational Executive System (ARES).

Community Contributions

The Academy contributed just under \$35,000 for the Combined Federal Campaign.

FACILITY ENGINEER

Mission

The Facility Engineer coordinated the upkeep of the facilities and grounds of the academy. He supervised the grounds crew that consisted of a civilian groundskeeper and inmate personnel from the branch of the federal La Tuna Prison located on Biggs Army Airfield. A big part of the Facility Engineer's role in 2008 involved coordination of upgrades at the academy as a part of the "World Class Academy" initiative.

Staff

1SG Vincent E. McCormick, served as the facility engineer throughout the year. Javier Contreras served as the academy's groundskeeper throughout the year. The Federal Bureau of Prisons provided 10 inmates on a daily basis. Their primary duty was to help the groundskeeper. The inmates came from the Federal Satellite Low Risk Prison facility located at the end of the Biggs Airfield runway. This facility is a branch of the La Tuna Federal Prison located at Anthony, New Mexico.

Major Developments

Roof Renovations

The academy buildings were designed in the early 1980s. Although over the years repair work was performed, extreme weather conditions caused leaks that had begun to damage furniture and newly purchased automation equipment. 1SG McCormick submitted the necessary work order to DPW (Directorate of Public Works), and based on solicitation by DPW, a contract was awarded. Work began in August 2008. The renovations included the headquarters building (11291), and buildings 11292, 11293 and 11294. Work was conducted in a safe manner to ensure regular classroom instructions and daily mission were disrupted. Renovations were completed and the academy received a two-year warranty in April 2009.

Liaison with the Fort Bliss Directorate of Public Works and Logistics

1SG McCormick continued to maintain critical relations with Fort Bliss budget personnel, DPWL (Directorate of Public Works and Logistics), the Strategic Initiatives Group and the academy's contracting officer in order to guarantee completion of projects and implementation of the vision of the academy's leadership.

Roof before Renovation



Roof after Renovation



NOTABLE ALUMNI

Two NCOs closely associated with the academy, over time, made news during the year. One was CSM William J. Gainey who retired in April as the first CSM for the Joint Chiefs of Staff. Gainey was a graduate of Class 41 of the Sergeants Major Course. Upon his retirement, Gainey wished to have a display constructed at the academy honoring his career. Arrangements could not be finalized quickly at USASMA to create a display to memorialize CSM Gainey. Memorialization slipped over into August 2009. The Chairman of the Joint Chiefs of Staff, Admiral Michael Glenn Mullen, declined to pick a successor to CSM Gainey, so it was not clear if Gainey's accomplishment would become precedent or not.

The second notable NCO was former Sergeant Major of the Army (SMA) William Bainbridge. He was the fifth SMA and he was the first CSM at the Sergeants Major Academy. Together, COL Morton and CSM Bainbridge got the academy up and running. CSM Bainbridge went directly from USASMA to the SMA position in 1975, after three years at the academy. Late in November, SMA (ret.) William Bainbridge died at his home in Florida. He followed SMA George Dunaway who died in February. Dunaway was the SMA before the academy was founded. Both were strong supporters of the academy in their retirement, coming often to the academy to speak to the students in the Sergeants Major Course.

A couple of articles on CSM Gainey and SMA Bainbridge follow.

Mullen salutes 'Soldier's Soldier' on his retirement

JIM GARAMONE

American Forces Press Service

FORT MYER, Va. — In what may have been the shortest retirement speech ever, Command Sgt. Maj. William J. Gainey looked out at the Army, Navy, Air Force, Marine Corps and Coast Guard honor guards in formation April 25 and, in less than a minute, said goodbye to 33 years in uniform.

"In the last two months, the Gainey's have been through a lot, and we realized something: Time is very short. And what we have decided today is to give your time back to you. So thank you very much."

With that, the first senior-enlisted advisor to the chairman of the Joint Chiefs of Staff hung up his Stetson and spurs and retired after a 33-year career. Gainey advised Adm. Mike Mullen and retired Gen. Peter Pace on matters of concern to enlisted personnel. Gainey took over the newly created position Oct. 1, 2005.

Mullen, who hosted the ceremony at Conmy Hall, Fort Myer, Va., said everyone in the Defense Department will miss Gainey and his style of leadership. The Soldiers, Sailors, Airmen, Marines and Coast Guardsmen are the sergeant major's total concern. "They are part of his family, and he cares for every single one," Mullen said.

And the sergeant major has championed their concerns. "Neither arrogance nor laziness ever drove Sergeant Major Gainey into a corner to sit and growl," the chairman said. "No, to his very last day, Joe Gainey has barked — sometimes loudly and always effectively. For 33 years now, he's led the pack."

The chairman said the sergeant major can be proud of his service, but that pride in the military is only part of his motivation; his real motivator is truth, the chairman said.

"It's what defines him, and as an institution, all of the services are better for it," Mullen said. "He's been vocal

about policies that needed changing, and there have been changes, like the recently adopted longevity pay.

Gainey also has been vocal about teamwork. The sergeant major believes that personnel will always be Soldiers, Sailors, Airmen, Marines or Coast Guardsmen first, but always must think about jointness. "We're that much tighter and together as a team because of it," the chairman said.

All his career, Gainey has "thrust himself — body, heart and soul — into being a Soldier, a professional, a leader, an honest broker and teller of the truth," Mullen said. "Our servicemen and women have all been well served, as have our NATO partners, with whom he's engaged and helped strengthen their own NCO corps."

Gainey has built relationships and has brought leaders together as a team to enhance U.S. joint and combined fighting capabilities in a time of war. "And he always stood up for his troops," the chairman said. "That's why they trust him; that's why I trust him, and that's why we'll miss him."

Gainey's concern is for all in the mil-

itary. "Sergeant Major Gainey would oftentimes come into my office," Mullen said. "You'd think he was coming in to give me an update on changes in policies or things we ought to do, and certainly he focused on that."

"But I think, more than anything else, his intent in coming in to see me was to see how I was doing, to make sure that my spirits were up. Every time he came into my office, he uplifted me in ways that are very difficult to describe. And for that, Sergeant Major, I will always be grateful."

The chairman noted that Gainey's efforts have helped make the military better. "He has ensured our enlisted force is better poised to fight and win in Iraq or anywhere else they are needed," he said. "Thank you, Sergeant Major, for a job well done."

Mullen presented Gainey with the Distinguished Service Medal and Cindy Gainey, the sergeant major's wife, with the Outstanding Public Service Award.

The couple will live in Texas. No decision has been made yet on the sergeant major's replacement.



Command Sgt. Maj.
William J. Gainey

Fifth sergeant major of Army dies

JOHN GRADY

AUSA

ARLINGTON, Va. – William G. Bainbridge, the fifth sergeant major of the Army and a former member of the Association of the United States Army's Council of Trustees, died Saturday in Palm Bay, Fla. He was 83.

Born in Galesburg, Ill., Bainbridge volunteered for the draft and was inducted into the Army in June 1943 at age 18, weeks after graduating from Williamsfield High School.

"I don't have any regrets," he later said about entering the Army, "because the thing to do was to go into the service if you could. ... It just didn't seem right for me not to go."

June 18, 1979, he retired at a ceremony at Fort Myer, Va., as the senior Army noncommissioned officer and the primary adviser to the Army chief of staff on enlisted issues.

Commenting on his career and the people with whom he served, he said at the retirement ceremony, "It can't get much better than that."

Retired Gen. Gordon R. Sullivan, AUSA president, said, "The United States Army and our nation have lost a courageous, history-making American, Soldier-warrior and noncommissioned officer who served his country with dedication and humility – both in and out of uniform – for over 65 years.

"I am proud to have served with a man of such stature who was respected and admired by all those he touched.

"May this great Soldier rest in peace – for which he fought for throughout his life."

Recognizing his unparalleled contributions to the Army, its Soldiers and noncommissioned offi-

cers, in 2000, AUSA's Council of Trustees instituted the Sgt. Maj. of the Army William G. Bainbridge Noncommissioned Officer Distinguished Service Medal awarded annually at the association's Annual Meeting and Exposition to the noncommissioned officer – active, reserve component or retired – who has contributed the most to the Army NCO Corps.

The first medal was presented to Bainbridge.

The citation read in part: "His leadership and mentoring have had a positive and lasting effect and have shaped the Army Noncommissioned Officer Corps of the 21st century."

Bainbridge was selected first as the sergeant major of the U.S. Army Infantry School at Fort Benning, Ga.; then First U.S. Army, at Fort Meade, Md.; and then to U.S. Army Pacific, Fort Shafter, Hawaii.

In 1968, the Command Sergeants Major Board chose Bainbridge to become one of the first command sergeants major in the Army.

With this broad background, his knowledge of Army operations in both peace and war, and the necessity of developing a comprehensive education system in the Army for noncommissioned officers, Bainbridge was selected as the first command sergeant major of the newly formed Sergeants Major Academy at Fort Bliss.

After three years in this historic position, Bainbridge became the fifth sergeant major of the Army, serving with Army chiefs of staff Gen. Frederick C. Weyand and Gen. Bernard W. Rogers.

Among his many accomplishments in this office, Bainbridge believed that gaining permanent funding for the Noncommissioned



ARMY PHOTO

Retired Sgt. Maj. of the Army William G. Bainbridge died Saturday.

Officer Education System was his greatest contribution.

He said that command sergeants major and all senior noncommissioned officers are – first and foremost – teachers, and in this role they are vital to the success of the mission.

Looking at the future of the Army, he once said, "What was good enough yesterday, certainly is not going to be good enough tomorrow."

And, he always believed: "You've got to trust your noncommissioned officers, because that's what they're there for."

A service will be held in Palm Bay Friday and interment will be held with full military honors at Arlington National Cemetery at a later date.

(Editor's note: Material from "The Sergeants Major of the Army," Center of Military History, United States Army, was used in this story.)

SPORTS

AUSA Ten-Mile Race

In October, a USASMA team successfully participated in the AUSA 10-miler race in Washington, DC, and took first place in its division for the seventh consecutive year.

USASMA wins ten-miler

The U.S. Army Sergeants Major Academy running team took top honors in the Sergeants Major Challenge for the seventh consecutive year at the Army Ten-Miler, held Oct. 5 in Washington, D.C. Pictured accepting the trophy from Maj. Gen. Richard Rowe, far right, and Command Sgt. Maj. Raymond Houston, are, from left: Sgts. Maj. Ng Puay, John Poff, Timothy Crosby, Uwe Leiner, Ben Wong, Evangelish Thomas, Jose Diaz, Osvaldo Del Hoyo and James Lynch.



DAVE CROZIER

AUSA Sergeants Major Ten-Miler Champions

Mini Golf Tournament

In August, a USASMA mini golf team comfortably won an intramural tournament.



PHOTOS BY DUSTIN PERRY

Steve Caffee, a Class 59 student at the U.S. Army Sergeants Major Academy, bogeys on the 13th hole during the intramural miniature golf championship Aug. 20 at the Kelly Park course.

USASMA team dominates mini golf tourney, wins by 12 strokes

DUSTIN PERRY

Editor

Four students from the U.S. Army Sergeants Major Academy shot a combined 200 to win the intramural miniature golf championship Aug. 20 at the Kelly Park course, beating their closest competitors by a comfortable 12 strokes.

Steve Caffee, John Etter, Patrick Quirk and David White finished 14 over par as a team after 18 holes of impressive putting on the deceptively difficult course. The victory earned USASMA 60 Commander's Cup points, increasing their lead in the Division A standings by an even wider margin.

"We have 645 students in our class, and we were the only four to show up; the four of us are very competitive, so we didn't come here to lose," said Etter, who shot a 2-over-par 49. Etter birdied on five holes, the most among his teammates. "I've played on a lot of miniature golf courses, and this one was a lot tougher than most."

Caffee also shot a 49, sinking birdies on four holes. Following his team's trophy presentation, Caffee said the perception of miniature golf being a "novelty sport" that requires considerably less skill than its full-size counterpart is misleading.

"For this to be a putt-putt course, you actually have to play a few holes like you would at a real golf course," said Caffee. "You can't usually go for a hole-in-one; you have to set your shots up to either birdie or make par. Anyone can come out here and hit the ball around, but there is definitely a degree of difficulty involved."

"This sport definitely belongs in the Commander's Cup," said White, who shot a 5-over-par 52, with birdies on three holes.

APPENDIX A (1)
USASMA STAFF DIRECTORY
26 AUGUST 2008

U.S. ARMY SERGEANTS MAJOR ACADEMY
11291 SGT E. Churchill Street, Fort Bliss, TX 79918-8002
26 August 2008

COMMAND GROUP

ATSS-C (Bldg 11291)		
Commandant	COL Gentry	8009
Exec Asst	Ms. Garner	8292
EO Advisor	MSG Maczko	9383
ATSS-CC (Bldg 11291)		
Command Sergeant Major	CSM Chandler	8307
Admin NCO	VACANT	8193
ATSS-CA (Bldg 11291)		
Asst Commandant	LTC Suits	8585
ATSS-CH (Bldg 11293)		
Chaplain	MAJ Johnston	8223
ATSS-COP (Bldg 11291)		
Chief of Protocol	Mr. Fraser	8489
Protocol Specialist	VACANT	8448
ATSS-CM (Bldg 11293)		
Health Promotion Officer	MAJ Smith	9403
Health Tech	Mr. Hurell	9067
NCOIC	VACANT	8271
ATSS-CE		
Reenlistment NCO		8193
ATSS-CG (Bldg 11291)		
ARNG Advisor	SGM Kelley	8313
ATSS-CR (Bldg 11291)		
USAR Advisor	SGM Baxmeyer	8304
ATSS-CSI (Bldg 11291)		
Dir, Strategic Initiatives Group	Mr. Smith	9192
Strategic Planner	Mr. Holifield	8049
Strategic Planner	SGM Dempsey	8287

HEADQUARTERS COMPANY

ATSS-H (Bldg 11291)		
Commander	CPT Schmitt	9875
HHC XO	1LT Jerek	8023
First Sergeant	1SG McCormick	8354
ATSS-HF (Bldg 11291)		
Facilities Mgr	Mr. Contreras	8816

S-1/SCHOOL SECRETARIAT DIRECTORATE

ATSS-S (Bldg 11291)		
Director / S1	Mr. McKinney	8383
Admin Asst	Ms. Johnson	8123
ATSS-BP (Bldg 11291)		
Human Resources SGM	SGM Jackson	569-6743
NCOIC/Awards	SFC Johnson	8416
Finance/Leaves/Bonuses	Ms. Brock	8349
Evals/Promotions/Retirements	SGT Cooper	8563
Legal Processing		8055
eMILPO/Reassignments	Mr. Morgan	8237
Actions Clerk	Mr. Morgan	8237
Mailroom Clerk	Mr. LaBarbera	8335

S-1/SSD (Cont)

ATSS-SA (Bldg 11291)		
Chief, Academic Records	Ms. Bradford	8619
Academic Records Tech	Ms. Tapia	8379
ATSS-SH (Bldg 11294)		
Historian	Dr. Bouilly9978	
ATSS-SJ (Bldg 11291)		
NCOJ, Editor-in-Chief	MSG Pilgrim	8550
Managing Editor	Mr. Crozier	9069
Journalist/Photo Journalist	SGT Ferguson	8101
Graphic Artist	SPC Schnaare	8202
ATSS-SL (Bldg 11294)		
Supervisory Librarian	Ms. Garcia	8451
Library Technician	Ms. Canales	8454
Library Technician	Mr. Lawrence	8462
Library Technician	Ms. Lowenthal	8176
ATSS-SM (Bldg 11331)		
Director, NCO Museum	Mr. Arms	8646
Museum Specialist	Ms. Cooper	8306

S-2/3

ATSS-BO (Bldg 11291)		
Chief, Operations	Mr. Guyette	8305
Ops SGM	SGM Backshieder	8827
Plans Technician	Mr. Davis	9752
Training Technician	Ms. Jordan	8363
Ops NCO	MSG Gongaware	8096
Ops Technician	Mr. Garza	9436
Safety NCO	Mr. Garza	9436
ATSS-BS (Bldg 11291)		
Security Manager		9755
ATSS-BOL (Bldg 11292)		
Audio/Visual Tech	Ms. Mitsakos	8832
Audio/Visual Studio		8316

S-4

ATSS-HL (Bldg 11292 3d Floor)		
Chief/PBO	Ms. Gilmore	8739
S-4 NCOIC	SGT Sylvester	8366
S-4 / LMDC	Ms. Jackson	8361
Billing Official	Mr. Bindley	8367
Supply Tech	Mr. Moore	8482
ATSS-HLM (Bldg 11292)		
LMDC NCOIC	SFC Herron	8798
TDD	Ms. Hernandez	8715
LMDC Warehouse		8972
S-4/LMDC Fax		9197

Academy Book Store	562-5645
Snack Bar	564-9046
Barber Shop	566-5005
Carlson Wagonlit	566-4488
Centennial Club	568-9330

USASMA Homepage Address: <https://www.bliss.army.mil/usasma/>

U.S. ARMY SERGEANTS MAJOR ACADEMY
11291 SGT E. Churchill Street, Fort Bliss, TX 79918-8002
26 August 2008

S-5 (DOTD)		
ATSS-D (Bldg 11291)		
Director	Dr. Vereen	8633
Operations SGM	SGM Thomas	8274
Admin Operations	Mr. Flynn	8332
ATSS-DL (Bldg 11291)		
Chief, Distance Learning	Ms. Jacobs	8294
IMI Specialists		8007
ATSS-DM (Bldg 11291)		
CMDD	SGM Rosen	8331
ATSS-DCP (Bldg 11291)		
Chief, WLC	SGM Hurley	8405
ATSS-DCB (Bldg 11291)		
Chief, B/ANCOG	MSG Quintana	9162
ATSS-DCS (Bldg 11291)		
Chief, SMC	SGM Moore	8895
ATSS-DCF (Bldg 11291)		
Chief, Functional Courses	MSG Hixson	8861
FSC/BSC		

S-6 (IMD)		
ATSS-IM (Bldg 11274)		
Chief	Mr. Martin	8221
Help Desk Supervisor	Mr. Turner	9564
System Administrator	Mr. Goldman	9210
System Administrator	Ms. Hidalgo	9210
Help Desk Technician	Mr. Garcia	8950
Help Desk Technician	Mr. Nunez	8885
Programmer	Mr. Snyder	8457

QUALITY ASSURANCE OFFICE		
ATSS-Q (Bldg 11291)		
Director	SGM Ogletree	8296
Chief, Phase I Evals	SGM Sharpe-Chancellor	8340
ISS	Mr. Dustan	8455
ISS	Ms. Wallace	569-6725
Evaluator	SGM Cossel	8735
Evaluator	SGM Jones	8871
Evaluator	SGM Stewart	569-6724
Evaluator/Title XI	Mr. McGough	569-6731

Emergency	911
Fire	117
Ambulance	569-2331
DSN (568)	978
DSN (569)	979
SDNCO	568-8081/8335 Cell 892-4892
FAX	8484
Local Call 99 + 7 Digit #	
DSN 94 + 7 Digit #	
Commercial Long Distance	
97+1+AC+7 Digit #	

STAFF & FACULTY BATTALION		
ATSS-B (Bldg 11291)		
Bn Commander	CSM Sturtevant	569-6730
Battalion XO	SGM Phillips	569-6733
Chief Instructor	SGM Kyler	568-8019
ATSS-BA (Bldg 11293)		
(A Company)		
Commander, CO A	CSM Yates	8785
First Sergeant	1SG Torres	8508
SMC Chief Trainer	SGM Miller	8692
Admin NCO	SSG Roeder	8418/8567
ATSS-BAR (Bldg 11293)		
SI, LD, CC	SGM Mincey	8657
ST, LD	SGM Forsyth	8120
ST, CC	SGM Gonzales	
SI, MO	SGM Mincey	8692
ST, MO	SGM Adams	8729
SI, RM	SGM Madera	8311
ATSS-BAN (Bldg 11293)		
(NRC)		
CI, NRC	SGM Adams	8572
Course Trainer	SGM Bensley	8570
OPNS NCO	SGM Craig	744-2002
Admin NCO	MSG Greene	744-2003
ATSS-BSP (Bldg 11293)		
Special Projects	SGM Lamar	8364
ATSS-BB (Bldg 11293)		
(B Company)		
Commander, CO B	CSM Null	8479
First Sergeant	1SG Janice	8205
Admin Clerk	SGT Chiguina	8480
ATSS-BBB (Bldg 11293)		
CI, BSNCOC	SGM Fragoso	9165
SI, BSNCOC	MSG Beard	9194
SI, BSNCOC VTT	MSG Cameron	8516
Phase I, BSNCOC	MSG Cameron	9211
ATSS-BBF (Bldg 11293)		
CI, FSC	SGM Noel	8525
SI, FSC	MSG Barrett	9281
SI, FSC VTT	MSG Barrett	9284
Phase I, FSC	MSG Jackson	8303
ATSS-T (Bldg 11293)		
(BCTD)		
Director, BCTD	Mr. Weis	8848
Chief, DTD	SGM Zito	569-6238
Sim Ctr/GDIT Site Ld	Mr. Penland	8147
Network Engineer	Mr. Galvan	569-6040
VTC/VTT Coordinator	Ms. Rivera	569-6336
ATSS-BN (Bldg 11293)		
SI, BNCOC-VTT	MSG Thomas	569-6415
ATSS-BI (Bldg 11293)		
(IMSO)		
Director, IMSO	VACANT	9055
Field Studies Officer	Ms. Stophel	8763
Sponsor Coord	Mr. Escamilla	9817
Support Officer	Mr. Salcido	8763
Executive Admin Asst	Ms. Nelson	9451
ATSS-BOD (Bldg 11294)		
SLDP Manager	Ms. Cunningham	8961
Chief, SFDD (Bldg 11293)	Ms. Pyke	8535
ATSS-BOT (Bldg 11291)		
Test Control Officer	SGM Martinez	9070
ATSS-SE (Bldg 11293)		
(Education Center)		
Education Advisor	Ms. Taylor	744-2744

APPENDIX A (2)
USASMA STAFF DIRECTORY
15 JUNE 2009

APPENDIX A (3)
USASMA STAFF DIRECTORY
22 SEPTEMBER 2009

APPENDIX B (1)

KEY PERSONNEL

Key Personnel

Commandant

COL Donald E. Gentry

Command Sergeant Major

CSM Raymond E. Chandler, III

Assistant Commandant

LTC Stanford W. Suits
Jan-Nov 08

S1/Director, School Secretariat

Mr. Jesse W. McKinney

S2/3 Plans & Operations

Mr. Charles E. Guyette

S4, Logistics & Budget

Ms. Bobbie J. Gilmore

S5/Directorate of Training Development (DOTD)

Dr. Mack Vereen

S6/Directorate of Educational Technology (DOET)

Mr. Donald R. Martin

Director, QAO

SGM William R. Ogletree

Battalion Commander

SGM Edward I. Martinez
1-10 Jan 08

CSM Jeff Sturtevant
11 Jan-Dec 08

A Co. Commander

CSM Michael R. Huffman
Jan-Jun 08
CSM David L. Yates
Jun-Dec 08

B Co. Commander

CSM Joleen J. Walker
Jan-Jul 08
CSM David Null
Aug-Dec 08

HHC Commander

CPT Clifton D. Schmitt
Jan-Oct 08
CPT Domingo Negrón
Oct-Dec 08

Facilities Engineer

1SG Vincent E. McCormick

Groundskeeper

Mr. Javier Contreras

Chaplain

MAJ Mark R. Johnston

Health Promotion Officer

MAJ Amy J. Trevino
Jan-Sep 08
MAJ/LTC Tracy A. Smith
Sep-Dec 08

Director, Strategic Initiatives Group

Mr. Sylvester Smith

ACRONYMS AND ABBREVIATIONS

1SG	First Sergeant
AAFES	Army, Air Force Exchange Service
ANCOC	Advanced NCO Course
AAMED	Army Medical Department
AAR	after action review
ABC/MS	Activity-Based Costing/Management System
ABCKS	Army Battle Command Knowledge System
ABCS	Army Battle Command System
ABIC	Army Basic Instructor Course
ABN	airborne
AC	Active Component
AC2DP	Army Concept and Capability Plan
ACE	American Council on Education
ACES	Army continuing Education System
ADA	Americans with Disabilities Act; Air Defense Artillery
ADDIE	analysis, design, development, implementation and evaluation
ADL	Advanced Distributed Learning
ADL-R	Advanced Distributed Learning-Repository
ADT	Active duty Training
AED	automated external defibrillator
AER	Army Emergency Relief
AG	Adjutant General
AGR	Active Guard and Reserve
AKO	Army Knowledge On-Line
AL21I	Army Leaders for the 21st Century Initiative
ALLP	Army Lessons Learned Program
ALMC	Army Logistics Management College
ALMS	Army Learning Management System
AMEDD	Army Medical Department
ANA	Afghanistan National Army
ANATC	Afghanistan National Army Training Command
ANCOC	Advanced Noncommissioned Officer Course
AOT	assignment oriented training
APFRI	Army Physical Fitness Research Institute (Carlisle, PA)
APFT	Army Physical Fitness Test
AR	Army Reserve, Army regulation
ARCIC	Army Capabilities Integration Center (TRADOC)
ARES	Army Relational Executive System
ARFORGEN	Army Force Generation
ARNG	Army National Guard
ARTEP	Army Training and Evaluation Program
A/SA	Acting Secretary of the Army

ASAP	Army Substance Abuse Program
ASAT	Automated Systems Approach to Training
ASI	additional skill identifiers
ATBG	Appropriations TRADOC Budget Guidance
ATC	Army Training Center
ATLAS	Army Training and Learning Assessment System
ATLDC	Army Training and Leadership Conference
ATLDP	Army Training and Leadership Development Plan
ATM	asynchronous transfer mode (switch)
ATRM	Army Training Requirements
ATRRS	Army Training Requirements Resources System
ATSC	Army Training Support Center
AUSA	Association of the United States Army
AUTOGEN	Automated Text and Program Generation
AWC	Army War College
AWG	Asymmetric Warfare Group
BNCOC	Basic Noncommissioned Officer Course
B/ANCOC	Basic/Advanced Noncommissioned Officer Courses
BNCOC	Basic NCO Course
BBS	Brigade/Battalion Battle Simulation
BCKS	Battle Command Knowledge System
BCT	Brigade Combat Team
BCT&DS	Battle Command Trainer and Distributive Trainers
BCTN	Battle Command Training Network
BCTS	Battle Command Training Strategy
Bde	brigade
BLOG	term derived from “Web log” – a user-generated website where entries are made in journal style and displayed in a reverse chronological order.
BN	battalion
BNCOC	Basic Noncommissioned Officer Course
BOLC	Basic Officer Leadership Course
BRM	basic rifle marksmanship
BRAC	Base Realignment and Closure
BSC	Battle Simulation Center; Battle Staff Course
BSNCO	Battle Staff Noncommissioned Officer Course
C4C	coaching for commitment
CAAS	contracted advisory and assistance service
CAC	Combined Arms Center (Ft. Leavenworth)
CAC-T	Combined Arms Center Training Directorate
CAD	course administration data
CAL	Center for Army Leadership (Ft. Leavenworth)
CALL	Center for Army Lessons Learned
CC	common core
CCC	Captain’s Career Course
CD	compact disk
CDBR	Consolidated Database of Records

CENTCOM	Central Command
CERP	Commander's Emergency Response Program
CES	Civilian Education System
CF	course facilitator
CFC	Combined Federal Campaign
CGSC	Command and General Staff College
CH	chaplain
CHN	Community Health Nurse
CID	combat identification and detection
CIO	Command Information Office; Chief, Information Office
Citrix	software company specializing in visualization and remote access software
CL	class
CLRT	critical literature review team
Cmdt	commandant
CMDMC	Command Master Sergeant (Navy rank)
CMH	Center of Military History
CMP	Course Management Plan
CO	Company
COA	Certificate of Authenticity
CoC	Council of Colonels
COE	contemporary operational environment
COP	Common Operating Picture
COPF	Command Post of the Future
COIN	counter insurgency
COL	Colonel
COR	Contract Officer Representative
CORDRA	Content Object Repository Discovery and Registration Architecture (trademark)
CPO	Civilian Personnel Office
CPR	cardio-pulmonary resuscitation
CPT	Captain
CPX	command post exercise
CREW	Counter RCIED Electronic Warfare [RCEID –Radio Controlled Improvised Explosive Devise]
CSI	Combat Studies Institute (Ft. Leavenworth)
CSA	Chief of Staff of the Army
CSM	Command Sergeant Major
CSMC	Command Sergeants Major Course
CSM-D	Command Sergeant Major-Designate
CSMSS	Command Sergeants Major Spouses' Seminar
CST	Central Standard Time
CTA	cognitive task analysis
CTSSB	Critical Task Site Selection Board
CULP	Cultural Understanding and Language Proficiency
CVP	Contractor Verification System
CY	calendar year

DA	Department of the Army
DAMO-SS	Department of the Army Military Operations—Strategic Plans and Policy Office
DARWARS	DARPA’s [Defense Advanced Research Projects Agency] universal, persistent, on-demand training WARS
DASD	Deputy Assistant Secretary of Defense
DAIM-FD	Assistant Chief of Staff for Installation Management
DCSINT	Deputy Chief of Staff for Intelligence
DCSOP	Deputy Chief of Staff for Operations
DCSOPS&T	Deputy Chief of Staff for Operations and Training (TRADOC)
DCSRM	Deputy Chief of Staff for Resource Management (DA)
DD	Department of Defense
DEPEX	deployment exercise
DFAS	Defense Finance and Accounting Service
DIACAP	Department of Defense Information Assurance and Accreditation Process
DISA	Defense Information Systems Agency
DIV	Division
dL	distributed learning
DL	distance learning
DMPO	Defense Military Pay Office
DOD	Department of Defense
DOIM	Directorate of Information Management
DOTD	Directorate of Training and Doctrine
DOTMLPF	Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities (DOD Office)
DPTMS	Directorate of Plans, Training, Mobilization and Security – Ft. Bliss
DPWL	Directorate of Public Works and Logistics
DR.	doctor
DRAG	Doctrine Review and Approval Group
DRM	Directorate of Resource Management
DTF	Digital Training Facility
DTD	Digital Training Division
DTS	Defense Travel System
E	enlisted
EAD	extended active duty
EJPME	Enlisted Joint Professional Military Education
EKG	electro cardiogram
ELO	enabling learning objective
EMERCWG	Enlisted Military Education Review Council Working Group
EOCSE	End of Course Sustainment Exercise
EoF	escalation of force
EPMD	Enlisted Personnel Management Directorate
ERM	execution roadmap
ES2	every soldier is a sensor
FA	faculty advisor
FAQ	frequently asked questions

FBCB2	Force Battle Command Brigade and Below
FC	functional course
FDP1	Faculty Development Phase 1
FID	foreign internal defense
FM	field manual
FMI	Field Manual-Interim
FNP	Family Nurse Practitioner
FORSCOM	Forces Command
FRAGO	Fragmentary Order
FRG	Family Readiness Group
FSC	First Sergeant Course
FSC-VTT	First Sergeant Course - Video Tele-training
FSF	Foreign Security Force
FSO	Fire Support Officer
FT	fort
FY	Fiscal Year
GEL	guided experiential learning
GIG	gigabit
GS	general service
G3	Assistant Chief of Staff (Operations and Plans)
GO	general officer
GWOT	Global War on Terrorism
H.E.A.R.T	Health Evaluation and Risk Targeting
HHC	Headquarters and Headquarters Command
HPO	Health Promotion Office
HQ	headquarters
HRC	Human Resources Command
HVAC	heating, ventilation and air conditioning
IA	Iraqi Army
IAW	in accordance with
ICDT	Integrated Combat Development Team
I-COE	Integrated Contemporary Operational Environment
ICH	instructor contact hours
ID	infantry division
IDEP	individual development plan
IDT	Inactive Duty Training
IE	information engagement
IED	improvised explosive device
IED-D	improvised explosive devise-defeat
IG	Inspector General
I/ITSEC	Inter-service/Industry Training, Simulation and Education Conference
ILE	intermediate level of education
ILS	Integrated Library System
IMA	Individual Mobilization Augmented
IMD	Information Management Directorate

IMDR	Instructional Media Design Report
IMI	interactive multimedia instruction
IMPAC	International Purchase Authority Card
IMS	international military student
IMSO	International Military Student Officer
IP	Information Program
IPB	Intelligence Preparation of the Battlefield
IPR	initial planning review
ISDN	integrated services digital network
ISR	intelligence, surveillance and reconnaissance
ISS	Instructional Systems Specialist
IT	information technology
ITC	Instructor Training Course
ITP	individual training plan
ITRM	Institutional Training Reserve Model
ITS	individual training study
JADD	Joint Allied Doctrine Division
JAG	Judge Advocate General
JEPME	Joint Enlisted Professional Military Education
JFK	John Fitzgerald Kennedy
JFCOM	Joint Forces Command
JIEDDO	Joint Improvised Explosive Devise Defeat Organization
JIIM	Joint Interagency, Intergovernmental, and Multinational
JKDDC	joint knowledge development and distribution capability
JLA	joint learning activity
JLO	joint learning outcomes; joint learning objectives
JPME	Joint Professional Military Education
JROTC	Junior Reserve Officer Training Corps
JSAT	Joint Security Assistance Training
JTF	Joint Task Force
L2I	Lessons Learned Integration
L3	life long learning
LA	Louisiana
LAN	local area network
LD	Leadership Division
LDF	Leader Development Forum
LDR	leader
LLC	Lifelong Learning Center (USASMA)
LLD	Leader Development Directorate (TRADOC)
LEAD	Leadership, Education and Development
LMDC	Lesson Management and Distribution Center (USASMA)
LNO	Liaison Officer
LOGEX	logistics exercise
LPO	Lesson Plan Outline
LRC	Learning Resources Center
LSI	Logistic Services International (a vendor)

LT	Lieutenant
LTC	Lieutenant Colonel
LTG	Lieutenant General
MACOM	major command
MANCEN	Maneuver Support Center
MAJ	Major
Mbps	millions of bits per second
MCIP	Marine Corps Information Publication
MCS	Maneuver Control System
MD	Doctor of Medicine
MDEP	Management Decision Package
MDMP	Military Decision Making Process (FM 5)
MEB	Medical Evaluation Board
MEDPROS	Medical Protection System
METDA	More Effective Table of Distribution and Allowances
MFP	military personnel files
MG	Major General
Mgr	manager
Mil-Ops	Military Operations Division
MMT	multi-media training
MO	military operations
MOE	method of evaluation
MOBEX	mobilization exercise
MOI	memorandum of instruction
MOS	mission-oriented skill
MP	military police
MPEP	Military Personnel Exchange Program
MPRI	Military Professional Resources, Inc. (contractor)
MSEL	Master Scenario Events List
MSG	Master Sergeant
MSSC	Mission Service Support Center
MTT	Mobil Training Team
MWR	Morale, Welfare and Recreation
NATO	North Atlantic Treaty Organization
NBC	Nuclear, Biological and Chemical
NCO	noncommissioned officer
NCOA	noncommissioned officer academy
NCOACC	Noncommissioned Officer Academy Commandant's Course
NCODP	Noncommissioned Officer Development Program
NCOES	Noncommissioned Officer Education System
NCOIC	Noncommissioned Officer in Charge
NCOTEAM	NCO Team
NGB	National Guard Bureau
NIPRNET	Non-classified Internet Protocol Router Network (Unclassified but Sensitive Internet Protocol Router Network)
NRC	Non-resident Course

NRSMC	Nonresident Sergeants Major Course
NSA	national security affairs
O/C	observer/controller
OCAR	Office, Chief of Army Reserve
OEM	end of the month
OES	Officer Education System
OIC	officer in charge
OIF/OEF	Operation Iraqi Freedom/Operation Enduring Freedom
OIL	observations, insights, lessons
OneSAF	One Semi-Automated Forces
OPFOR	opposing force
OPSEC	Operational Security
OPTEMPO	operations tempo
OPORD	operations order
OSD-RA	Office of the Secretary of Defense-Reserve Affairs
P	promotable
PASS	Publish and Subscribe Services
PB	program budget decision
PBAC	Program Budget Advisory Council
PCC	Pre-command Course
PCS	Permanent Change of Station
PD	Program Directive
PDHRA	Post-Deployment Health Reassessment
PE	practical exercise
PEP	Personnel Experience Paper
PERSCOM	Personnel Command
PFC	Private First Class
PG	Proving Ground
PLDC	Primary Leadership Development Course
PMCS	preventive maintenance checks and services
PME	Professional Military Education
PO&A	Program Objective and Analysis; Plans Orders & Annexes
POC	point of contact
POI	Program of Instruction
POM	Program Objective Memorandum
POSH	People, Opportunity and Sexual Harassment
PT	physical training
PWS	performance work statement
QAO	Quality Assurance Office
QM	Quartermaster
R	retired
RC	Reserve Component
RCS	Record Control Series
RCIED	Radio Controlled Improvised Explosive Device
REFRAD	Release from Active Duty
RFI	Rapid Fielding Initiative

RM	Resource Management
ROTC	Reserve Officer Training Corps
RTI	Regional Training Institute
RTM	run time manager
S-1	Personnel Staff Officer
S-2	Intelligence Staff Officer
S-3	Operations Staff Officer
S & F	staff and faculty
SaaS	Soldier as a System
SACC	Stand Alone Common Core
SAEDA	Subversion and Espionage Directed Against the U.S. Army and Deliberate Violations of Security
SAPR	sexual assault and prevention response
SAT	Systems Approach to Training
SATBC	Systems Approach to Training Basic Course
SATP	Security Assistance Training Program
SAV	staff assistance visit
SCORM	Sharable Content Reference Model
SGM	Sergeant Major
SF	Special Forces
SFC	Sergeant First Class
SFDD	Staff and Faculty Development Division
SFMC	Soldier and Family Medical Center
SGITC	Small Group Instructor Training Course
SGM	Sergeant Major
SGS	Secretary of General Staff
SGT	Sergeant
SI	senior instructor
SIM	simulation
SIG	Strategic Initiatives Group
SIGACT	Significant Activities
SIPERNET	Secret Information Processing Router Protocol Network
SIRSI	library supply company name
SLC	Senior Leader Course
SLDC	Spouse Leadership Development Course
SMA	Sergeants Major Academy; Sergeant Major of the Army
SMDR	Structure and Manning Decision Review
SME	subject matter expert
SMIFPC	Sergeants Major International Fellows Pre-course
SMIPC	Sergeants Major International Pre-course
SMNRC	Sergeants Major Non-resident Course
SMSC	Sergeants Major Spouse Course
SMSGT	Senior Master Sergeant (Air Force)
SOCAD	Servicemembers Opportunity Colleges Army Degree
SOP	standing operating procedure
SOW	statement of work

SPC	Specialist
SQI	Special Qualification Identifier
SSD	School Secretariat Directorate
SSDP	Structured/guided Self-development Plan; Structured Self-development Program
SSG	Staff Sergeant
ST	senior trainer
STP	Soldier Training Publication
STRAP	system training plan
STX	Situation Training Exercise
SWA	Southwest Asia
T&EO	training and evaluation outline
TAITC	Total Army Instructor Training Course
TAR	the analysis report
TASS	Total Army School System
TATS	Total Army Training System
TD	training development
TD2	Training and Doctrine Development; training development/developers
TDA	Table of Distribution and Allowances
TD2QAMS	Training Doctrine and Development Directorate Quality Assurance Management System (TRADOC)
TDDMC	Training Development Middle Manager Course
TDY	temporary duty as assigned
TFI	Total Force Integrator
TIG	The Inspector General
TLO	terminal learning objective
TMCA	Theater Movement Control Agency
TNET	television network
TOC	Tactical Operations Center
TPWG	Training Professional Working Group
TOMA	Training Operations Management Activity (TRADOC)
TR	TRADOC Regulation
TRAC/WSMR	TRADOC Analysis Command/White Sands Missile Range
TRADOC	Training and Doctrine Command
TRAP	Training Requirements Arbitration Panel
TRNS	transportation
TSGT	Training Sergeants Major Academy
TSMA	Training Sergeant (NCO Professional Development)
TSP	training support package
TTP	techniques, tactics and procedures
UFR	unfinanced requirement
UMMCA	Unspecified Minor Military Construction, Army
UMR	Unit Manning Request
USAARTC	United States Army Regional Training Center
USAFMSA	United States Army Force Management Support Agency

USAIC&FH	United States Army Intelligence Center & Fort Huachuca
USAIOP	United States Army Information Office Proponent
USAIS	United States Army Infantry School
USAR	United States Army Reserves
USASMA	United States Army Sergeants Major Academy
USASSI	United States Army Soldier Support Institute
USN	United States Navy
USO	United Services Organization
UTEP	University of Texas at El Paso
VMware	software company specializing in visualization software
VTC	Video Tele-conference
VTT	Video Tele-training
VTT-B	Video Tele-training-Basic Noncommissioned Officer Course
VTTITC	Video Tele-training Instructor Training Course
WBAMC	William Beaumont Army Medical Center
WG	working group
WLC	Warrior Leader Course
WO	warning order
WOES	Warrant Officer Education System
WTB	warrior tasks and battle drills
XO	executive officer