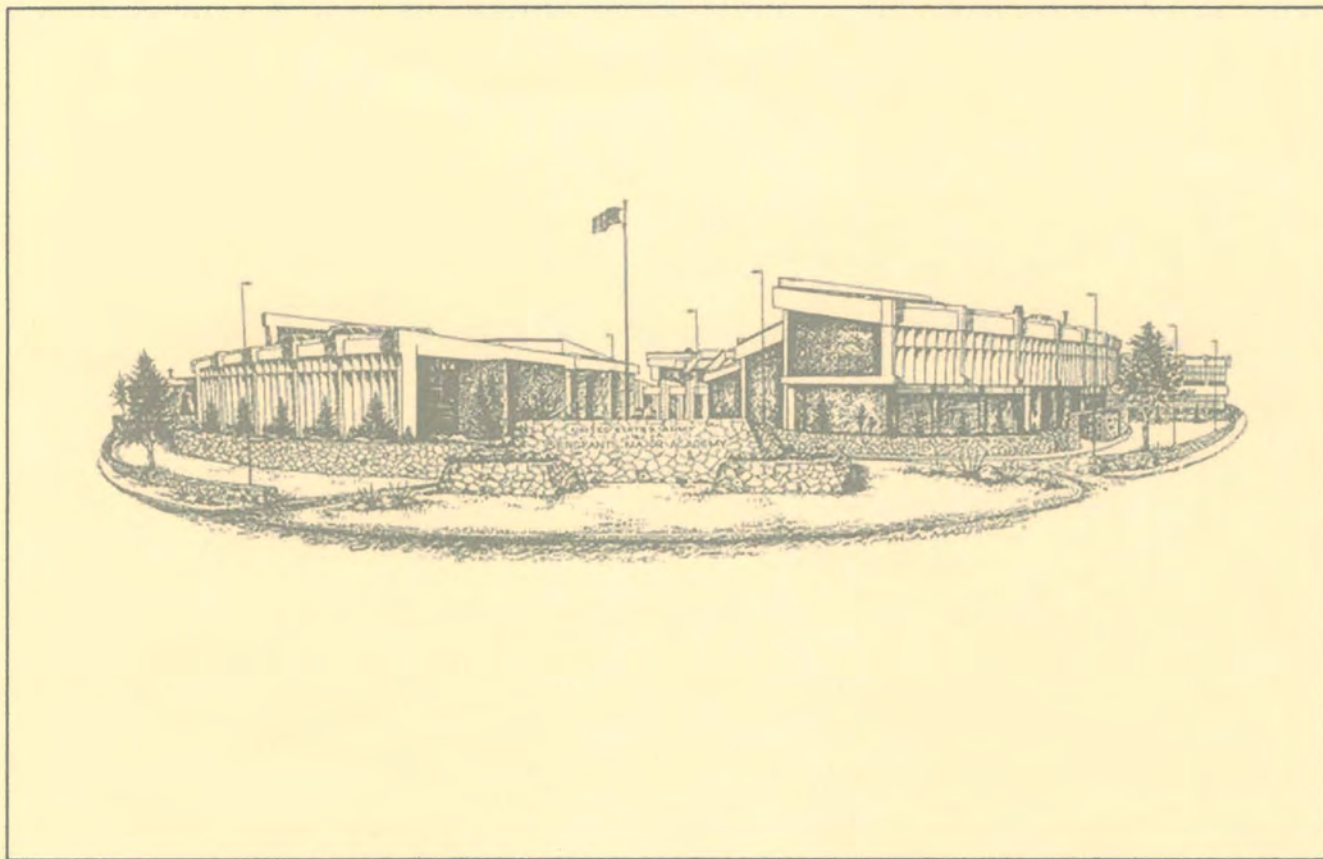


USASMA
ANNUAL COMMAND HISTORY (U)
1 January 2005 to 31 December 2005



SERGEANTS MAJOR ACADEMY
FORT BLISS, TEXAS

US ARMY SERGEANTS MAJOR ACADEMY

ANNUAL COMMAND HISTORY

1 JANUARY 2005 TO 31 DECEMBER 2005

(RCS CHIS-6 (R3))

By Dr. Robert H. Bouilly

Historian

US Army Sergeants Major Academy

Fort Bliss, Texas

March 2006

COMMANDANT'S SUMMARY

The year began with Colonel Seward as commandant. He had arrived at the academy in August 2004, the day before the resident Sergeants Major Course (Class 55) began. He regretted not being able to come earlier because he believed he did not have the opportunity to put his imprint on the class and curriculum that he would have liked. Many of the staff believed he had already been tapped for other duties and was placed at the academy awaiting developments in the Air Defense Branch. The belief proved true as COL Seward left the academy not quite a year after coming to head up a new Air Defense area command headquartered in Hawaii. Shortly after going to Hawaii COL Seward became a general officer. In the meantime COL Seward worked on maintaining standards at the academy. He monitored what he termed "conditions of employment." He emphasized compliance with dental checkup requirements, completion of family deployment contingency plans and the like. His Ph.D. in history led him to favor the revival of an oral history program which CSM Dale also favored. He struggled with budgetary issues and especially with procurement. The effort led him to believe the academy needed more skilled officers. He promoted the idea that the S4 position should be remilitarized and that an officer with a background in contracting become the head of S4.

In July COL David Abramowitz succeeded COL Seward as commandant. COL Abramowitz came out of Korea and brought with him a lot of enthusiasm. He set out three goals for his first year at the academy. He wanted to get the process of NCOES (Noncommissioned Officer Education System) transformation going. He wanted to establish a much better academy web page than currently existed, and he wanted to get a better grip on the academy's budget. He wanted to get more money for the academy by efficiently spending the budget early in fiscal year 2006 to avoid the last minute crunch usually experienced at the end of the fiscal year. He hoped it would put the academy in a good position to obtain more monies that often become available at the end of the fiscal year. He had developed this strategy successfully as a battalion commander in Korea.

COL Abramowitz spent much of his first six months getting acquainted with the academy and the TRADOC educational system. He wanted to meet everybody and this included making contact with exchange instructors from the academy in such places as Australia, the Netherlands and Germany. He accompanied the Chief of the Directorate of Training and Doctrine (DOTD), Dr. Vereen on a trip to Korea to see how the new Warrior Leader Course was conducted. He went with SGM Ogletree to New Jersey to see how a Quality Assurance accreditation inspection was conducted at one of the Reserve Component (RC) Regional Training Institutes (RTIs). He assiduously took notes. The staff got used to receiving his follow-up notes on most meetings at the academy and elsewhere.

COL Abramowitz wanted a new web page by November. He had found it frustrating that he could not get important information from the academy web page as he prepared to come to Fort Bliss from Korea. CPT Lisa Walsh was put in charge of the

revision effort and a new civilian webmaster arrived to provide the technical expertise. The old web page had been maintained by a variety of soldiers with varying degrees of technical expertise and tenure. As a result the web page lacked continuity. The belief was that a civilian webmaster would provide both greater expertise and greater continuity. COL Abramowitz believed a new web page would better advertise the academy and would smooth the entry of students to the academy. He was proud of the website his battalion had developed in Korean and wanted to do the same at USASMA. He believed first impressions meant a lot and he wanted that impression for students and outsiders to be good. Furthermore, the revised web site offered a long-term reduction in workload for the academy's staff if virtually all questions by incoming students could be answered by the web page. Class 56 of the Sergeants Major Course became the test bed for the revision as the members got the chance to critique the new web page. Once the web page was up and running COL Abramowitz advertised its existence to the Army and liked the response he got.

In the effort to rationalize the budgetary process, COL Abramowitz instituted quarterly reviews of the goals and expenditures of each office. The various organizations in the academy were directed to have all their supply money spent by May and all other expenditures after that date justified. The new CAAS process would require the academy to go through a lengthy approval process before contracts could be let. With this new procedure looming for the coming FY 2007 budget COL Abramowitz wanted to get the contract packages approved before the end of FY 2006 so there wouldn't be any break in contracts. He especially wanted to avoid any break in The Edge Company contract which supplied the academy in 45 contract employees. It would be well into calendar year 2006 before results of this effort could be known.

The academy moved smoothly to shed some of its military staff and faculty as it acquired more civilian employees. The shift at USASMA was part of an Army-wide push to get more soldiers into the field and out from behind desks. The military assigned dropped by about 20 during the year and the civilian workforce grew by the same number. When compared with the 1990s the government civilian workforce had doubled by the end of 2005. More dramatic was the rise of the contract civilian employees. There were none in the 1990s. In 2005 there were over 50.

The Army began a transformation process at the beginning of the decade. This transformation called for changes in the way the Army trained its force. One aspect of this transformation was the development of an NCOES Transformation strategy. In 2005 it began to take substantial shape. The strategy called for more training of troops at home or in the field. It sought to decrease the time involved in the training process and it sought to develop interactive methodologies designed to make training more interesting and effective. Since the Directorate of Training and Doctrine at USASMA is responsible for a substantial portion of coursework in NCOES the academy had a substantial stake in implementing the strategy.

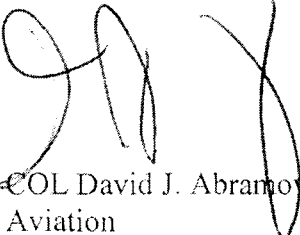
The earliest piece of NCOES transformation to be completed was revision of the Primary Leadership Development Course. The academy launched a major revision in

October and saw the course renamed the Warrior Leader Course. The name change reflected more situational training with the addition of and CPX and a STX. The new course had two versions – a long one and a short one. USASMA preferred the long version which was the same length as the old course. It might prove an uphill battle to keep the academies from opting for the shorter version.

The academy was responsible for the common core instruction in the Advanced NCO Course (ANCOC). In 2003 the Center for Army Leadership (CAL) at Ft. Leavenworth persuaded TRADOC that it was no longer needed. A year later, CAL reversed its course and persuaded TRADOC to reinstate the common core instruction. In the meantime much of the manpower authorized for this instruction in the field melted away. It would take years to get back the positions to offer the common core instruction. In the meantime USASMA worked on revising the common core instruction.

The big question finally answered in 2005 was whether there would be a fifth level of courses in NCOES. The Army had played around with the idea of offering a fifth level between BNCOC and the Sergeants Major Course for several years. Former SMA Jack Tilley had been a strong proponent as he contended that a significant amount of instruction in the Sergeants Major Course could effectively be delivered to senior NCOs earlier in their career. In 2005 TRADOC decided that the present four tier structure was adequate. While some lessons in the Sergeants Major Course did migrate down to lower levels the nine month resident course remained substantially unchanged. The academy sought to develop multiple start strategies to accommodate the AFROGEN manning model and it sought to accommodate the need for soldiers in the field by permitting early graduation from the course and the SMA authorized such Active Component NCOs as those in the Special Forces to take the Non-resident SMC in lieu of the resident course.

The year ended with substantial progress in promoting the academy through the new website and CSM Dale's extensive promotion of the academy through extensive travel. The academy had a strategy for NCOES Transformation and began to make it work. It was a good year!



COL David J. Abramowitz
Aviation

FOREWARD

The 2005 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. Even this limited discussion of the history of the academy and the noncommissioned officer education system will be new to most readers.

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

The last section consists of appendices. These include organization charts, a list of key personnel and biographies of the academy's commandant and CSM.

The history is a cooperative project that depends on the input from 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 pictures to record what the academy looks like. It also includes material on the physical makeup of the academy. As a tenant of Ft. Bliss the size and shape of the academy changes. This needs 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.

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. 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, 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.

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 all common core elements of the NCOES and also several non-NCOES courses designed for senior NCOs. Beginning in 1981 the academy also operated a museum that depicted the history of the noncommissioned officer from 1771 to the present.

The academy is a tenant of Ft. Bliss. Like many Army tenant activities, it nominally pays rent for its facilities. In reality it does not. The complex is made up of 11 buildings -- all but one 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.

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 made up of 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 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 March 1984 the academy established the Basic Noncommissioned Officer Course (BNCOC). 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.

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 command sergeant major and, similarly, completion of ANCOC 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 six months long and required a permanent change of station. A nonresident version of this course was also conducted by the academy. In 1995 the Sergeants Major Academy lengthened the course to nine months.

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 Course, 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.

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 course ceased in 1989 and left only the course offered by USASMA. 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.

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.

STAFF AND FACULTY

Numbers

The military and civilian staff remained relatively stable throughout 2005. At the start of the year USASMA had an actual permanent party of 165 against an authorization of 145. It had 20 CSM(D)s available who were awaiting assignment. Military staff assigned to HHC were 82 (97 authorized), to A Co. were 70 (76 authorized) and to B Co. were 34 (37 authorized). Nine ARNG soldiers and six Reservists were assigned to the academy. Four worked in the Quality Assurance Directorate, four worked in the NRC section of A Company, one person worked in the SMC section of A Company, three worked in DOTD and one served as the advisor. There were five officers authorized and assigned. On board were the commandant (06), two majors and two captains. The assistant commandant slot (05) was vacant. The enlisted staff included 85 E9s, 34 E8s, 1 E7, 9 E6s, 12 E5s and 24 E1-E4s.

The civilian staff consisted of 42 people against an authorization of 60. There were also a number of contractor personnel provided by the The Edge Corporation. Most worked in DOTD while a few others worked in the Sergeants Major Course and in Company B.

At the end of the year there were six officers and 155 active Army enlisted personnel at USASMA against an authorization of 145 enlisted and five officers. The extra officer was LTC Paul Grace who had come to be the assistant commandant. Of the active enlisted one was attached and 10 detached. There were 12 CSM(D)s available against an authorization of 0. Three were detached. The staff included 13 USAR and ARNG soldiers against an authorization of 15. The number of military personnel assigned to the academy fell during the year. It started with 170 and ended with 149. The big drop came in November when it dropped from 160 to 146.

The civilian staff at the end of calendar year 2005 was made up of 62 people assigned with an additional three attached to the Quality Assurance Directorate. This was against an authorization of 60 people. The Edge Corporation (including MPRI), PEOSTRI and the Cubic Corp. provided an additional 42 people.

Requirements changed substantially in September. The academy began the year with a requirement for 283 people. In September it dropped to 221 and remained at that figure for the rest of the year.

In sum, there was little change in the numbers and structure of the military staff during the year. The big change occurred in the civilian staff which rose in numbers from 42 to 62, although the authorization remained constant at 60 during the year. When the 42 contractor personnel were added in the civilian workforce numbered 104 people at the end of the year. This contrasted sharply with an average of 33 civilians who worked at the academy during the 1990s.

Strategic Initiatives Group

Mission

The mission of the Strategic Initiatives Group remained the same as the Strategic Planning Office; that is, it provided the USASMA leadership with information, proposals, and strategies to adapt to the changes required to meet the future needs of the Army. The group focused on the last bullet of the NCO Corps Vision: “Adapts to a changing world.”

Organization and Staff

The Strategic Planning Office was created to develop the organization’s long range plan (5-year plan) as directed by the Army Chief of Staff, and to get USASMA’s funding requirements into the Program Objective Memorandum (POM) process. It was validated and added to the TDA during the TRADOC Manpower and Organizational Assessment of the USASMA, 28 April-16 May 2003. In addition to its primary mission, it was responsible for acquiring information to enable management to achieve the mission, vision and goals of the organization and develop the strategies for achieving those goals. The name of the Strategic Planning Office was changed to the Strategic Initiatives Group (SIG). The SIG is part of the Command Group and works directly under the Assistant Commandant, but receives guidance from the Command Sergeant Major and the Commandant.

Mr. Wilbert “Holi” Holifield remained as the only Strategic Planner in the Strategic Initiatives Group. However, in January 2006 the Academy submitted a hiring action for a Director, GS-12. They hired retired Sergeant Major Sylvester Smith, who reports for duty April 17, 2006.

Functions, Goals and Objectives

The Strategic Initiatives Group continued to strive to integrate USASMA transformation requirements with the Army resource process (Planning, Programming, Budgeting, and Execution System) and ensured adequate funding for USASMA’s transformation objectives; oversaw the USASMA Transformation process; effectively monitored the budget execution to ensure efficient utilization of funding; and developed a Strategic Plan that would transform the Sergeants Major Academy into a more effective learning organization and institution of excellence. It also worked to promote the creation of an organizational culture receptive to continuous improvement; created an organic strategic planning capability within the US Army Sergeants Major Academy; programmed for and obtained the required resources necessary to achieve the Commandant’s vision; developed a Strategic Communications Plan that coordinated our internal and external communications to improve awareness of the services and programs provided by the Sergeants Major Academy; and established an internal communications system that encouraged feedback from staff, faculty and students.

Major Events

On 19 January the SIG Office personnel moved from under DOTD to the Command Group.

On Saturday, 5 February, Mr. Holifield attended a Leadership Dinner for Staff and Faculty at the Edge of Texas Steakhouse. The dinner was organized by the Command Group and the Academy Leadership attended with their spouses.

On 22 February CSM Sparks, CAC CSM reported to TRADOC to assume duties as the TRADOC Command Sergeant Major.

On 14 March, the SIG Office hosted an initial planning meeting with the Command Group and the contractor, Baker, Inc., on the Area Development Plan. The contractors met and interviewed the leadership to capture their space requirements in preparation for development of an Area Expansion Plan.

On 17 March the TRADOC CIO (Command Information Office) COL Maliszewski, visited USASMA to discuss our information technology requirements.

On 22 March, Ms. Turner, the Military Liaison for Congressman Silvestre Reyes, visited USASMA. The SIG Office developed a Command Brief for her that included our Area Development Plan and a request for assistance with funding.

On 29 March, the SIG Office conducted a Mini-Offsite at the Fort Bliss Officers Club with key members of the USASMA leadership and management team.

On 9 June, Mr. Holifield attended the USASMA change of command ceremony. COL David J. Abramowitz assumed command as the sixteenth commandant from COL John E. Seward.

On 15 June, LTC Paul Grace reported as the new Assistant Commandant. The new SIG Office began to report directly to LTC Grace.

The Command Sergeant Major (CSM Dale) indicated that he favored the name Strategic Initiatives Group (SIG) over Strategic Planning Office. The Commandant (COL Abramowitz) concurred and the Strategic Planning Office was renamed Strategic Initiatives Group,

Mr. Neil Stenzel reported to the Sergeants Major Academy for duty as the second contractor for the NCO net Professional Forum on 12 September 2005. The NCO net office was moved from the Strategic Planning Office to co-locate with the Information Management Directorate (IMD) in Building 11274.

On 6 October, USASMA began monthly Video Teleconferences with TRADOC and CAC on NCOES Transformation hosted by DOTD. Key players from USASMA

included the Commandant, Director, DOTD, selected members of DOTD, and the SIG office. The VTCs would become known as the NCOES Battle Rhythm VTCs.

The Strategic Initiatives Group (SIG), working with Mr. Ron Fraser from Protocol and Mr. Charlie Guyette from Operations, planned, organized, and conducted the Academy's third Annual Strategic Planning Offsite Conference 1-3 November 2005 at The Lodge Resort in Cloudcroft, New Mexico. Fifty-one members of the leadership and management team and their spouses were invited to attend. The guest speaker was Mr. Bob Canas, the Fort Bliss Master Planner. The Offsite was a huge success.

On 21 November 2005, SIG (Mr. Holifield) conducted the after action review for the Strategic Planning Offsite. The Command Group and workgroup facilitators (commanders) attended. The Commandant decided to continue with the annual offsite conferences.

On 30 November, 2005, SIG (Mr. Holifield) received a tasking from the Command Sergeant Major (CSM Dale) to develop and produce a tri-fold marketing brochure on NCOES Transformation along with a 8 1/2" x 11" pamphlet and a video explaining USASMA's plan for NCOES Transformation.

DIRECTORATE OF TRAINING & DOCTRINE (DOTD)

Mission:

The United States Army Sergeants Major Academy (USASMA) Directorate of Training and Doctrine (DOTD) provided; products, processes, and services across the training domains; institutional, operational and guided self-development for the U.S. Army's Noncommissioned Officer Education System (NCOES) and functional courses conducted at USASMA and 97 Noncommissioned Officer Academies (NCOA). USASMA is the "Executive Agent" for the Noncommissioned Officer Education System.

Vision Statement:

Provide relevant training products and educational opportunities to prepare NCOs to function in the Contemporary Operational Environment (COE).

Embed emerging technologies into curricula to train NCOs on what they need throughout the globe.

Develop a "World Class" NCO Education System that provides NCOs who are capable of thinking systematically, strategically, and capable of leading Soldiers into combat.

Committed to develop distance learning assignment oriented training and lifelong learning products and programs that align with a modular, stabilized Army.

DOTD's specific mission-essential tasks are to:

Conduct courses critical task selection boards.

Perform performance and instruction design analysis.

Ensure tasks are horizontally and vertically integrated between courses.

Provide non-commissioned officer education and training processes, products, and services to the Army.

Embed lessons learned and emerging doctrine into courseware.

Leveraging emerging technological advancements, coupled with teaching strategies, into curricula.

Develop curriculum by using full spectrum operations as a frame of reference.

Perform critical literature reviews in response to changing doctrine.

DOTD designed, developed, and ensured relevancy in 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).

DOTD designed, developed, and ensured relevancy in curriculums for the following functional courses:

- a. Command Sergeants Major Course (CSMC).
- b. First Sergeants Course (FSC).
- c. Battle Staff Course (BSC).

It also developed and maintained 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).

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

- a. Develop NCO education, training strategies and initiatives for the Army's and the Training and Doctrine Command's (TRADOC's) transformation policies to include new doctrine that is compatible with the Contemporary Operational Environment (COE) and the Army Force Generation (ARFORGEN) Model.
- b. Design and Develop 10 programs of instruction (POI) containing 513 Training Support Packages (TSPs) totaling 3228 academic hours that cover the entire NCO strength of the Army. The directorate develops these courses as distributive learning, distance learning, resident training, non-resident training, and Video Tele-Training (VTT).
- c. DOTD is the superintendent of the triennial analysis, preparation and management of the enlisted NCOES task list, which ensures vertical alignment for the enlisted force and horizontally alignment with the warrant and officer forces.

Organization and Staff as of 31 December 2005:

Dr. Mack H. Vereen	Director
SGM William C. Grimes	Operations SGM
Ms. Joy Jacobs	Chief, Distance Learning
SGM Agnes D. Bennett-Green	Chief, Course Management Development Division
SGM Richard S. Rosen	Chief, SGM Course
MSG Patrick L. McMullen	Chief, BNCOC/ANCOC
SGM Victor A. LeGloahec	Chief, PLDC
SGM Raymond Todd	Chief, First Sergeants Course / Battle Staff NCO Course

Dr. Vereen continued to precipitate, refine and structure a team approach to the training development process by creating a functional course cell for the Battle Staff NCO and the First Sergeant Course.

Staff Development

Dr. Vereen implemented a couple of programs to improve the performance of both the training developers and the products they were producing. The first program was the Performance-Based Management System in which he incorporated the balance scorecard, an audit trail, counseling, compensation, and recognition of DOTD employees. Dr. Vereen also implemented the Growth Development Program. The program enabled training developers to attend government financed master's level college courses that would qualify them to become instructional system specialists (ISS) (GS-1750). Training developers participated in and completed courses after duty hours. Dr. Vereen further developed the program to conduct on-site training development training sessions. Training developers completed interactive multi-media instruction training. Additionally, he established a hiring and advancement matrix to ensure equality to all employees.

Dr. Vereen further refined the critical literature review team (CLRT) procedures that critically view field manuals and gather documents. He has also found time to refine and develop course curriculum maintenance procedures and policies for the directorate

Contractors

Contractors continued to supplement the workforce. Throughout the year, DOTD received resources to hire additional contract training developers to develop products for NCOES and the functional courses. These contracts were coordinated by Dr. Vereen, MSG Bryan, Mr. Rick McDowell of RMO, and Ms. Margaret Corbett of the S-4. Effective 31 December 2005, DOTD had 18 contractors employed with The Edge Research & Development Corporation working in DOTD.

Course Management Development Division (CMDD)

NCOES Courses:

a. General:

- 1) Conducted an NCOES performance and needs analysis.
- 2) Represented USASMA at the Department of the Army NCO monthly planning meetings.
- 3) Attended Contemporary Operational Environment (39+9) workshop at Fort Knox, KY 24-27 January 2005.
- 4) Army Learning Management System (ALMS) did a site visit to DOTD and identified training audience in February 2005.
- 5) SGM Bennett-Green replaced SGM Lemon as Chief of Course Management Division, February 2005.
- 6) Ten Training Developers completed the Instructional Design Course at the University of Texas, El Paso, March 2005.
- 7) Dr. Vereen and CSM Dale attended CAC NCOES Skill Levels 1-6 Conference, April 2005.
- 8) Submitted budget assessment an impact statement on proposed budget cuts, March 2005.
- 9) Conducted train-up for ALMS, March 2005.
- 10) Distributed and field Sexual Assault TSP to the field with a start date of 31 March 2005.
- 11) Initiated Lessons Learned into NCOES. Senior Instructors pick the "Top 5" topics for use from Center Army Lessons Learned (CALL) webpage to support NCO training, March 2005.
- 12) Developed a position paper on the proposal to implement staggered starts for the Sergeants Major Course and submitted it to the Combined Arms Center (CAC), April 2005.
- 13) Assumed Exceptions to Policy Waivers from QAO to DOTD, April 2005.

14) Hosted the 2005 USASMA NCO Academy Commandants Workshop that included VIPs and 183 attendees who gathered and worked on multiple issues that affected the NCO Academies, 12-14 April 2005.

15) Sent Mt. Benjamin Stevens to the TRADOC's Critical Task Site Selection Board for all common core NCOES conducted at Ft. Monroe VA, May 2005.

16) MSG Bryan attended Cultural Awareness Workshop, CAD, Fort Leavenworth, KS, May 2005.

17) Mr. Santa Barbara attended Immersive Training Workshop, Los Angeles, CA, May 2005.

18) General Byrnes approved our strategic vision and plan for the Army's senior leadership to adopt and accept the Four Tier over the proposed Three Tier approach for NCOES, 18 May 2005.

19) DOTD started conducting cadre professional development training with UTEP, 2 June 2005.

20) Ten training developers completed the Measurements and Assessment in Teaching Course at the University of Texas, El Paso in June 2005.

21) In-House cadre professional development training started, June 2005.

22) SGM Collins attended the National Training Center workshop for Improvised Explosive Devices (IED), 13 -17 June 2005.

23) Added Personnel Recovery instruction into all levels of NCOES as per OPOD dated 22 July 05.

24) Conducted staff review of FM 3-06 (Urban Operations), FM 3-21.5 (Drill and Ceremonies) Standardized Physical Training Guide and UEx ARTEP 3-91 MTP Terminal Learning Objectives (TLOs) & Enabling Learning Objectives (ELOs), August 2005.

25) SGM Grimes an Army Reservist arrived on three-year Extended Active Duty (EAD) tour and was selected as the Operations Sergeant Major for DOTD. In preparation for his new position he attended both the Systems Approach to Training (SAT) Course and the Training Developer Middle Manager Course (TDMMC) in December 2005.

26) Subject matter experts (SME) from Fort Benning, GA delivered an information briefing on the "Soldier as a System" (SaaS) concept to everyone in DOTD. The program seeks to establish a holistic approach to Soldier modernization. The deputy

director of the Futures Center approved the SaaS concept contained in TP 525-1-0 on 21 March 2005.

27) Completed Critical Literature Review on Drill and Ceremonies, 20 September 2005.

28) Completed NCOA Standardization Staff Study to Army G1/G3, 23 September 2005.

29) DA G3 gave briefing to Course Directors and Key DOTD Personnel on E-Learning – Leader Development on 5 October 2005.

30) Completed Structure and Manning Decision Review (SMDR), October -- November 2005.

31) Prepared position papers and assessments to CAC/TRADOC on SMC/ANCOC curtailment and or suspension to PME, 3 and 13 October 2005.

32) Completed review of nine TSPs, Every Soldier is a Sensor (TS2) to the Military Intelligence Proponent and provided feedback to CAC, on 7 and 21 October 2005.

33) Prepared five point papers for the incoming CAC CG on the amount of Counter-Insurgency (COIN) training in the Army's professional military education (PME) for enlisted Soldiers in NCOES, 12 October 2005.

34) Provided a critical review of Army Modernization Plan to TRADOC, 17 October 2005.

35) The DA/CAC IG visit on 17-20 October 2005 approved all items inspected.

36) Reviewed and edited ANNEX C to the Army Modernization Plan and submitted it to TRADOC in October 2005.

37) Provided a review and input on the Counter Radio-Controlled Improvised Explosive Device (RCIED) Electronic Warfare (CREW) training proposed for NCOES to Fort Leonard Wood on 28 October 2005.

38) Dr. Vereen, SGM Grimes, SGM Bennett-Green, Ms. Karen Beamon and Ms. Joy Jacobs attended USASMA Off-Site Training at Cloudcroft, NM, 1-3 November 2005.

39) Designed a COIN white paper, FRAGO 1 to CAC OPOD 05-229A on 22 November 2005 and provided further subsequent input on 6 December 2005.

40) Provided comments on the Sequoyah Foreign Language Translation System (S-FLTS) on 25 November 2005.. This computer software two-way automated speech and text translation software has the capability to augment the work of both linguists and non-linguists

41) Prepared Executive Summaries for CAC on CTSSB for ANCOG and NCOES Skill Level 1-6 on November 2005.

42)
A Distance Learning (DL) Instructor Contact Hours (ICH) Policy was approved for implementation during the FY08/09/10 Structure Manning Decision Review (SMDR) held in October 2005. The distance learning ICH strategy/model established distributed learning instructor resource requirements that can compete for authorization during the SMDR process. The academies should be able to gain required resources for DL courses/course phases that they develop. DOTD submitted an information paper during the SMDR and followed it up with 23 Updated/Developed 23 CADs in accordance with a published MOI from TRADOC, December 2005.

43) Completed input of a two-month initiative of Training Development/ Developers into Data Call (TD2) for all courses, December 2005.

44) Provided input to CAC on OPORD 05-363A (Cultural Understanding and Language Proficiency Standards Development), December 2005.

45) DOTD assumed responsibility for gathering posting from the Army Battle Command Knowledge System in December 2005.

46) CAC conducted a MDMP Course for nine training developers at USASMA during 5-9 December 2005.

47) Prepared a ES2 metrics development baseline on 14 December 2005.

48) Performed an interim PME Institutional Review on 15 December 2005.

49) This year's focus of the directorate was on designing training products that prepared noncommissioned officers to perform their unit's wartime mission. . 25 November 2005.

50) The most significant focus areas for DOTD were implementation of Operations Order 05-165A," NCOES Transformation" dated 25 July 2005.

b. **Primary Leader Development Course (PLDC) / Warrior Leaders Course (WLC):**

Renaming of PLDC

The directorate wrote a decision paper proposing to rename the Primary Leadership Development Course (PLDC) as the Warrior Leader Course (WLC). Both Generals Burns and LTG Wallace approved the name change. SGM LeGloahec then wrote an article for the *NCO Journal* reflecting changes in PLDC-WLC and the change in name. All the TSPs were updated to reflect the name change.

Kazakhstan MOD Mission

Kazakhstan asked the US Army to provide support for its efforts to modernize its NCO education. In response the academy sent SGM LeGloahec to Kazakhstan on a reconnaissance mission for the State Department and CENTCOM in June-July 2005. He then came back to the academy in time to brief the Kazakhstan MOD Delegation and acted as escort for their Fort Bliss visit in July 2005. He followed it up with a Kyrgyzstan NCOES review/AAR for CENTCOM/U.S. Embassy/State Department in August. The following month he served as the NCOIC for the CENTCOM/State Department visit to Kazakhstan. The PLDC cell wrote/coordinated/executed all required examinations, TSPs, training schedules for the proposed training.

Ninety-Six Hour CPX

SGM LeGloahec and the staff designed, developed, implement, and evaluated a 96 Hour Situational Training Exercise (STX) for the Active Component that was implemented in January 2005. In April he briefed Army National Guard Bureau Conference in Anchorage, Alaska. The final product was disseminated to four validation sites and all were visited by USASMA to observe and gather feedback. The Reserve Component implemented the 96 Hours STX, September 2005. SGM LeGloahec observed and participated in the Army National Guard's feasibility study executed at Fort Indiantown Gap, PA and the Army Reserve pilot executed at Fort Dix, NJ. The Fort Dix scenario was also observed by USASMA's Commandant and CSM in November 2005.

Ninety-Six Hour STX

A design team upgraded and revised the 96 hour Situational Training Exercise (STX). The focus was on amassing and collating data to revise the instruction. The change was designed to force leaders to assess ambiguous situations, make decisions, and act on them. Additional leadership competencies were added to enhance the graduates' abilities to visualize, describe and respond correctly in ambiguous situations. The team then rewrote the CMP, POI and CAD for the STX and developed a new evaluation document. In January the team conducted and observed the 7th ATC's, Fort Campbell, Fort Benning and Fort Bliss execution of the for the Active Component. Then in

November the team participated with a Fort Dix NCO Academy delegation in the execution of the proposed STX for the Army Reserve.

Training Management Lesson

The “Training the Force” lesson was changed to “Training Management.” The revised lesson encompassed both the “Training the Force” and the “Battle Focus” doctrine. The revised lesson shifted the focus from platform instruction to experiential instruction. At the end of the new lesson the students taught a block of instruction and assessed the training. Additionally, Conduct Movement Techniques will change to a building block approach that went from individual movement through team to squad movement. The teaching methodology will drastically change from an instructor-centered outcome to a student-centered outcomes. The resulting WLC graduates will be able to teach these movements and know when to use them.

Other Curriculum Changes

The Sexual Assault (L235) Lesson was inserted into the curriculum. The TRADOC QAO stated that “PLDC was the first “body” to have this in their curriculum Army-wide.” The Conduct Movement (W223) was rewritten and modified and the Training Management (T223) Lesson was totally revised and rewritten. The Leadership lessons L221-L227 were modified and combined into one lesson of L221. The Physical Fitness (T224) Lesson was also re-written. Three new Training Support Packages (TSPs) were written for the 96 Hour STX: Tactical Operations Reports Lesson (W228), the React to a Possible IED Lesson (W229), and the Casualty Evacuation Lesson (W230). It also completed the Warrior Leader Course “Weapons Immersion Staff Study” on 28 September 2005. The new lesson was implemented by all NCO academies by December 2005.

Administrative Matters

The cell executed over 200 exceptions to policy waivers. It also designed, developed, implement learning opportunity cards for WLC. It posted all courseware to the website for the field Non-Commissioned Officer Academies (NCOA). And it updated Course Administrative Data (CAD), Program of Instructions (POI), Course Management Plans (CMP), and Training Support Packages (TSP).

“Class A” Inspections

The Class A inspection was removed from the curriculum and the types of inspections, principles, and phases were moved to pre-execution, pre-combat, and post-combat inspections.

Studies

The PLDC/WLC Cell conducted a comparison study of curricula and applicability “between” PLDC, BOLC, and OCS, June-July 2005. The study focused on the correlation of TSPs and their applicability “between” these courses. Every student was evaluated against the same standard.

Inspections

The cell received a Green rating on CAC accreditation and passed the QAO inspection with no deficiencies

Staff Training

Ms. Lorna Isaac completed The Army Instructor Training Course (TAITC) and the Small Group Instructor Training Course (SGITC), January 2005. She completed the SAT in February 2005. Mr. Carl Carlson completed SGITC in October 2005.

c. **Basic Noncommissioned Officers Course (BNCOC):**

1) Developed, reviewed, revised, validated, and implemented course products, and test instruments for FY06 BNCOC resident and Video Tele-Training (VTT) courses.

2) Posted all courseware to the website for the field Non-Commissioned Officer Academies (NCOA).

3) On-going: developing, reviewing, revising, and validating performance-oriented, scenario-based test questions of versions A thru C for the BNCOC resident and non-resident courses.

4) Revised 3 TSPs (W322-Plans, Orders, and Annexes), (W321-Graphics and Overlays), and (T330-Supervise Squad-Level PMCS).

5) Submitted 3 CADs (one for DL, and two for the resident course).

6) Developed, reviewed, revised, and validated the Critical Task List for BNCOC for implementation in FY 08.

7) Posted all BNCOC material into the Army Learning Management System (ALMS).

8) Received a Green rating on CAC accreditation.

9) Submitted over twenty change sheets to ATSC for printing for RC and NG.

10) Issued B Company VTT material with all changes posted into the courseware.

11) Prepared over 500 exceptions to policy/waivers.

12) Answered over 400 calls for the field on BNCOC topics.

13) Mr. Dills attended the TDMMC, September 2005.

14) MSG Patrick McMullen, Mr. Virgil Adkins and Mr. Arturo Salcido completed SAT, September 2005, Automated Systems Approach to Training (ASAT), October 2005 and BNCOC Video Tele-Training – Instructor Training Course (VTT-ITC), November - December 2005.

15) Ms. Felicia Murchison completed TAITC, September 2005.

16) Ms. Felicia Murchison completed SGITC, September 2005.

17) Mr. Dills completed Human Resources for Supervisors Course, December 2005.

18) Participated in Video Tele-conference in CREW, training in IMT, and PME.

19) Wrote new Sexual Assault DA direct TSP, February 2005

20) Changed Phase I length to 14 days.

21) Dr. Vereen and Mr. Dills attended BNCOC Conference at CAC, November 2005.

22) On-Line testing for VTT was initiated in early 2005.

23) SFC Simonetta attended Battle Staff Course (resident) January 2005.

24) Conducted Task Analysis Crosswalk, August 2005.

d. **Advanced Noncommissioned Officer Course (ANCOC):**

1) Developed, reviewed, revised, and validated the Critical Task List for ANCOC implementation in FY 08.

2) Conducted a structure and integration team to determine common task management for the ANCOC redesign. CAC presented a decision brief recommending ANCOC Common Core restart, May 2005.

- 3) Conduct/Validate ANCOC Critical Task Selection Board, September 2005.
- 4) ANCOC Common Task List results forward to CAC, September 2005.
- 5) Disseminated ANCOC Common Core Critical Task Selection results to Proponents, September 2005.
- 6) Prepared Executive Summary for CAC on CTSSB for ANCOC Skill Level 4-5, October 2006.

e. **Sergeants Major Course (SMC):**

- 1) Conducted both virtual and face-to-face Critical Task Site Selection Boards.
- 2) Wrote new Sexual Assault DA direct TSP for incorporation into Class #56.
- 3) Per Class 54 feedback, developed four new TSPs; Death/Burial, Operational Events, Counter Insurgency Operations & Intelligence and Psychological Activities & Operations.
- 4) Rewrote the Course Management Plan (CMP).
- 5) Updated over 25% of TSPs with current doctrine.
- 6) Developed Courses of Action to meet the needs of an army at war.
- 7) Performed curriculum maintenance on all courses.
- 8) Presented a staff study and two point papers for possible reduction of course length and multiple starts to CAC and DA-G3.
- 9) Completed analysis and information request for TRADOC on SMC.
- 10) Developing individual training plan for a 90 day course, with a possible start in August 2005.
- 11) Revised 90 day point paper for CAC & DA-G3 to include course taxonomy, teaching methodology, and the use of MOBEX, DEPEX, LOGEX, and CPX to improve cognitive analysis and synthesis of material. VTC was conducted on 4 April 2005 to present multiple start assessment to CAC, CGSC/CAL, & DCSOPS.
- 12) POI submitted to TRADOC/CAC for approval, May 2005.

13) SGM Collins attended National Training Center workshop for Improvised Explosive Devices (IED), 13 -17 June 2005.

14) Research and incorporate a Deployment Exercise and a Logistics Exercise into both Resident and 90 day course, June 2005.

15) Updating Resource Management TSPs for the SMC Resident Course, July-August 2005.

16) Mr. McLaughlin went with USASMA Command Historian to Val Verde to gather information for additional staff ride, 5 October 2005.

17) Conducted Class 56 integration team Critical Review Board for Deployment Lesson on 26, 28 October and 1, 3 November 2005.

18) Developed strategies for lesson changes/up-dates based on student AARs, Commandants assessment, A Company Commander and DOTD Director's guidance. Specific lessons are: The Army Writing Program, Change of Command, and Physical Fitness, October 2005.

19) Ms. Rebecca Meldrum completed TAITC and SGITC, January 2005.

20) Mr. Michael Grady and Mr. Ricky Taylor completed ASAT, October 2005.

21) SGM Richard Rosen, selected to replace retiring SGM Collins as SMC, Chief, November, 2005. SGM Rosen completed TDMMC, January 2005, SGITC, March 2005 and SAT, September 2005, while assigned to the Sergeants Major Nonresident Course Division.

f. **Sergeants Major Course – Nonresident (SMNRC):**

1) Groundwork was laid at the beginning of 2005 to conduct a CPX starting with Class 32 Phase II.

2) Complete new POI updates, March 2005.

3) Arrange lessons within various modules to facilitate new lessons in phase I and Complete Phase II, April 2005.

4) Developed a one-week Non-Resident course to be conducted in the theater of operations, July 2005.

5) Wrote a Statement of Work (SOW) for Non-Resident SMC. USASMA is planning to convert the NRC to IMI. October-November 2005.

g. **Command Sergeants Major Course (CSMC):**

- 1) Coordination meeting held with SGM Baker/MAJ Smith on the combining CSMC and Pre-Command Course (PCC), March 2005.
- 2) Up-dated lessons and made requested changes to fit the two-week pre-command course. TRADOC and Army G-3 authorized piloting the course for five months.
- 3) Updated lessons based on feedback from the pilot course at Fort Leavenworth, July 2005.
- 4) Authored a point paper on the integration of PCC and CSMC to CAC in July 2005.

Functional Courses:

a. **First Sergeants Course (FSC):**

- 1) Started review and update of Phase I and Phase II FSC Courseware, January 2005.
- 2) Completed review and update of all (32) Training Support Packages (TSPs) for delivery to ATSC for FY06 course delivery to all ATRRS enrolled students, which included Phase I test and answer Key, April 2005
- 3) Coordinated "Kick Off" meeting with Northrop Grumman for Phase I IMI Development.
- 4) Incorporate Sexual Assault Prevention and Response (L692), April 2005.
- 5) Completed review and update of all FY06 FSC Training Support Packages (35) Courseware for delivery to ATSC for reproduction and delivery to the Reserve Training Institutes, June 2005.
- 6) Delivered, by secure mail, Phase II, password protected Tests and Answer Keys to all concerned Test Control Officers, August 2005.
- 7) Completed QAO Internal Self Assessment, September 2005.
- 8) Hosted a fact finding visit from the National Guard Region First Sergeant Course RTI, October 2005.

9) Completed CADS for seven courses: FSC Phase I (DL); Phase II Resident; FSC VTT DL; Assistant Instructor Course; and FSC International Student Course Phase I, Phase II, and Phase III, November 2005.

10) Developed a training Matrix for the FSC International Course Phase I (14 TSPs), Phase II (19 TSPs), and Phase III (37 TSPs), December 2005.

11) Assembled tiger Team Alpha and Bravo to start the development of the International Student FSC TSPs, December 2005.

12) Mr. John Gaskin completed ASAT, October 2005, SAT and VTT-ITC, December 2005.

b. Battle Staff Noncommissioned Officer Course (BSNCOC):

1) Conducted both a Virtual and Critical Task Site Selection Board, 2d Quarter FY05.

2) Ensured all TSP are based on current doctrine.

3) Coordinated "Kick Off" meeting with Northrop Grumman for Phase I IMI Development. Scrubbed list and provided input to Northrop Grumman.

4) Performed curriculum maintenance on all courses.

5) Completed develop, revisions and updates of courseware for Phase I & II for publication by ATSC.

6) Changed Phase I length to 14 days.

7) Developed Total Task Inventory.

8) Created BSNCOC CMP.

9) Inputted all BSNCOC Lessons in ASAT.

10) Started work on VTT CMP.

11) Updated CADs/POIs for current course.

12) Submitted CADs/POIs for course redesign in 2008.

13) Created VTT POI/CAD.

14) Created AI POI/CAD.

- 15) Designed 17 Phase 1 IMI Lessons.
- 16) Conducted Task Analysis Crosswalk, August 2005.
- 17) Held integration Critical Task Selection Board using Class 56 students on 115 Tasks identified by the field for the BSNCOB 1, 3, 8 and 10 November 2005.
- 18) Mr. Cliff Ferby completed SAT, February 2005 and SGITC, March 2005.
- 19) Mr. Rene Valenzuela, SAT, October 2005 and TAITC, December 2005.
- 20) Mr. Charlie Clements completed TAITC, December 2005.

Miscellaneous Courses:

- a. Sergeants Major International Fellows Pre-Course (SMIFPC).
- b. Command Sergeant Major Spouses Seminar (CSMSS).
 - 1) Lesson developers updated lessons and made requested changes to the course in April 2005.
 - 2) Updated lessons and made requested changes to work into the two week pre-command course format.
 - 3) Updated lessons based on feedback from the pilot course at Fort Leavenworth, July 2005.
- c. Sergeants Major Spouses Course (SMSC).

Groundwork was established for the Spouse Course. DOTD coordinated with SGM Baker on what should be taught.

Chief Distance Learning: Interactive Multi-Media Instruction (IMI):

- 1) Ms. Jacobs attended a DL Conference at Hampton VA. Purpose of the Conference was to discuss Distance Learning initiatives, policies, and reconfirm submissions for DL update or conversion. 8-10 March 2005.
- 2) Worked with representatives from Northrop Grumman at USASMA to assist in the development of TLOs and ELOs for the BSNCOB course. Developed a short-range individual training plan incorporating, both an analysis team and a critical task board. Task selection will include media and conventional processes.
- 3) Requested authorization for 10 additional hours of IMI Courseware for BSNCOB.

4) Met with Northrop Grumman to present the BNCOC Lesson Prototype, BNCOC Group1 Storyboards, and the FSC IMDR (Instructional Media Design Report).

5) Ms. Jacobs and Ms. Beamon attended the FORSCOM Schools & DL Conference, 11-15 Jul 2005.

6) Met with Northrop Grumman personnel on the development of BNCOC IMI products. Up-loaded 11 TSPs into ASAT in August.

7) DLXXI Design Guidelines Workshop 18-20 October 2005. Ms. Jacobs attended the DLXXI Design Guidelines Workshop at the Institute for Creative Technologies (ICT), in Marina Del Rey, CA. The purpose of this workshop was to train TRADOC staff on the use of the Distributed Learning Courseware Guidelines Evaluation Checklist to review DL contractor's proposals and work products. The Checklist was based on the instructional design guidelines found in "What Works in Distance Learning," a document produced for the Office of Naval Research that provides up-to-date research on best practices in DL courseware design. The checklist will be implemented immediately.

8) IT/DL Council of Colonels (CoC): The IT/DL CoC was held. USASMA submitted a proposal requesting funding to convert the Nonresident Sergeants Major Course into IMI, 26-28 October 2005.

9) Mr. Sergio Archuleta, Mr. Rafael Garcia and Ms. Patricia McNair attended ASAT, October 2005.

Human Resources:

1. Civil Service Positions Gained:

None

2. Awards:

None

3. Promotions.

a. Civil Service:

Mr. Santa Barbara from GS09 to GS11
Mr. Johnnie S. Dills from GS09 to GS11

b. Military:

MSG Lambert to SGM, February, 2005

4. Arrivals.

a. U.S. Army Military Personnel:

SGM William C. Grimes, OPS SGM, September 2005
SGM Raymond Todd, Chief, Functional Courses, November 2005
SGM Richard Rosen, Chief, Sergeants Major Course
MSG Patrick McMullen, Chief, ANCOC/BNCOC

b. Department of the Army Civilians:

Mr. Charlie Clements, GS09, Battle Staff Course
Mr. Arturo Salcido, GS09, BNCOC/ANCOC

c. Contractors from The Edge Research & Development Corporation:

Mr. Sergio Archuleta
Mr. John Gaskin
Ms. Cheryl Gerdes
Mr. Michael Grady
Mr. Rafael Garcia
Ms. Patricia McNair
Mr. Rickey Taylor
Ms. Rene Valenzuela
Mr. Craig Kirkman
Mr. Glen Isham
Mr. Clif Ferby
Mr. Michael Faison
Mr. Carl Carlson
Ms. Lorna Issac
Mr. Virgil Adkins
Ms. Felicia Murchison

5. Departures.

a. U.S. Army Military Personnel:

SGM Michael McGee
SGM James M. Lambert
SGM Brian Lawson
SGM Gabriel Maddox
SGM Leroy Hinton

SGM David Null
SGM Mark Sullivan
SGM Annette Weber
SGM Marion Lemon
SGM Kevin L. Graham
SGM Carlos A. Lewis
SGM Frankie M. Long
SGM Robert P. Lopez
SGM Ian M. Mann
SGM Edwin M. Matos
SGM John W. Mayo
SGM Albert J. Mays
MSG Ronnie G. Barnes
MSG Guy A. Eickman
MSG Allen B. Offord, Jr.
SPC Emily Lozano

b. Civil Service Employees:

Mr. George Bucher
Ms. Bonnie Pyke
Mr. Carl E. Robbs
Donald Colyer
Mr. Clifton Taylor
Mr. Brian Carter

c. Contractors, Edge Research & Development:

Ms. Diane Williams
Mr. Craig Kirkman
Mr. Glen Isham
Mr. Charles Clements
Mr. Clifton Taylor
Ms. Vanessa Persaud
Ms. Lisa Ramdass
Mr. Joe C. Pearson, Jr.
Mr. Glen L. R. Wagner
Mr. Glen D. Willer
Brian Carter
Grace Jorolmon

QUALITY ASSURANCE OFFICE

Mission

The USASMA, Quality Assurance Office (QAO), assisted and accredited all NCO academies and promoted excellence of education through endorsing quality NCOES instruction that focused on improving collaboration, teaching methodologies, technology, and standardized curriculum that met the competency needs of the Legacy/Interim Force and sought to meet the demands of the Objective Force.

Organization and Staff

The year of 2005 brought about many changes within the Quality Assurance Directorate.

Major Activities

The USASMA QAO, as the eyes and ears of quality NCOES training programs, was responsible for implementing a series of internal and external evaluation functions.

Internal Evaluations

Requirements for internal evaluations consisted of assessing and accrediting 97 NCOAs worldwide which included: 21 proponent school NCOAs and 11 FORSCOM NCOAs. Annually, this translated into visiting approximately 32 FORSCOM/TASS NCOAs and 7 proponent schools and their NCOAs. Additional internal evaluation requirements included the assessment and assistance of the USASMA Directorate of Training and Doctrine (DOTD) which was the NCOES training development proponent. DOTD developed, delivered, and implemented quality standardized, effective training within the academy and throughout all the NCOAs. Conceptually, a USASMA QAO action officer would serve as part of the DOTD training development team as a consultant providing educational guidance and quality control.

The Internal Evaluations Branch consisted of three evaluation teams with 2-3 persons (military) per team. They conducted approximately 32 NCOA accreditations per year. These teams assessed and accredited the NCOAs' ability to conduct training and to provide the required training support for the Primary Leadership Development Course (PLDC), Stand Alone Common Core (SACC) Basic and Advanced Noncommissioned Officer Courses (BNCOC/ANCOC), the Sergeants Major, Command Sergeants Major, First Sergeant, and Battle Staff Courses (SMC/CSMC/FSC/BSNCOC).

External Evaluations

The requirements for an external evaluations branch continued. External evaluations determined if soldiers could meet job requirements, had received adequate instruction or need additional instruction: "Are we teaching the right material?"

The External Evaluations Branch took raw data from End-of-Course Critiques (EOCC) and field surveys. They compiled, reviewed, and analyzed the data. Analysis of data led to immediate, relevant design changes that met the needs of the force in the Contemporary Operational Environment (COE). Previously updates had been completed without properly identifying actual needs analysis data.

Instructor Certification

The QA Office had the responsibility of ensuring the instructors in the field met all instructor qualifications to include all necessary schooling and experience level. The QA Office verified that each instructor was not only qualified but also was dynamic enough to ensure the students wanted to learn. The instructors were the cream of the crop and utilized their career experiences to reinforce the subjects being taught.

Accreditation Process

The name, "Quality Assurance Office" spoke for itself. The cornerstone of NCOES training was at USASMA. If USASMA delivered quality-training programs, then it could expect quality training program implementation. The evaluation teams essentially did a quality control check on the instructors, the resources used, the facilities, the students, and the method of instruction. Any deficiency noted that was not fixed prior to the end of the accreditation visit, was relayed back to the NCOA to ask them for their plan of action to correct it.

With a new battle focused approach, QAO was headed in the right direction to best support the NCOES. The intent of the teams was to set the NCOAs up for success and to get them to a point to become fully accredited. The evaluation teams provided assistance to the academies prior to their arrival 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 their Table of Distribution and Allowances (TDA). The team reviewed these documents and provided feedback/recommendations on how to fix the deficiencies. A final look of the documents happened on site as a final check. On site, the team used various job aids to ensure a complete evaluation is done. Again, any deficiencies noted were addressed on the spot and the NCOA staff member worked with the accreditation team is encouraged the academies to fix them on the spot or as soon as possible.

During TY 2005, the QA Office visited 26 academies for accreditation. All academies received full accredited. This was six less than the ideal schedule.

FY05 ACCREDITATION SCHEDULE

MONTH	DATES	ACADEMY/STATE	CLASSES	PHASES
NOV	04-07	HQ, 70TH REG (LDR) REISTERSTOWN, MD	A/B	I
NOV	11-14	HQ, 197TH REG (RTI) KINGWOOD, WV	A/B	I
NOV	15-19	FT KNOX	A/B	II
NOV	18-21	HQ, 183RD REG (RTI) BLACKSTONE, VA	A/B	I
DEC	02-05	HQ, 260TH REG (RTI) WASHINGTON, DC	A/B	I
DEC	06-10	FT KNOX	B	I
DEC	09-12	HQ, 117TH REG (RTI) SMYRNA, TN	A/B	I
JAN	10-14	FT EUSTIS	TRNS	II
JAN	20-23	HQ, 238TH REG (RTI) GREENVILLE, KY	B	I
JAN	20-23	HQ, 122ND REG (RTI) MACON, GA	(REQ DTS)	I
JAN	24-28	FT JACKSON	SSI/CHAPLAIN	II
FEB	03-06	HQ, 211TH REG RTI (REQ DTS) STARKE, FL		I
FEB	21-24	18TH ABN CORPS	PLDC	
FEB	24-27	HQ, 139TH REG (CA) FORT BRAGG, NC	A/B	I

FY05 ACCREDITATION SCHEDULE

MONTH	DATES	ACADEMY/STATE	CLASSES	PHASES
MAR	03-13	HQ, 210TH, ST CROIX, VI HQ 201ST, JUANA DIAZ, PR HQ, 8TH BDE, SAN JUAN, PR	A/B	I
MAR	11-18	HQ, 218TH REG (LDR) 3D BN, 218TH REG EASTOVER, SC	A/B/PLDC/FSC	I
MAR	28-01	FT HUACHUCA	A/B	I
APR	25-29	FT EUSTIS	AVN LOG/AN/BN	I AND II
MAY	05-08	HQ, 200TH REG (LDR) MONTGOMERY, AL	A/B	I
MAY	16-20	3D NCOA, 154 IN REG CAMP SHELBY, MS	A/B/PLDC	I
JUN	06-10	FT HUACHUCA	INTELL	II
JUN	13-17	166TH REG FT INDIANTOWN GAP, PA	A/B/PLDC/FSC	I
JUL	11-15	ABERDEEN PVG	ORD MNT/A/B	I AND II
AUG	01-05	FT LEE	QM/ALMC/A/B	I AND II
AUG	15-21	FT BRAGG JFK	A/B/SF	I
SEP	12-15	USASMA	SMC/NRC/FSC/BSC	

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 an excellent environment for the instruction of the NCOES courses offered at this institution

Organization and Staff

Due to a military to civilian personnel conversion initiative, the military personnel PCSed as indicated and the following individuals accepted positions for the following jobs:

PCSed

SGM David Bender went to Fort McPherson, GA to be the TRADOC G-6.
SFC Juan Dorado to 4/1 Cav, Fort Bliss
SSG John Knuckles to 4/1 Cav, Fort Bliss
SGT Gino Archuleta to 4/1 Cav, Fort Bliss
SGT Steven Ryan to Fort Huachuca
SPC Michael Linton to 4/1 Cav, Fort Bliss
SPC Michael Risavalto to 10th Mountain Division at Fort Drum, NY.

Current employees

Mr. Donald Martin	GS-0301-11	IMD Director
Mr. Kenneth Wilkinson	GS-2210-9	Help Desk Supervisor
Mr. Joseph Pratt	GS-2210-7/9	Webmaster/Database Admin
Mr. Donald Shepherd	GS-0335-7	Computer Assistant
Mr. Michael Turner	GS-0335-7	Computer Assistant
SGT John Walker		Asst TCO

SGT Walker was on orders to Drill Sergeant School but his departure was delayed due to surgery. He was rescheduled to leave for school in 2006.

Major Activities

Considerable improvements were made to the computers and other information technology hardware at USASMA during the year. The following items detail the improvements for each building in the academy complex.

Building 11294 - Computer Lab

The computer lab was upgraded to accommodate fifty workstations. Previously the computer lab had only 25 computers. Contractors removed all of the carpeting from the computer lab area and removed all of the wiring boxes that were mounted on the floor. Other contractors came in and bored a sufficient number of holes through the concrete floor to accommodate the fifty workstations and five printers. All of the network wiring was upgraded to the latest technology and a new cabinet and switch was installed to allow for connection of all of the equipment to the network. This greatly enhanced the service to the students and reduced the waiting time for computer access.

The LRC has a card catalog carousel and a military publications carousel that had been improperly set up for network access. We had the networking contractors replace a single network connection wire with fiber optic wire and install two cabinets and switches, one at each carousel. This brought them up to standards and provided room for expansion.

Building 11291 (Headquarters)

The old ATM Network Switch was replaced with a newer and larger GIG Switch to support the user growth and to provide a better service level than was being provided across the old ATM Switch.

Building 11292 – Supply

An additional GIG switch was installed in the S-4 area to support movement of the LMDC into that area and to provide additional network connections for the increased number of computers there. The print plant and other publication producing equipment is also supported off of that switch.

We contracted to have a ten foot by eighteen foot raised floor installed in the server room to update support of the equipment installed there to current standards. We purchased a new uninterruptible power supply, rack mounted, to support three new servers and to support the existing servers.

Building 11293 – North and South Wings

We initiated a renovation project for the 45 Sergeant's Major Course classrooms. This renovation includes raising the floor in all 45 classrooms, and installing six electrical circuits, and 18 LAN connections. There will also be 4 new LAN connections in the break room and 1 LAN connection in the instructor's office. The project called for the installation of 1596 port switches with individual fiber connections to each switch. This project was projected to be finished in 2006.

Other Activities

The Information Management Directorates accomplishments during 2005 included the following.

The Asset & Vulnerability Tracking Resource Database was updated.

The TRADOC CIO/G6 Architecture Database was updated in December to reflect the current assets within the academy.

The migration from the Bliss Computer Domain to the NASW Active Directory Computer Domain was completed.

The section maintained the Work Order Database.

Joe Pratt revamped the Academy's Web Site making it both user-friendly and section 508 compliant (Handicap Accessible).

NCO NET

Mission

The mission of the NCO Net was to maintain, sponsor and provide oversight of the Noncommissioned Officer Forum that focused on sharing knowledge, experiences, and tools horizontally and vertically across a standardized, secure, and reliable environment. The NCO Net sought to develop adaptable and agile leader, for the profession.

Vision

Create a virtual community where Noncommissioned Officers are engaged in professional conversations and the sharing of knowledge which becomes embedded in their professional life.

Staff

NCO Net began on the 1st of Sep 2004 with a staff consisted of Mr. Joe Pearson, Jr., a contractor. Mr. Neil Stenzel, also a contractor, joined the staff on 12 September 2005.

Major Events

In 2005 the academy started a forum for the Battle Staff NCO and Sergeants Major in the Army using Tomoye Simplify collaborative software. These forums began in January and April respectfully. In June Mr. Pearson went to Leavenworth, Kansas to learn the new software that Tomoye would be fielding for the Army. In August BCKS (Battle Command Knowledge System) started moving all of NCO Net forums to the new Tomoye Ecco software.

In September we sponsor a work shop for ten of the NCOTEAM moderators to learned Tomoye Ecco software. We shared how we could make NCOTEAM move to NCO Net successful and with a minimal loss of data. On the 12th of Sep 2005 CSM Dan Elder handed over NCOTEAM to the Army (US Army Sergeants Major Academy) to support the NCO Corps and to add data to NCO Net. At the end of our workshop the moderators of NCOTEAM were integrated in to NCO Net. On the 17th of October 2005 we migrated all of NCOTEAM data and members into NCO Net.

USASMA undertook three major marketing efforts for the NCO Net to the Army. The first marketing of NCO Net was the publishing of an article in the 26 September issue of the *Army Times*. We had an article in the October 2005 issue of the *NCO Journal* which was our second marketing campaign. In a third marketing effort Mr. Pearson emailed all NCOs in the Army On the 16th of December. The email went out to 196,232 active, 141,819 National Guard, 105,388 Reserve, and 82,844 retired SFC – SGMs.

Online forum lets NCOs share experiences, ideas

By Jim Tice
TIMES STAFF WRITER

FORT BLISS, Texas — Noncommissioned officers can now meet online in a chat room to better prepare soldiers, leaders and units for combat operations.

Called NCONet, the new virtual forum is part of the Battle Command Knowledge System and its growing inventory of online services, such as Warrior Knowledge Base, an electronic library of war-fighting documents, photos and video clips.

NCONet, which was officially launched here at the Sergeants Major Academy on Sept. 12, "is a structured professional forum where NCOs can come online and share their knowledge and experiences, and ask questions," said retired Sgt. Maj. Joe Pearson, chief of the digital training division of Cubic Applications, one of the private contracting firms that runs NCONet.

Unlike some of the specialized — and unofficial — soldier forums that have been operating on the Web for the past few years, "we are designed for the generic NCO," Pearson said.

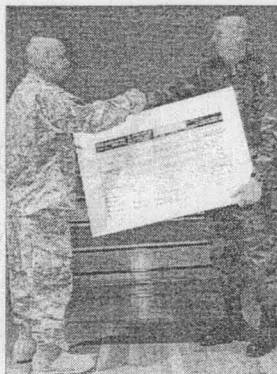
"You can ask a question on some given subject, and get comments or answers from NCOs in the ranks of corporal to sergeant major. However, within that generic site, we have subcategories for targeted communities, such as sergeants major and first sergeants," he said. "The system is designed so that it can be restrictive ... meaning people within a particular community can have discussions that are closed to others."

NCONet is part of the Battle Command Knowledge System that was approved by Army leaders last September, and has since been established at the Combined Arms Center at Fort Leavenworth, Kan.

The roots of this system, and particularly NCONet, date to 1998 when Command Sgt. Maj. Dan Elder, now the top enlisted soldier of the Army Materiel Command, established NCOTeam.org on his own time and with his own money, according to Lt. Col. (P) James Galvin, director of the Battle Command Knowledge System at Leavenworth.

Realizing the value of professional knowledge-sharing for soldier and unit readiness, service leaders decided to establish a system in which everyone could collaborate online in a more secure "dot-mil" environment, Galvin said.

Employing Army Knowledge Online, and its sign-in and password requirements, the Battle Command Knowledge System of-



STAFF SGT. KRISHNA GAMBLE, NCO JOURNAL

Command Sgt. Maj. Dan Elder, left, gives the copyrights and usage to Command Sgt. Maj. Richard Clem, Sergeants Major Academy battalion commander, during a Sept. 12 ceremony at Fort Bliss, Texas, announcing the launch of NCONet.

fers a degree of security protection Army leaders were looking for.

"The AKO sign-in allows us to communicate at the level of for official use only," Pearson said.

The evolving Battle Command Knowledge System so far consists of four primary services, Galvin said.

First are the online professional forums, such as NCONet, S1Net, S3-XONet and LOGNet that facilitate knowledge-sharing among an estimated 50,000 soldiers, Army civilians and authorized contractors.

The Battle Command Knowledge System management office at Leavenworth provides facilitators for the various forums "who help guide discussions, connect forum members with each other and [gather] new information for the Army," Galvin said.

For example, he said, in late August, the facilitator for the logistics forum was helping

guide discussions among the Center for Army Lessons Learned at Leavenworth; members of the 84th Army Reserve Training Command, Fort McCoy, Wis.; the Office of the G-4 at the Pentagon; the Combined Arms Support Command, Fort Lee, Va.; and several forum members in the field to help reserve logistics units pre-

pare for deployment to Iraq.

A second component provides knowledge management and knowledge-sharing support to corps, divisions and brigade combat teams.

This is an emerging capability, Galvin said, "driven by a number of general officers and implemented by an expanding group of innovative company- and field-grade officers and NCOs throughout the Army knowledge management officers."

In response to Hurricane Katrina, the Battle Command Knowledge System team at Leavenworth established collaborative Web sites for the 1st Cavalry Division and is working with other units to provide similar support, Galvin said.

The third component is continued development of a Warrior Knowledge Base and a power information retrieval capability for extracting and packaging data from numerous sources, such as field manuals, after-action reviews and online discussions.

"Much of the disaster relief documentation associated with the hurricane relief sites emanated from material collected in the Warrior Knowledge Base," Galvin said.

The fourth component is an increasingly efficient capability for responding to requests for information by directing queries to appropriate experts and forming virtual teams of specialists for assisting soldiers in the field.

As an example, Galvin cited the recent case of a first sergeant in Iraq who, after waiting several

months for a supply requisition, requested Battle Command Knowledge System assistance. He received an answer to his question within 24 hours, and the equipment he requested within weeks, Galvin said.

Referring to a popular unofficial Web site for junior officers, Brig. Gen. Volney Warner described the Battle Command Knowledge System "as a

kind of Companycommander.com on steroids."

"It's a leader net with different levels of leadership," said the deputy commandant of the Command and General Staff College. "Wherever you are in the Army, there is some fusion point using the Battle Command Knowledge System." □

Army Times, 26 September 2005, p. 20

ON THE WEB

Active Army, National Guard and Army Reserve soldiers with an Army Knowledge Online account can log into the Battle Command Knowledge System at <https://bcks.army.mil>.

The new virtual forum for noncommissioned officers, NCONet, also can be accessed via Army Knowledge Online sign-in at <https://nconet.bcks.army.mil>.

HEALTH PROMOTION OFFICE

Mission

The mission of the Health Promotion Office (HPO) was to provide assistance to students, staff, faculty and family members through awareness, education, and testing and to illustrate positive lifestyle changes which could add quality and years to each of their lives.

Organization and Staff

MAJ Gregory Weaver was the Chief of the HPO and was assisted by the Senior Medical Technician, Mr. Daniel Hurell. MSG Daniel Hurell had been the NCOIC of HPO since Sep 2002. He retired from the US Army, 29 Apr 05, with greater than 26 years of service. The NCOIC position was converted from a military to a civilian slot effective in October 2005. According to CSM Dale, the NCOIC position should be restored as a military slot in FY07 giving HPO a total strength increase equaling 2 military and 1 GS-09 civilian. At this time the status of the NCOIC position is unknown.

MSG Kim Garcia, a medical drop from SMC Class 54 and a (MOS) 91W, worked in HPO from December 2004 to December 2005 as an over strength, long-term assistant until her retirement from service on 29 December 2005. Additional medical support for HPO to cover surge missions came from WBAMC personnel. COL Leech, CMDR, WBAMC, and CSM Portes approved the HPO request for two medics (2) for two different periods during the year. These medics were on loan for 60-90 days.

Major Events

Resident SMC In-processing

No changes were made to the HPO in-processing procedures for Classes 55 and 56. Students were required to mail, email, or send via facsimile, a copy of a current physical exam which was screened for all the proper elements and then was given a composite score of converted data using the Framingham Heart Risk Index. A risk index score equal to or greater than 18 required the student to have a consultation and to obtain a clearance by a cardiologist or other WBAMC health care provider before he or she could begin Academy-directed physical training.

During in-processing each student was individually counseled by a member of the HPO staff regarding his/her level of risk for a cardiac event over the next five and ten years. This effort was supported once again by CPT Tina Murray, CHN (Community Health Nurse) from WBAMC. She provided expert assistance with the risk factor counseling. Students were identified who required additional evaluation prior to being medically cleared for Academy physical training and the mandatory APFT required for graduation. An example that provided a real illustration of the essential nature of this

procedure was the one student who was screened and later consulted for additional studies. Ultimately the student required a triple bypass surgery for his heart. There was a real likelihood of this student having a cardiac event during physical training or the APFT if not for these screening efforts by HPO and WBAMC personnel.

Non-Resident SMC In-processing

The same procedures were used for the NRC as were used by the Resident SMC. Again, each NRC student was counseled about his/her cardiac risk. The mandatory APFT was moved to a graduation requirement rather than an entry requirement so students requiring resolution of medical issues like an abnormal EKG, or a missing physical exam could be allowed to enroll and have the issue addressed.

Flu Immunizations

One of the many annual requirements of active duty soldiers is the flu shot. HPO coordinated with Mrs. Robinson, of the Preventative Medicine Department at WBAMC to conduct the vaccinations and over 800 shots were administered. All members of the academy whether student, staff, or faculty was permitted to receive a flu shot regardless of duty status. The civilian staff, contractors, and retired members were pleased with this event that saved the academy many man hours since it was not stratified based on duty status.

Proper Running Shoes

A time-honored tradition by the HPO is the help offered to students in proper running shoe selection. MAJ Weaver examined foot types and assisted with the identification of a shoe that was right for each student's unique foot architecture. MAJ Weaver also continued to lecture about this and other topics to the Spouses' Leadership Development Course.

Tobacco Cessation Programs

The single most important thing one can do to improve one's health and longevity is to stop smoking and abandon all methods of tobacco use. The academy was fortunate that Ms Redfern, from the WBAMC Wellness Center, conducted two tobacco cessation programs in February and October with more than 60 students enrolled in the classes.

Automated External Defibrillators (AEDs)

A total of ten AEDs were purchased and placed in various strategic sites within the academy for use in the event of a cardiac episode. This completed the implementation plan conceived by HPO and supported by the Command Group to purchase and place AEDs in the Academy as an additional strategy to prevent sudden cardiac death.

Cardio-Pulmonary Resuscitation (CPR) Program

The sixteenth commandant, COL Abramowitz, continued to support this program and approved a command policy letter that required all active duty personnel to be certified on CPR with the AED and highly encouraged all civilian staff and faculty members to be certified as well. Consequently, HPO trained and certified over 130 academy personnel for CY 2005.

Conversion of an Old, Unused Boiler Room to a Wellness Cardio Room for Staff and Faculty

Daily use of the Cardio Room located in HPO continued to rise and had steady morning and lunchtime use by exercise groups at the end of the year. At the request of COL Abramowitz an additional treadmill was brought in from the HPO space in Biggs Gym. Patrons continued to provide positive comments on the quality and convenience of this Academy perk.

Health Evaluation and Risk Targeting (H.E.A.R.T.) Program

The Health Promotion Office of the USASMA made great strides in CY 2005 towards the realization of the implementation of the HEART program. Over \$250K of the Academy's budget was expended on supplies and equipment to support the successful launching of this program. MAJ Weaver, Dr. Doug Briggs, Bliss MWR, and COL Seward, CMDT, visited the Army Physical Fitness Research Institute (APFRI), located at the Army War College (AWC), Carlisle Barracks, PA, in February to solidify the plans for execution of the program. A local HEART team was recruited and training was conducted on the various stations that comprised the APFRI model of assessment. The HEART team was a truly a Fort Bliss collaborative effort between the Academy's HPO, Bliss MWR, and WBAMC. It's members were: MAJ Greg Weaver, director and PT, MAJ Amy Trevino, in-bound director and PT, MAJ Lori Sydes, dietician, MAJ Cheryl Capers, nurse, CPT Tina Murray, nurse, Dr. Doug Briggs, Bliss and MWR fitness specialist, Dr. Greg Tardie, exercise physiologist, Dr. John Fortunato, psychologist, MSG Lance Babcock, NRC facilitator and Cooper certified personal trainer, Mr. Dan Hurell, HPO senior health technician, Mr. Joel Lien, dietician, Ms. Laura Pacheco, Human Performance Lab assistant, and Ms. Carolina Alarcon, Class 55 FRG Leader and civilian volunteer. COL Thomas Williams, Director, APFRI, and his staff provided the expert guidance, structure, foundation, and even the initial products to make this great idea a reality. In September 2005 COL Williams, MAJ Maurice Sipos, and Melanie Richardson from APFRI visited the Academy, toured Biggs Gym and plans were finalized with the goal of identifying and assessing the hundred (100) most-at-risk Class 56 students. These students were to be tested in Feb 06, with the testing to occur at Biggs Gym where three specific areas were converted for this purpose: the racquetball observation deck, and two 400 square foot rooms, one in the weight room, and one that was in a storage room adjoining the gym floor. This testing would not be possible without the use of these spaces loaned to the Academy and without the total cooperation by Mr. Paul Fernandez, Director of the Biggs Physical Fitness Center and his staff. In

addition, depending on the results of the testing, an intervention will be individually tailored for each student. Interventions will vary, but will include nutritional counseling by a registered dietitian, strength training by a certified personal trainer, attendance in a tobacco cessation program, and/or stress/psychological counseling by a psychiatrist -- all of which will be scheduled and available not only to the tested students but also to staff, faculty, and family members.

Tuberculosis Monitoring

In Apr/May 05, HPO was greatly assisted by the departments of the WBAMC Preventative Medicine and the Community Health Nurses when an active case of tuberculosis was diagnosed in one of the Academy students. On going testing, monitoring, and surveillance of in excess of a thousand personnel--the entire academy and its family members---was a huge task that was completed efficiently and effectively. These efforts prevented additional cases being contracted by academy staff, students, and family members. The foreign student with tuberculosis was quarantined and cured before returning to his home country.

Miscellaneous Milestones

MAJ Weaver provided lectures on various topics in the POI for the SMC such as Total Army Fitness, Army Health Promotion, and other aspects of FM 21-20. As much as possible he served as a direct medical provider seeing eight to twelve academy patients per week in the Physical Therapy Clinic within the SFMC. MAJ lectured 4-6 times to the spouses in the SLDC on the topic, *Wellness for Everyone*, which focused primarily on the modifiable risk factors for coronary artery disease.

ARMY NATIONAL GUARD ADVISOR

Mission

The Army National Guard Enlisted Advisor provides 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 initiative, operations, and changes regarding policy, and procedures.

Staff

Sergeant Major William Douglas Mayo was the ARNG Senior Enlisted Advisor to USASMA in the year 2005 and continued to serve in the position. Additionally, the ARNG Senior Enlisted Advisor served in the absent of a United States Army Reserve Advisor since December 2000. There were no backfill identified for this position in 2005 but the USAR allowed an AGR Soldiers pending assignments from the SMC course, Class 55 (MSG Sandra M. Bensley) to continue to worked in the position while waiting on assignment orders.

Major Accomplishments

Army National Guard Students

The ARNG had six (6) students in Class 56 of the resident Sergeants Major Course. One was dropped from the class for not meeting height and weight standards and five should graduate 19 May 2006. The number of ARNG students in the Non-Resident Course was very large during 2005. Of the 587 students who graduated in June 2005, 293 were from the National Guard and 219 were from the Reserve Component. The remaining 74 students were from the Active Army. One student graduated from Class 27 and eight more graduated from Class 28. Class 30 had 446 graduates and Class 31 had 81. During each April a new class starts in the Non-resident Course. Class 27 started in 2001.

AGR Positions at USASMA

The AGR strength at USASMA continues as a main focal point for the Advisor during 2005. Many of the positions remain vacancy due to lack of qualified personnel in the AGR program to meet the new qualifications requested by the academy. The academy did receive two new ARNG personnel in 2005, SGM Judith Ackerman who was assigned to the NRC as a Faculty Advisor and SGM Robert Cossel who was assigned to the Quality Assurance Office as a Quality Assurance Evaluator. The USAR provided four new AGR personnel to the USASMA staff SGM Larry Fagan, and SGM Ronald

Brooks who was assigned to the Quality Assurance Office as Evaluators and SGM Lana LeBay who was assigned to the Non-Resident Course as a Faculty Advisor and MSG Patrick McMullen who was assigned to the Director of Training and Development as a Course Developer.

Orientation Program

The ARNG Senior Enlisted Advisor planned coordinated and will executed the Reserve Component Orientation Program for Class 57 students of the resident course in April of 2006. Soldiers and briefing locations to the students will be at the West Auditorium USASMA on Biggs Field. The successful implementation of this operation will be captured in the After Action Reports file in the Senior Advisor Office. The purpose of the orientation is to curtail problems areas before the students arrive for the resident course. Areas ranged from pay, housing, travel orders, schools, physicals, security clearances, administrative record updates, rental cars, and spouse programs. The ARNG Advisor tasked Class 56 to develop a committee of Class 57 RC soldiers to establish a set of briefing slides for each of the guest speakers. They will be used when briefing RC Soldiers and to develop questions for the USASMA's web site. The USASMA's web site, RC Enlisted Advisor section, has become the main information tool for new Soldiers selected to attend the orientation and the resident course.

Guest Instructors for the Nonresident Course

This office has arranged for, coordinated and obtained the funding for Reserve Component guest instructors to instruct in the NRC for FY 2006. This has been a big success story for the USASMA and Reserve Component Commands because the academy did not accrue any cost or has to provide any additional training for these already trained instructors and the Reserve Component assist in training of Soldiers in the NRC course who are Reserve Component Soldiers.

RESOURCE MANAGEMENT OFFICE

Mission

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

Organization and Staff

The academy did not have its own resource manager. The Fort Bliss Directorate of Resource Management (DRM) provided resource management services and support to the academy. The DRM is located at Building 3, Fort Bliss, Texas. Mr. Richard McDowell was the resource manager for the academy. Traditionally the assistant commandant for the academy immersed himself or herself in budgetary matters. LTC Paul Grace came to the academy in June and took over the role. He got some help in October from CPT Dana L. Marchand who arrived to help build the budget for FY 07. She was quite pregnant and had a child at the end of the calendar year so her help in the budgetary process was constricted.

Major Activities

The total budget for FY 2005 was \$11,760,495. This figure does not include the pay for military personnel assigned to the academy. The 11 million dollar budget was over \$3,000,000 above the previous year as the civilian pay role kept expanding.

The academy had major problems spending its money during the year. It did not have experienced personnel in place with sufficient knowledge of contracts to handle them expeditiously. COL Seward left the academy recommending the placement of an officer in the S-4 to remedy this deficiency. His recommendation was heeded and a CPT has added to the TDA to report to the academy in the middle of CY 2006.

USASMA BUDGET FY 2005

<u>APC</u>	FY05 Funding Level	Expenditures	Unspent
323571.50000	T SMA	\$3,190,915.57	
 NCO Journal (RA00)			
Civilian Pay		\$65,990.79	
Travel		\$8,938.84	
Printing		\$151,394.36	
Supplies		<u>\$42,645.57</u>	
Total		\$268,969.56	
 EO (4A08)			
Supplies		<u>\$5,000.55</u>	
Total		\$5,000.55	
 Reenlistment (4A09)			
Supplies		<u>\$13,258.76</u>	
Total		\$13,258.76	
 Command Group (4A10)			
Civilian Pay		\$90,367.78	
Travel		\$63,766.45	
Contracts		\$214,714.97	
Supplies		\$11,647.48	
Interest		<u>\$210.00</u>	
Total		\$380,706.68	
 HPO (4A11)			
Civilian Pay		\$15,828.76	
Travel		\$8,438.68	
Supplies		\$12,293.83	
Interest		<u>\$248.12</u>	
Total		\$36,809.39	

Chaplain (4A12)

Travel	\$3,144.53
Contracts	\$14,929.60
Supplies	\$20,205.62
Interest	<u>\$65.65</u>
Total	\$38,345.40

Protocol (4A13)

Civilian Pay	\$400.00
Travel	\$2,386.33
Printing	\$3,850.00
Contracts	\$44,000.00
Supplies	<u>\$9,623.39</u>
Total	\$60,259.72

VTT (4A14)

Travel	<u>\$23,840.47</u>
Total	\$23,840.47

A Company (4A15)

Travel	\$861.36
Supplies	\$79,595.90
Interest	<u>\$25.86</u>
Total	\$80,483.12

NRC (4A16)

Travel	<u>\$1,000.00</u>
Total	1,000.00

B Company (4A17)

Travel	\$9,972.92
Supplies	<u>\$40,648.61</u>
Total	\$50,621.53

HHC (4A18)

Contracts	\$2,000.00
Supplies	<u>\$5,408.52</u>
Total	\$7,408.52

Historian (4A19)	
Civilian Pay	\$92,429.76
Supplies	\$11,254.70
Interest	<u>\$3.18</u>
Total	\$103,687.64

Secretariat (4A20)	
Civilian Pay	\$136,096.03
Travel	\$2,030.78
Supplies	<u>\$2,868.49</u>
Total	\$140,995.30

S1 (4A21)	
Civilian Pay	\$88,146.93
Travel	\$170.15
Contracts	\$2,828.11
Supplies	<u>\$24,580.32</u>
Total	\$115,725.51

Education (4A22)	
Supplies	<u>\$1,568.21</u>
Total	\$1,568.21

Engineer (4A24)	
Civilian Pay	\$37,751.65
Supplies	<u>\$12,852.45</u>
Total	\$50,604.10

SIG (4A25)	
Civilian Pay	\$58,332.91
Travel	\$19,272.02
Supplies	<u>\$3,623.04</u>
Total	\$81,227.97

DTD (RA44)	
Travel	\$11,269.17
Contracts	\$90,000.00
Supplies	<u>\$7,655.00</u>
Total	\$108,924.17

**Reserve Component
(RA41)**

Contracts	\$547.30
Supplies	<u>\$5,418.49</u>
Total	\$5,965.79

**Battalion Operations
(RA50)**

Civilian Pay	\$143,854.14
Travel	\$31,565.99
Supplies	\$65,238.78
Interest	<u>\$13.48</u>
Total	\$240,672.39

1SGT Course (RA52)

Transportation	<u>\$443.78</u>
Total	\$443.78

SGM Course (RA53)

Contracts	\$4,339.80
Interest	<u>\$19.42</u>
Total	\$4,359.22

CSMC Course (RA54)

Travel	\$12,764.52
Supplies	<u>\$2,179.00</u>
Total	\$14,943.52

Battle Staff (RA55)

Travel	(\$2,148.90)
Supplies	<u>\$16,518.29</u>
Total	\$14,369.39

**CSMC Spouse Course
(RA56)**

Travel	\$6,840.65
Supplies	<u>\$3,805.42</u>
Total	\$10,646.07

Logistics S4 (RA57)

Civilian Pay	\$59,809.43
Supplies	\$31,366.26
Interest	<u>\$458.70</u>
Total	\$91,634.39

IMSO IP (RA58)

Travel	\$12,845.00
Contracts	\$4,338.00
Supplies	\$123,795.47
Interest	<u>\$2.33</u>
Total	\$140,980.80

LRC (RA60)

Civilian Pay	\$282,300.63
Travel	\$2,224.19
Contracts	\$580.23
Interest	<u>\$13.01</u>
Total	\$285,118.06

LMDC (RA71)

Civilian Pay	\$50,850.40
Contracts	\$1,436.20
Supplies	\$10,087.06
Interest	<u>\$37.11</u>
Total	\$62,410.77

IMSO (RA78)

Civilian Pay	\$86,105.79
Travel	\$25,608.93
Contracts	\$32,493.00
Supplies	<u>\$82,719.04</u>
Total	\$226,926.76

IMD (RE70)

Civilian Pay	\$146,502.15
Travel	\$13,175.23
Contracts	\$81,663.42
Supplies	<u>\$233,333.90</u>
Total	\$474,674.70

IMSO Dir Reimb (R120)

Supplies	<u>\$574.92</u>
Total	\$574.92

IMSO Dir Reimb (R200)

Travel	<u>\$550.00</u>
Total	\$550.00

IMSO Dir Reimb (R201)

Travel	<u>\$13,906.80</u>
Total	\$13,906.80

**A Company Dir Reimb
(48R2)**

Travel	<u>\$2,200.00</u>
Total	\$2,200.00

VTT Dir Reimb (48R3)

Travel	<u>\$4,790.00</u>
Total	\$4,790.00

BN HQ (48AA)

Supplies	<u>\$23,145.16</u>
Total	\$23,145.16

**SMA Ops Dir Reimb
(48R1)**

Travel	<u>\$3,166.45</u>
Total	\$3,166.45

323571.50000	TSGT	\$3,198,859.46
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Command Group (4F10)

Travel	\$96,956.43
Contracts	\$33,718.69
Supplies	<u>\$87,935.20</u>
	\$218,610.32

HPO (4F11)	
Supplies	<u>\$198,902.80</u>
Total	\$198,902.80

Chaplain (RF12)	
Contracts	\$17,492.00
Supplies	<u>\$5,413.18</u>
Total	\$22,905.18

VTT (RF14)	
Travel	\$53,679.76
Supplies	<u>\$19,826.26</u>
Total	\$73,506.02

A Company (RF15)	
Travel	\$17,757.98
Supplies	<u>\$114,475.57</u>
Total	\$132,233.55

B Company (RF17)	
Travel	\$1,440.01
Supplies	<u>\$33,230.81</u>
Total	\$34,670.82

Historian (RF19)	
Supplies	<u>\$6,070.25</u>
Total	\$6,070.25

Secretariat (RF20)	
Supplies	<u>\$5,179.54</u>
Total	\$5,179.54

Engineer (RF24)	
Supplies	<u>\$5,015.27</u>
Total	\$5,015.27

SMA Ops (RF50)	
Contracts	\$31,818.38
Supplies	<u>\$31,366.01</u>
Total	\$63,184.39

FSC (RF52)	
Supplies	<u>\$5,571.77</u>
Total	\$5,571.77
SMC (RF53)	
Travel	\$9,963.00
Contracts	\$2,006,828.60
Supplies	<u>\$65,570.02</u>
Total	\$2,082,361.62
CSMC (RF54)	
Travel	<u>\$7,986.21</u>
Total	\$7,986.21
Battle Staff (RF55)	
Supplies	<u>\$36,621.00</u>
Total	\$36,621.00
LRC (RF60)	
Contracts	\$84,654.53
Supplies	<u>\$28,274.68</u>
Total	\$112,929.21
LMDC (RF71)	
Contracts	\$157,173.97
Supplies	<u>\$35,937.54</u>
Total	\$193,111.51
324772.00000	\$2,365,100.00
TADV	
Mid Mgr Course (RC30)	
Travel	<u>\$10,440.54</u>
Total	\$10,440.54
DOTD (RC40)	
Civilian Pay	\$1,250,194.85
Travel	\$64,277.31
Contracts	\$609,851.93
Supplies	<u>\$35,090.03</u>
Total	\$1,959,414.12

QAO (RC42)		
Civilian Pay		\$212,042.52
Travel		\$36,841.77
Contracts		\$20,950.00
Supplies		<u>\$23,841.35</u>
Total		\$293,675.64
Active Component (RC80)		
Travel		\$38,611.18
Supplies		<u>\$62,958.52</u>
Total		\$101,569.70
324772.00000		\$187,500.00
TRCS		
Title XI (RC81)		
Travel		\$152,908.92
Supplies		<u>\$34,591.08</u>
Total		\$187,500.00
434716.20000	VMUS	\$163,000.00
NCO Museum (RD33)		
Civilian Pay		\$144,455.66
Travel		\$1,959.19
Supplies		\$16,569.61
Interest		<u>\$15.54</u>
Total		\$163,000.00
321731.00000	TFNC	\$1,275,000.00
ADTS Instructors (4B01)		
Contracts		\$886,510.74
Supplies		\$388,482.02
Interest		<u>\$7.24</u>
Total		\$1,275,000.00
135197.00000	VIRQ	\$1,376,199.92

GWOT (RV01)		
Supplies		<u>\$35,971.14</u>
Total		\$35,971.14
GWOT (RV03)		
Travel		\$21,600.00
Contracts		<u>\$338,400.00</u>
Total		\$360,000.00
GWOT (RV04)		
Travel		\$30,447.60
Contracts		\$147,322.64
Supplies		\$48,907.34
Interest		\$51.40
Overpayment		<u>\$8,299.80</u>
Total		\$235,028.78
GWOT Dir Reimbursement (48R4)		
Contracts		<u>\$745,200.00</u>
Total		\$745,200.00
21F113.00	PRAG	\$4,000.00
ARNG (48AB)		
Travel		<u>\$4,000.00</u>
Total		\$4,000.00
SUBTOTALS:		
135197		\$1,376,199.92
21F113.00000		\$4,000.00
321731		\$1,275,000.00
323751.5		\$6,389,775.03
324772		\$2,552,600.00
434716.2		<u>\$163,000.00</u>
GRAND TOTAL:		\$11,760,574.95

CHAPLAIN

Mission

The primary role of the chaplain at USASMA was to teach courses on ethics. In addition to instructor duties, CH Johnston served as Academy chaplain for the extended student body, staff, cadre and their families. Chaplain Johnston also assumed the role of Biggs Airfield Chapel pastor and superintended renovation of the old chapel. His pastoral duties extended to Joint Task Force North where pastoral coverage and care occurred.

Organization and Staff

The chaplain worked alone with a chaplain's assistant. At the start of the year the chaplain was MAJ Walt Hoskins. MAJ Mark Johnston replaced him in mid year as the Instructor of Ethics at USASMA. CH Johnston received his Master's Degree in Theology and Ethics from Princeton Seminary. 2005 witnessed the permanent loss of the Chaplain Assistant's position, due to a manpower study conducted some years prior. SGT Valerie Hoang was honorably discharged from the Army and took up a career in computer technology in California.

Major Activities

Chapel Renovation



Biggs Chapel, December 2005, in Midst of Asbestos Removal

The long-sought replacement of the Biggs Chapel did not materialize. However, the Army did consent to remodel the existing World War II era chapel and work began on the reconstruction late in the year. The discovery of asbestos in the building caused delay in the project. Still, Chaplain Johnston was hopeful that it would be ready for Easter services in 2006. With a reconstructed chapel and a modernized community center next door sporting new windows, the chaplain looked forward to occupying better facilities than ever before at USASMA.

Disaster Relief

In response to the Hurricane Katrina disaster, CH Johnston coordinated volunteer efforts that raised \$10,000 from USASMA in support of those families displaced by the storm. (See next page)

Other Duties

With the increase in pastoral duties, CH Johnston remained engaged with the USASMA and greater Biggs Airfield community.

USASMA exceeds expectations for Hurricane Katrina fund

VIRGINIA REZA

Monitor Staff

The United States Army Sergeants Major Academy Class 56 raised almost \$10,000 in less than four hours during a Hurricane Katrina fund drive held Sept. 7.

The donations were presented to Ron Wildman, El Paso County coordinator for the Salvation Army, and Stacey Wright, Health and Safety training manager for the American Red Cross Friday in the USASMA auditorium.

"No offense to the officers, but my experience in the Marine Corps is if you want to get something done you give it to the enlisted," said Wildman, who received a loud hooah response from the audience. "You lead by example and we the Salvation Army appreciate this on behalf of all the evacuees that have come to El Paso."

According to Wildman about 80 families will make El Paso their permanent home. He anticipates all evacuees will be out of the Civic Center and in permanent homes by tomorrow. He said due to the influx of evacuees, their funds are depleting fast and asked for people to be extra generous in the next few months.

"You'll be pleased to know El Paso is treating them like one of ours. They are our guests and we are treating



VIRGINIA REZA

Tina Olson, professional cake decorator and baker, smiles while Sgt. Maj. Jeffrey S. Smith, USASMA student, class R12, shows off the cake his class won for raising the most money during a Hurricane Katrina fund drive held Sept. 7.

them with compassion and grace," said Wildman.

Maj. Mark Johnston, USASMA chaplain, said the need was identified and with the help of Tina Olson, USASMA student spouse, and the support of the USASMA Commandant Col. David Ambramowitz, they decided to have a fund raiser for four hours one day.

"It was a mad house; all the classes were competing with one another to see who could be more generous ... It was very exciting people were giving much more than what I would have expected. In fact I didn't expect this much," said Johnston. "There is such generosity throughout the school."

Olson, who is also a professional baker and cake decorator, donated

several homemade cakes. One was for the class who raised the most money and the other cakes were for three individuals who donated large amounts.

"After we started getting donations, I saw some people giving huge amounts and it just touched me. The R12 class donated \$941, Master Sgt. Bond gave \$300, Master Sgt. Ferguson gave \$500 and Sgt. Maj. Yarbrough donated \$500. They went above and beyond so I said what the heck lets give them a little something special. So I decided to use my talents to make somebody else happy," said Olson.

Johnston said this was done not only out of compassion toward the unfortunate victims of Katrina, but also as a moral responsibility as Soldiers and Americans.

"We are taught values and how to express those values in practical ways. So as a segment of society this is one of the most compassionate segments anybody could ever meet in the military. This is the cream of the crop when it comes to NCO leadership. These sergeant majors were hand picked when they came to this school. I'm very proud of them," said Johnston.

S4/LMDC

Mission

The S4 purchases and distributes the supplies used by the academy. The Lesson Management and Distribution Center was co-located with and subordinate to the S4 in 2005. 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, S4 NCOIC, LMDC NCOIC, a supply clerk, and five civilian employees. Ms Corbett was the chief of the office during the year. Ms Corbett was the first civilian head of the office as the academy complied with directives to get more soldiers into the field and hire more civilians in support roles. By June additional civilian staff came on board to replace departing soldiers. Mr. David Moore, Mr. Bob Bindley, Mrs. Faye Jackson, Ms Veronique, and Mrs. Kim Bowie joined the staff and phased into the work schedule by the end of the year. Difficulty with contracting and the development in bottlenecks in supply procurement led the Commandant to recommend the re-militarization of the position of chief of the office. With the sudden departure of Ms Corbett for a position at Ft. Bragg the academy acted on COL Seward's recommendation and arranged for a captain to take over the position early in calendar year 2006. SSG Carmen Tanner led the S4 for 4 months until CPT Hernandez arrived in late March 2006.

Major Accomplishments

Support for World Class Academy Initiatives

One hundred percent of USASMA's FY05 budget was spent by the end of year closeout. The contracting officer representative ensured all vendors were paid as she processed \$3 million in contracts for the academy.

Inspections and Compliance

The S-4 passed the TRADOC Contracted Advisory and Assistance Service (CAAS) audit of contracts. It contributed and compiled financial data for the successful completion of all quarterly PBACs and expended 100% of the Special IP funds valued at over 12K with short notice. S-4 personnel passed Fort Bliss IMPAC Card inspection in Mar 04 and Oct 05 and passed the Fort Bliss key control and Provost Marshall Inspection. USASMA's Government Travel Card Delinquency rating was reduced from 30% to 0%. for over 900 cardholders.

REENLISTMENT NCO

Mission

The first goal of the Army Retention Program was to reenlist, on a long term basis, sufficient numbers of highly qualified Active Army soldiers. The second goal was to enlist, or transfer and assign sufficient numbers of qualified soldiers who are separating from the Active Army into RC units, consistent within geographic constraints. A third goal was to achieve and maintain Army force alignment through the retention, transfer, or enlistment of highly qualified soldiers in critical skills and locations. The program also sought to adequately support special programs such as the U.S. Military Academy Preparatory School (USMAPS) and the ROTC "Green to Gold" programs.

Staff

SGT Mickey Quinn served as the retention NCO until he was replaced by SSG Catherine M. Harris in March 2005.

Accomplishments

The academy met its quota each quarter during 2005. For the year the academy exceeded its goal by 66 percent. The goal was to retain two initial term soldiers, one career soldier and one mid-term soldier. In recognition of this accomplishment SGT Harris received the Ft. Bliss commanding general's coin of excellence.

A possible factor in achieving this result was the granting of \$2,500 for reenlistment NCO to purchase of cups, tee shirts and other paraphernalia as an incentive to reenlist.

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; and it assisted in lesson development and the conduct of staff rides.

Organization and Staff

Dr. Robert H. Bouilly was the only full time staff member in the Historical Office during CY 2000. He had occasional help, especially from SGM Trevor Flemming, a Class 56 SMC student, who helped greatly in formatting the CY 2003-04 Annual Command History. Further help came from Ms Sabrina Styles, an Austin High School student who worked part time in the fall. Her father was a Class 56 student.

The TRADOC historical program accreditation visit in the summer of 2003 had resulted in the reestablishment of the Historical Office in the Command Group. The new commandant quickly reversed this placement and the Historical Office became subordinate to the School Secretary again.

Major Activities

The historian finished the CY 2002 and the CY 2003-04 USASMA Annual Command Histories.

Work on the oral history program initiated at the 2004 Offsite Conference ran into considerable delay due to changing priorities in the Historical Office and to great difficulty in obtaining the requisite supplies.

The historian devoted a substantial effort to the improvement of sources for the staff ride participants. He also spent considerable time outside the office helping two authors who were writing about the Columbus raid. The objective was to get a couple of good books in print the academy could use in its staff ride lesson. One of the authors is a Pulitzer Prize winner. That book was scheduled to be published in June 2006.

STUDENT AND FACULTY BATTALION

Mission

The United States Army Sergeants Major Academy Battalion Headquarters serves as the support element for the Student and Faculty of USASMA consisting of students from the Sergeants Major Course, First Sergeants Course, Battle Staff Course, and the BNCOC VTT Course. The battalion ensures quality training, education and professional development for the institutional training within USASMA.

Organization and Staffing

CSM Richard Clem took over as the new Battalion Commander, Student & Faculty Battalion upon reactivation on 19 July 2005. USASMA was realigned to formalize the S&F Battalion to include Battalion Executive Officer, Chief Instructor, Staff & Faculty Development, Spouse Leadership Development Course, Personnel Administrative Center (S-1), Security (S-2), Battalion Operations (S-3), International Military Student Office (IMSO), Test Control, A Company and B Company.

At the time of activation, the S&F Battalion was comprised of newly-assigned personnel. SGM Ileana Puertas served as the Battalion Executive Officer. The Chief Instructor for USASMA was SGM Manuel Estrada. Ms. Bonnie Pyke served as the Staff & Faculty Developer, and SGM Linda Richardson was responsible for the Spouse Leadership Development Course. The S-1 NCOIC was SFC Peter Robles and the S-2 was run by Mr. Isaac Chapa. Mr. Charles Guyette served as the Chief, Operations consisting of six personnel. The Director, IMSO was Ms. Callie Edwards, and the Test Control Officer was SGM Timothy Olds.

A Company was responsible for the training, health and welfare of the students in the Sergeants Major Course. The Company Commander was CSM Darius ZaGara, and the Company First Sergeant was 1SG Reginald Chancellor. B Company was comprised of the First Sergeant Course, Basic Noncommissioned Officers Course Common Core Phase (BNCOC), Battle Staff Noncommissioned Officers Course (BSNCOC), and the Digital Training Division (DTD). The Company Commander was CSM Edwin Moten, and the Company First Sergeant was 1SG Axel Alameda.

Major Activities

Activation of Student & Faculty Battalion

The S&F Battalion was reactivated to provide continuity and assist with the increasing workload between the USASMA Command and transformation of the NCOES. The battalion accepted this challenge to ensure that the academy could implement new plans and provide the essential training its students could use to train their Soldiers out in the

field. It also filled a void in administration that had existed for several years after a previous reorganization.

Student & Faculty Personnel

SGM Puertas, Battalion Executive Officer, worked with Human Resource Command to obtain the necessary stabilizations for newly assigned faculty advisors for the Sergeants Major Course. One of the challenges with personnel was that incoming instructors often arrived immediately before the SMC began. This did not leave adequate time for new personnel to in-process and properly prepared for class. The adjustments she was able to make promised a much smoother transition for Class 57 instructors.

Class 56 Events

The battalion staff conducted initial planning reviews (IPR) coordinating and planning with Fort Bliss agencies and community agencies and their roles for in-processing such a large group. SMA Preston was the guest speaker at the opening ceremonies for Class 56. The first Afghani Sergeant Major was in Class 56. USASMA sponsored a Safety Day consisting of multiple displays set up at Biggs Park. Students and faculty were able to visit the different areas concerning safety. USASMA Career day was done in similar fashion with the intent of reaching out to the El Paso community sharing insights about the military.

Other Events

CSM Clem represented USASMA at the Military Personnel Exchange Program (PEP) in Rome, Italy, educated the attendees on USASMA's mission and transformation of NCOES. He also attended the PEP in Port Macquarie, Australia briefing the attendees present. The battalion was able to assemble and pass the CAC IG visit. CSM Clem was invited as the graduation guest speaker at the US Navy Senior Enlisted Academy at Newport, RI. He was able to obtain more Army student slots in their upcoming classes. He also received an invitation to speak at the Senior NCO PME Leaders Conference in Petaluma, CA. The battalion commander conducted several AAR's with Class 56 students obtaining valuable feedback in order to make necessary improvements for the SMC. The staff developed a list of guest speakers that could bring pertinent information to the students who, in turn, could take the information back to their new units.

All other activities during this time are outlined in the primary staff summaries.

CHIEF INSTRUCTOR

Organization and Staff

The Office of the Chief Instructor moved under the Staff & Faculty Battalion upon its reactivation in July 2005. The function of the Chief Instructor was expanded from covering Sergeants Major Course to accommodating all of the courses provided at USASMA. SGM Louis Salas retired as the Chief Instructor in August 2005 and was replaced by SGM Manuel Estrada.

Major Activities

Class 55

The Faculty Advisor Train Up was conducted two weeks prior to the beginning of Sergeants Major Course, Class 55. New Faculty Advisor training was conducted during June and July 2005. AARs were conducted at the end of each phase and some of the results were incorporated in the TSP. Staff Rides were conducted in February 2005 and the CPX was conducted in April. The CPX began on Wednesday at noon and finished on Friday at noon. The class was divided in three shifts and they went around the clock for two days

Non-resident Courses 29, 30,31

The Faculty Advisor Train Up was conducted the first week in June. New Faculty Advisor training was conducted for the Guest (CSM/SGMs coming in to be FAs during the NRC).

S-1

Mission

USASMA S1 served as the support element involving personnel and finance issues for 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 BNCO VTT Course.

Organization & Staff

The S1 staff the effects of GWOT as military positions were civilianized. The year commenced with SGM Alvarez working as the USASMA G-1 SGM and SSG Reyes engaged as the Senior Human Resources Sergeant. The Soldiers and civilian were SSG Negron, SGT Shirley, SGT Harvey, SGT Berg, SPC Hicks, PFC Masias, PV2 Valentine and Mr. LaBarbera. In January the section began to transform with the hiring of Mrs. Bell. Within a short-time, the junior enlisted Soldiers were reassigned to support the Army's fight against terrorism. Mr. Howard and Mrs. Brock arrived to the academy in May. Mrs. Watkins and Mrs. Whiten, temporary hires, were assigned to the section during the summer. During the month of July, SGM Alvarez departed for duty at HRC. He was replaced in early August by SGM Puertas. SSG Reyes was selected to attend the Warrant Officer course and departed in March. SSG Negron assumed the duties until she was replaced by SFC Robles who arrived late August. At the beginning of FY06, S1 was authorized 2 Soldiers (SFC and SGT) and 4 civilians (GS-4 to GS-5).

Major Activities

CAC Inspector General Inspection

During the month of October, the section was inspected by SFC Gordon, CAC IG Office, in the areas of promotions, awards, leaves and passes, evaluations, eMILPO, sponsorship and flags. All areas passed with accolades directed to Mrs. Bell and Mrs. Brock for their areas. With GWOT quickly transforming the Army, many policies within the personnel arena changed. As a result CAC utilizing an experience type of inspection, instead of the traditional paper check-list.

DFAS

DFAS must be commended for their processing of travel entitlement for all students. With their decreased manpower and elimination of Soldier positions, they were still able to provide a great service to the students. SGM Hicks and his staff continued to support the academy well beyond the in-processing and out-processing time-frames. Because the local DMPO was usually swamped, the USASMA office usually contacted DFAS for a real-time answer, thus ensuring that students were relieved of their financial burden and could concentrate on their studies.

The Army G-1, HRC-Alexandria and MACOM G-1's

We received many visits from the personnel hierarchy throughout the year. This consisted of visits from SGM Croom -Army G-1 SGM, SGM Russum-HRC, EPMD SGM, SGM Frady - HRC AG Branch SGM, SGM Coon-DA Promotions, and SGM Coy-2ID SGM.

Class 55 Out-Processing

The section rolled up its sleeves for this enormous task that required major coordination between the USASMA Si Office, the Ft Bliss AG Reassignment and Out-processing Office, the Ft Bliss Transportation and Housing Office and the Department of the Army Defense Financing and Accounting Service Center (DFAS).

Class 56 In-Processing

Once again, major coordination was required to in-process over 600 students. The procedures involved with travel pay entitlements and the creation of the Defense Travel System (DTS forced), the section to refocus functions and work more closely with the local DMPO and DFAS. Issues arose during the year as Military Personnel Files (MPF) was not properly screened upon receipt by the Ft Bliss AG In-processing section. This forced the USASMA S1 to retrieve the documents in order to ensure students received such entitlements as the Good Conduct Medal, Career Status Bonuses, and finance entitlements.

S2

Mission

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

Organization & Staff

SSG Cooper performed duties as the USASMA security manager until June and Mr. Isaac Chapa the assumed responsibilities as the Security Manager for the remainder of the year.

Major Activities

Class 56 In-Processing

Mr. Chapa in-processed over 600 students and initiated over 60 security investigations for Class 56 students. Mr. Chapa also conducted a mass in brief for Class 56 which included subjects such as OPSEC, Personal Security, SAEDA, foreign travel, and an inmate brief.

Security Education

Class 56 staff received annual OPSEC training by utilizing the Interagency OPSEC Support Staff online training program. The USASMA staff received their annual OPSEC training from guest speaker Andre Ewing of the OPSEC office on Fort Bliss. The training was verified to ensure that USASMA was 100% trained and all training requirements were met.

CAC IG Inspection

The Combined Arms Command IG Inspection went from 17-21 October. The areas inspected were Key Control, Foreign Disclosure & Force Protection. All areas inspected were rated satisfactory or outstanding.

2006 SMA Nominative CSM Conference

USASMA hosted the yearly SMA Nominative CSM Conference on 6-12 January 2006. For the event over 300 guests needed to have their security clearances verified prior to arriving at the academy. The tedious task of verifying the clearances was done by Mr. Chapa. Since the conference played host to many high ranking officials including former SMA Tilley and SMA Preston extra security measures were implemented and coordinated by Mr. Chapa. During the conference attendees received classified briefs from Army G2 LTG Lovelace, Army G3 Sergeant Major SGM Martinez-Irizarry and the Joint IED Task Force Commander, Brigadier General Allyn. To prepare for the brief, Mr. Chapa's duties included the management of a security committee tasked with roving patrols and door guards, ensuring that all guests attending the brief have active clearances and preparing the venue to meet requirements that are set to hold a classified brief.

OPERATIONS

Mission

USASMA Operations Section serves as the Academy's primary link for 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. 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 necessary logistical support as required and by minimizing scheduling conflicts for facilities usage. The USASMA Operations section provides logistical support for a student body of over 1800 students per year, a staff and faculty of 209 military service members, and 40 civilian employees.

Organization and Staff

SGM Alton R. Anderson performed duties as the USASMA Operations Sergeant Major until June and then Mr. Charles Guyette assumed responsibilities as Operations. SGM Rodolfo Garza served as the USASMA Operations Sergeant Major. SGMs Sharp, Brooks, Kalili, Self, Cheesebrew and SFC George were assigned to the USASMA Operations section during various months in 2005 as assistant operations NCOs. Mrs. Bridgette Jordan arrived in late August to assume duties as a Plans and Operation Specialist.

Major Activities

Sergeant Major of the Army Nominative CSM Conference

USASMA hosted the yearly SMA Nominative CSM Conference on 6-12 January 2005 at the United States Army Sergeants Major Academy. Sergeant Major of the Army Preston hosted numerous guest speakers including Vice Chief of Staff of the Army, General Cody, Secretary of the Army, Honorable Dr. Harvey, Joint IED Defeat Task Force Commander Brigadier General Allyn and Army G3 Lieutenant General Lovelace. USASMA S-3 coordinated transportation, billeting and audio visual support for over 300 guests in support of the Conference.

Sergeants Major Nonresident Course

The opening Ceremony for the Sergeants Major Nonresident Course was conducted on 12 June 2005 in the East Auditorium at the Kenneth W. Cooper Lecture Center. The guest speaker for the opening ceremony was the Honorable Thomas F. Paul, Assistant Secretary of Defense for Reserve Affairs. The NRC Course graduated 573 students on 24 June 2005 at the East Auditorium, Kenneth W. Cooper Lecture Center. The guest speaker for graduation was Major General Antonio Mtaguba Deputy Assistant Secretary of Defense for Reserve Affairs.

Class 56 Opening Ceremony

The opening ceremony for Class 56 was held in the East Auditorium of the Kenneth W. Cooper Lecture Center on 12 August 2005. The guest speaker for the ceremony was the Sergeant Major of the Army Kenneth Preston. He addressed the 710 students attending the Sergeants Major Academy Course and over 200 guests and family members. Immediately following the opening ceremony, Class 56 hosted a reception at the Centennial Club on Biggs Army Airfield.

Safety Day Activities

USASMA's annual safety stand-down day was held at Biggs Army Airfield, Biggs Park, on 24 June 2005. Activities commenced at 0600 with a motivational run led by Post Commander, Major General Robert Lennox, Post Sergeant Major Stanley Davis, Commandant Colonel Abramowitz and Command Sergeant Major James Dale. After the run, activities continued at 0900 hours at the Kenneth W. Cooper Lecture Center. Guest speakers included individuals from the Fort Bliss Safety Office, the El Paso Parks & Recreation Department, and the El Paso Police Department. In addition to the guest speakers, several community agencies set up displays at Biggs Park and provided valuable information on safety related matters to all in attendance. Military and local community agencies that participated included the Fort Bliss Wellness Clinic, Ft. Bliss Military Police, Fort Bliss Fire Department, El Paso Zoo, WBAMC, Clinical Dietetics, U.S. Army Dental Activity, and the American Red Cross.

Army Career Day

The United States Sergeants Major Academy hosted its first Army Career Day at Biggs Airfield on September 10, 2005. The event was coordinated for the Fort Bliss Community and El Paso civilian community to enhance the U.S Army recruiting effort and to explain the many career opportunities the Army could offer. Special guests included the United States Military Academy and Prep School, United States Army Cadet Command, United States Army Recruiting Command as well as many other organizations from the United States Air Defense Artillery Center. Over 300 soldiers offered demonstrations and were available to answer questions relating to over 150 career specialties. The event produced over 70 prospects for the Army recruiting command.

Women's History Observance Ceremony

The United States Sergeants Major Academy hosted a Women's Equality Observance Day Ceremony on August 26, 2005. The ceremony was conducted in the East auditorium of the Sergeants Major Academy and was open to all staff, students and invited guest. The guest speakers for the event were Colonel Heidi Brown and Ms. Harriet Dorgan.

National Native American Indian Heritage Observance

The United States Sergeants Major Academy hosted a Native American Indian Heritage Observance on November 16, 2005. The ceremony was conducted in the East Auditorium of the Sergeants Major Academy and was open to all staff, students and invited guest. The guest speaker for the event was Mr. Jesus Padilla. The ceremony consisted of traditional Native American performances and music.

National Hispanic Heritage Month Observance

The United States Sergeants Major hosted a Hispanic Heritage Day Ceremony on September 14, 2005. The ceremony was conducted in the East auditorium of the Sergeants Major Academy and was open to all staff, students and invited guest.

Holiday Food Drive Post Run

The United States Sergeants Major Academy participated in the Fort Bliss Holiday Drive Post Run on 22 November 2005. The annual post wide *esprit de corps* run was utilized to collect non-perishable food items for less fortunate families in El Paso and on Fort Bliss for the holiday season. Civilians and dependents were authorized to participate. USASMA S-3 coordinated many areas of the run to ensure the success of the event.

USASMA celebrates Native American Heritage



PHOTOS BY SPC. JOSEPH EDMONDSON

A member of the Tigua Tribal Social Dance Group of Ysleta Del Sol dances during the Sergeants Major Course Class 56 Native American Heritage Celebration.

MASTER SGT. SUE HARPER

Class 56

A smudging ceremony and a warrior honor dance were two of the highlights of the Sergeants Major Course Class 56 Native American Heritage Celebration held Nov. 16 at the United States Army Sergeant's Major Academy East Auditorium, Biggs Field.

"Warrior spirit, tradition and legacy ... brotherhood by ethos" was this year's theme.

"We wanted to focus on shared values and contributions made by Native Americans," said Sgt. Maj. Michael Hardin. "We focused on the Warrior Ethos."

The ceremony's guest speaker, Jesus A. Padilla, Sr., a Tigua tribe member and Post Commander, Tigua Post 8782 Veterans of Foreign Wars, shared how he found common ground during the Vietnam war with the Vietnamese highlanders, the Montagnards. They blessed their food in a similar manner "only they used banana leaves instead of feathers," he said.

In keeping with the theme, Padilla and Master Sgt. Gerald Ecker, Ojibwa tribesman and Class 56 student, began the active part of the observance by conducting a smudging ceremony. Smudging, using smoke and feathers, is done to cleanse the area and to include the more than 650-member audience into the circle.

Following the smudging ceremony, Ecker and Sergio Loera, a Pueblo tribe member and competition dancer for the Tigua Tribal Social Dance Group of Ysleta Del Sur, danced a Warrior Honor dance to honor the Soldiers in the audience and fallen Native American warriors.

Various members of Class 56 shared vignettes of Native American Medal of Honor winners including: Jack C. Montgomery, a Cherokee from



Sergeants Major Course Class 56 student Master Sgt. Troy Bourgeau performs a smudging ceremony before his fellow students during the class' Native American Heritage Celebration held Nov. 16 at the U.S. Army Sergeants Major Academy.

Oklahoma and a first lieutenant with the 45th Infantry Division Thunderbirds; Ernest Childers, a Cree from Oklahoma and a first lieutenant with the 45th Infantry Division; Van Barfoot, a Choctaw from Mississippi and a second lieutenant in the Thunderbirds; Mitchell Red Cloud Jr., a Winnebago from Wisconsin and a corporal in Company E., 19th Infantry Regiment in Korea; and Charles George, a Cherokee from North Carolina and private first class in Korea when he was killed Nov. 30, 1952.

STAFF AND FACULTY DEVELOPMENT DIVISION

Staff

SGM Kimberly Baker and SGM Patricia McNair performed duties in the Staff and Faculty Development Division (SFDD) from Jan 05 – May 05. SGM Baker was the course chief for the Command Sergeants Major Course (CSMC), the Command Sergeants Major Spouse Seminar (CSMSS), and the Spouse Leader Development Course (SLDC). SGM McNair was the course manager for the Total Army Instructor Training Course (TAITC), the Small Group Instructor Training Course (SGITC), the Systems Approach to Training Basic Course (SATBC), and the Coaching for Commitment (C4C) course. In May 05, SGM Reginald Daniel became the course chief for CSMC and CSMSS and those courses moved to Ft. Leavenworth. In Jun 05, SGM Linda Richardson took over as the course chief for SLDC and it became a section by itself. In May 05, the position of Chief, SFDD was civilianized and Bonnie Pyke became the course manager for TAITC, SGITC, SATBC, ASATBC, and C4C. SFDD was moved under the Battalion Commander.

Major Activities

Number of Students

During 2005, SFDD trained or coordinated training for approximately 400 Soldiers and civilians: 11 in ASATBC, 147 in Critical Thinking, 4 in Human Resources (HR) for Supervisors, 52 in SATBC, 73 in SGITC, 1 in the Senior Training Managers' Course, 64 in TAITC, 4 in the Training Developer Middle Managers' Course, and 44 in VTT ITC.

Command Sergeants Major Course

Two hundred and thirty-one students graduated. Sixty-four spouses who accompanied their husbands to USASMA also graduated. They graduated from the CSM Spouse Course.

INTERNATIONAL MILITARY STUDENT OFFICE

Mission

The mission of the International Military Student Office (IMSO) is to create the conditions and climate for sustained professional growth and success; provide and coordinate support for the world's best international military students and promote a favorable impression of the American way of life; and to support the Security Assistance Training Program (SATP) objectives. It provides the International Military Students (IMSs) with advance information to assist them as they travel to the Fort Bliss, in-class information, and preparation for their return journey to their home country. It manages all matters pertaining to administration, liaison, personal affairs, welfare, discipline, and official activities of International Military Students (IMSs). The IMSO assists the IMS in developing expertise and systems needed for effective management and operations of its armed forces in rapport with the U.S. Armed Forces while attending the USASMA. The IMS conducts a field studies program (formerly called the "informational Program" to 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. The program at USASMA maintains contact with USASMA International Officer Graduates and recognizes high level achievements by induction into the International Officer Hall of Fame. The academy helps the students adjust to life in America through execution of the Department of Army's International Officer Sponsorship Programs which enlist the help of other students, staff and community members in sponsoring the international military students.

Staff

The military positions in the USASMA International Military Student Office were civilized to reflect a GS-12, GS-9, and GS-5. Callie M. Edwards came to the academy from the Peace Corps in to be the director. In July Louis Salas joined the office as the Field Study Program manager and Training manager after he retired from the military and Melanie McAllister was the International Military Program Specialist.

Major Activities

Thirty-eight international students attended Class 55. They graduated in May 2005. Class 56 began in August of 2005 and included forty-six International Military Students from thirty countries. They represented Bosnia, Czech Republic, Hungary, Italy, Latvia, Lithuania, Macedonia, Netherlands, Poland, Romania, Slovakia, Slovenia, Switzerland, Afghanistan, Australia, Japan, Malaysia, Philippines, Singapore, South Korea, Taiwan, New Zealand, Botswana, Uganda, Belize, Canada, Guyana, Jamaica, Trinidad, and Yemen.

The first Afghan soldier to attend the Sergeants Major Academy was Command Sergeant Major Roshan Safi from the newly formed Afghanistan National Army.



WILSON RIVERA

Command Sgt. Major Roshan Safi, Afghanistan National Army, the first Afghan soldier to attend the Sergeants Major Academy, introduces himself to the first sergeant major of the Army, retired SMA William O. Wooldridge.

First Afghan soldier attends SGM Academy

VIRGINIA REZA

Monitor Staff

Command Sgt. Major Roshan Safi from the newly formed Afghanistan National Army is the first from his country to attend the United States Sergeants Major Academy.

After the Taliban's fall, Safi was the first man from his province to join the Afghanistan National Army. He is married and is the father of two daughters and two sons.

"I joined because I hope for a better life for my people," said Safi. "We had a very bad time under the Taliban regime. People were selling their children for food. The families were starving so it would be better to sell one to survive the other four. Afghanistan was not like this before," he said.

According to Safi, he started as a supply sergeant, then as the battalion sergeant major, after that he became the brigade sergeant major, then he attended the Kabul Military Training Center and now he is here.

"In the future I don't know, when I go back I will be the Army," he laughed.

Command Sgt. Major Mark Spencer of the Vermont National Guard was Safi's mentor while stationed in Afghanistan. He said Safi was chosen to participate in the academy because he could read, write and had a lot of good leadership ideas.

"We thought he was the best in the enlisted part of the army to make some changes in the Afghan culture in the Army. During our time together we traveled to a lot of different parts of the country and we saw some of the needs and we felt he was the future for that army to support Afghan democracy," said Spencer.

SGM Derek Bisson of Canada, SGM Ashley Heywood of Australia, and SGM Alfredo Leenderts of the Netherlands will serve as International Exchange Instructors.

The commandant's wife, Gloria, volunteered to teach the wives of International Military Students attending the USASMA English.

International Hall of Honor

The International Hall of Honor was designed to provide a prestigious and visible means of recognition to International Military Student Graduates of the Sergeants Major Course at USASMA who have attained, through military merit, the highest positions in their nation's armed forces, or who have held an equivalent position by rank or responsibility in a multi-national military organization. Work establishing criteria for induction and coordination took most of the year. The International Hall of Honor was scheduled to be dedicated in 2006.

SGM Willem M. Tanis, Sergeant Major of the Netherlands Armed Forces was selected as the first International Military Student Graduate to be inducted into the United States Army Sergeants Major Academy Hall of Honor.

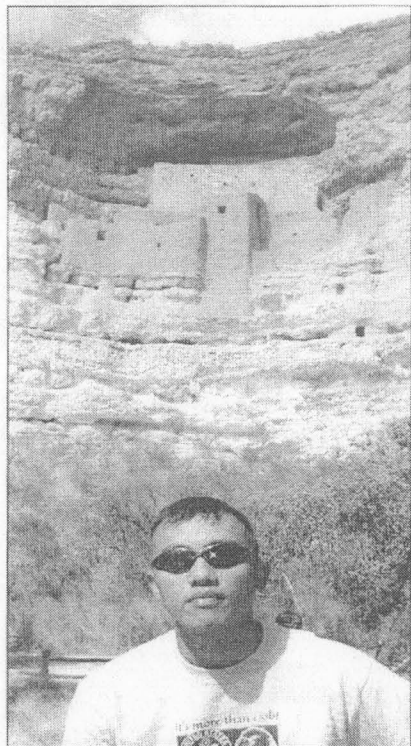
USASMA – Singapore Memorandum of Agreement

The United States Army Sergeants Major Academy and the Singapore Armed Forces established a memorandum of agreement on the exchange of Military personnel. The agreement provided a system of mutual and reciprocal exchange of personnel between the two services. It was designed to further the bonds of friendship and understanding, which exist between the two services. It will foster the sharing of experience, professional knowledge, ideas, techniques, and doctrines for the maximum mutual benefit of both.

Proposal to have International Students in the First Sergeant Course

The academy had never had international students in the First Sergeant Course. The academy responded to several foreign requests to make the course available to international students. The first thought was that USASMA could offer the course in a distance learning mode. However, the academy decided against it and decided to allow international students in the residence course. This required modification of the resident course which DOTD facilitated. The first international students in the course were scheduled to arrive in 2006.

USASMA's international students, families participate in field studies



Malaysian Army Warrant Officer 1 Musa Haron poses with Montezuma's Castle in the backdrop during the Sergeants Major Course, Class 56 International Military Student trip to the Grand Canyon.

SGT. MAJ. KEVIN A. ENGEL

USASMA Class 56

The 45 international students attending the resident Sergeants Major Course at the U.S. Army Sergeants Major Academy visited the Grand Canyon and Montezuma's Castle, Oct. 6 through 9. The trip is part of the field studies in which the students participate as part of their education while attending the course.

Field studies are designed to help international students develop a better understanding of the United States and promote fellowship with our military.

"Actually, this trip was good for me. I learned more about the amazing places in the world and the Grand Canyon is one of them. It gives me new experiences, and I'm really fascinated to see what God has created," said Warrant Officer 1 Musa Haron, the only Malaysian soldier attending the course this year.

"We also explored the Montezuma Castle, and I wondered how the primitive people stayed and occupied the castle. Everything was amazing and unbelievable."

Haron was one of more than 60 international students and their family members who made the 12-hour trek by bus to see the landmarks.

Haron was also one of several students who were observing Ramadan. During Ramadan Moslems are



COURTESY PHOTO

A group of the Sergeants Major Course, Class 56's international students take a break from their trek through the Grand Canyon.

required to fast between sunrise and sunset.

"This was [the] first time I had my Ramadan in a foreign country. But it seems that it was not too hard for me because I [didn't] even sweat. We planned for the meals. For example, we skipped lunch but we made up for it at sunset. During dinner time, we ate a lot. We ate our tortilla that we brought from home for the breakfast before sunrise. We were not dying. Instead, we were happy and enjoyed our time."

Despite the long bus ride, Master

Sgt. Armands Loginovs said he was grateful for the opportunity to travel to the Grand Canyon and see one of this country's natural wonders.

Loginovs, a Latvian soldier, said he did not understand why more Americans don't visit the Grand Canyon. Loginovs said he enjoyed the trip most when he and his wife were able to break away from the group and hike down into the canyon on their own. The view from inside the canyon gave him a different perspective than walking the rim.

A COMPANY

Mission

Company personnel trained and mentored Senior Noncommissioned Officers on the execution of the Sergeants Major Course and Non-Resident Course. They 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, and two Admin NCOs, 3 Senior Instructors, 3 Senior Trainers, and 45 Faculty Advisors (FA) for the Sergeants Major Course. The Chief Instructor moved from A company to the Student & Faculty Battalion upon reactivation in July 2005. We have 10 Course Facilitators (CF) for the Sergeants Major Nonresident Course.

The Company Commander at the beginning of 2005 was CSM Sergio A.I. Riddle. CSM Darius Zagara replaced him on 9 September 2005. He came from the Leadership Division.

Sergeants Major Resident Course

Class 55

Class 55 began on 12 August 2005 and graduates on 19 May 2006.

Personnel

The Company Commander was CSM Darius Zagara, and the 1SG, 1SG Reginald Chancellor. The Leadership Division Senior Instructor was SGM Jennie Larder and the Senior Trainer was SGM Luis Trevino. The Military Operations Division Senior Instructor was SGM James Moore and the Senior Trainer was SGM Edward Martinez. The Senior Instructor for the Resource Management Division was SGM Michael Artis and the Senior Trainer was SGM Artez Lamar. The company had 45 faculty advisors.

Contract Faculty Advisors

Of the 45 faculty advisors six were civilians contracted through MPRI Corporation. Eighty percent of the remaining instructors had previously served as Command Sergeants Majors. This high percentage was the result of a concerted effort over the last few years to upgrade instruction in the Sergeants Major Course. For many years before the upgrade effort the academy depended heavily on just graduated students from the course and Sergeants Major who had not recently served in the field. Having prior service civilians and former Command Sergeants Major proved to be invaluable and

a good decision made by the leaders of USASMA. They brought their previous SGM/CSM experiences, lessons learned, and maturity to the classroom.

Lesson Changes

CSM (Ret) White started to look at combining W 567, 8, 9 (Intel classes) SGM Lopez and CSM (Ret) White started to change the IPB PE to IPB for the CPXCL 53. CSM (Ret) White implemented a new IPB and combined W567, 8, 9, started working on a new MDMP, SGM Lewis and CSM (Ret) White wrote a D and C plan for Class 56. He and SGM Martinez spearheaded the CPX rock drill, CSM (Ret) White rewrote and implemented the new W559 fire support lesson based on the new FMs, and SGM Artis updated graphics and overlays to be in line with the BSNCOB, IPB PE that now focused on the CPX rather than the old Germany map.

Instructor of the Year

SGM Leo Adams, Jr. from the Leadership Division was nominated and selected as the USASMA Instructor of the Year 2005.

Graduation

The graduation speaker was GEN John M. Keane, Vice Chief of Staff of the Army.

Class 56

Class 56 contributed in numerous ways to the community. Two community projects were to help build a home for Habitat for Humanity and to support the El Paso Police Department on Pride Day. Another way was to provide support for the school.



Master Sgt. Ester Edwards gets the equipment they need to start work.



PHOTOS BY SGT. MAJ. KELLYANNE O'NEAL

Sergeants Major Course Class 56 students, Master Sgts. Greg Chambers, Ester Edwards, Shawn Jones and Toma Nicolaes prepare rocks to be used for building the stone wall around the property.

USASMA students build home for local family

SGT. MAJ. KELLYANNE O'NEAL

USASMA Class 56

For two months, seven Soldiers assigned to the U.S. Army Sergeants Major Academy have helped make a home for the Estrada family, a single mother with four children. The Soldiers, students in the Sergeants Major Course, Class 56, each volunteered 15 to 20 hours a week to build the three-bedroom home for the Estrada family.

One of the biggest projects the students took on in constructing the home was building a six-foot-high wall that extended 170 feet around the home. The students, led by Romanian Army Master Sgt. Toma Nicolaes, built the stone wall by hand, using more than 10 tons of rock, two dump-truck loads of sand, and several bags of cement. According to the El Paso Habitat for Humanity construction coordinator, Don Steeley, the Estrada home would not have been finished on time if not for the many hours the USASMA students put forth to help with the construction.



Chambers organizes supplies.

USASMA supports Pride Day

SGT. MAJ. KATHLEEN M. ROTH
USASMA

Members of U.S. Army Sergeant Major Academy, Class 56 supported the El Paso Police Department on Pride Day, Oct. 15. This was the 11th year El Paso held Pride Day.

El Paso leaders opened Pride Day with a kick-off ceremony and breakfast at the Northeast Regional Command Center. El Paso Mayor John Cook, City Manager Joyce Wilson and Police Chief Richard Wiles were among the speakers. Gregg Allen, deputy police chief and coordinator for the event, stated, "Pride Day is an event where people come out to clean-up their local neighborhoods, which in turn reduces crime."

Pride Day is meant to discourage "Broken Window Theory," which is

where crime increases in areas where neighborhoods are not kept up, giving the subtle message that no one cares.

Pride Day was held throughout the city focusing on five distinct areas with each area expecting more than 1,000 volunteers for a total of 5,000.

Class 56 students supported the area located outside of Fort Bliss' Cassidy Gate near Dyer Street.

The students picked up trash and beautified the area. Father and son team, Master Sgt. Lyle and Daniel Womack went to the park to show their support. Daniel is working toward his Presidential Volunteer Certificate.

"We are showing that the military supports the community regardless of where the community is located," said Master Sgt. Will Ginter, another student volunteer.



SGT. MAJ. KATHLEEN M. ROTH

Sergeants Major Course students and their family members join the volunteer effort for El Paso Pride Day. The students and family members cleaned up the park outside Fort Bliss's Cassidy Gate Oct. 15.

Senior Chief Petty Officer Rick Wiles hoped he made an impact, as well. "By keeping the park clean, peo-

ple will come and enjoy it. Completing activities like these keeps my mind clear and stress free," Wiles said.



SGT. MAJ. KATHLEEN ROTH

U.S. Army Sergeants Major Commandant, Col. David Abramowitz, center, along with Fort Bliss Chief of Staff, Col. Heidi Brown, right, speak with staff and faculty members of Austin High School during the school's monthly meeting.

USASMA continues to build partnership with Austin High School

SGT. MAJ. KATHLEEN ROTH

USASMA

The bond of the U.S. Army Sergeants Major Academy, Fort Bliss and Austin High School keeps growing stronger.

Members of the Academy's leadership, along with Fort Bliss Chief of Staff Col. Heidi Brown, have become regular participants at Austin's monthly parents' and teachers' meeting. At the meetings, they discuss ways to continue improving the students' learning experience.

In addition, students attending the

Sergeants Major Course, Class 56, are committed to making Austin the premier high school in El Paso. Several students volunteer two afternoons a week to tutor students in both math and English. The USASMA students also strive to serve as role models for the Austin students.

In return, Austin students and the school's military liaison visited USASMA to say thanks and show their appreciation for the academy's students' support and to show that they appreciate the sacrifices the military members make every day.

Non-Resident Sergeants Major Course

Mission

The staff of the Sergeants Major Non-Residence Course administered the correspondence course. Students took much of the course by correspondence and appeared at the end of their studies for a two-week resident phase before graduation.

Organization and Staff

SGM John Mahany became the chief of the NRC around the middle of 2005. SGM Joseph E. Vargo went on an assignment tasker to Iraq.

Major Activities

There was one resident phase for the NRC in 2005. NRC CL 30 began its residence phase on 7 June 2005 and graduated 24 June 2005.

B COMPANY

Mission

B Company administered the First Sergeant and Battle Staff Noncommissioned Officer Courses at the academy and oversaw the delivery of distance learning versions of these courses throughout the world.

Staffing and Organization

The major components in B Company were the First Sergeant Course staff and the Battle Staff Noncommissioned Officer Course Staff. Each division consisted of about 19 soldiers. CSM Edwin D. Moten was the Company Commander and the First Sergeant was 1SG Axel M. Alameda. They replaced CSM Cynthia LaVersa and 1SG Sanchez on 2 November 2004.

First Sergeant Course

Organization and Staff

The Chief Instructor of the First Sergeant Course was SGM Sandra Smith and the Senior Instructor was MSG (P) David Queen until August 2005. MSG Robert H. Gains replaced MSG (P) David W. Queen as the senior instructor. The Phase I instructor/coordinator was MSG Ritchey V. Greene. During 2005, the course had five instructors and one CSM(D). They were MSG Roderick McCottrell, MSG Rivera, MSG Richard A. Gardner, MSG R. Green, MSG Ismael Vazquez, Jr. and CSM (D) SGM D. King.

Major Events

Number of Students

The resident First Sergeant Course experienced an increase in students coming to Ft. Bliss, most of the increase was due to the reduction of training seats available in the TRAP. In all, five hundred and twenty students graduated in calendar year 2005. USASMA accommodated the students that were in the "Wait" status in ATRRS. If the student called and there was an available seat we accepted him or her into the course. We also enrolled students who were Phase I graduates but who missed their class date due to deployment. The resident course conducted six classes during the fiscal year.

Housing

Housing for students changed from Biggs Field to the Fort Bliss Inn on Fort Bliss (main post). This changed was made because incoming soldiers in the 4/1 CAV occupied

the barracks. We expected to have a problem was transportation of the students to USASMA after PT but it did not develop.

Course Material Distribution Problems

There continued to be a problem getting Phase I course material to students before the start of Phase II. They were supposed to get the material at least 60 days before. The Phase I cell spent a lot of time calling ATCS to get the material to the students. Even so, ATSC personnel were very helpful and were always eager to assist us with any problems we encountered. The Phase I instructor also directed the students to the website where they could review or download the Phase I material while they waited for ATSC to deliver the course material

Introduction of Simulation Training

In 2005, USASMA introduced 12 hours of FBCB2 into the course in place of the TVTs and some of the PEs. The FBCB2 was taught during the last 2 days of the course by civilian instructors. The classrooms were updated to accommodate training on the Army's Battle Command Systems, which will allow us to include training on Force 21 Battle Command for Brigade and Below (FBCB2). This upgrade provided additional electrical power and internal networking. We also installed networks in the classrooms to connect them to each other and to the Battle Simulation Center allowing us to use simulations in the course. We receive 96 student work stations (computers) which were installed in five of the six classrooms. We also started to assist DOTD with updating the course material. We introduced relevant issues into the course by having the students report to class 30 minutes early on Tuesdays and Thursdays when we could present an issue to the students in their small group.

FSC-VTT

Organization and Staff

Chief Instructor: SGM Tabitha Hodge

Senior Instructor: SGM Fred Nordstrom

Instructors assigned: MSG (P) Amaury B. Ochart, MSG Edward Wilson, and MSG Demetrius Hopkins

SGM Curtis Magee retired during 2005 as the FSC-VTT Chief Instructor. He was replaced by SGM Tabitha Hodge, a graduate from USASMA Class 55. SGM Hodge became responsible for the supervision of both VTT programs (FSC and BNCOC). MSG Michael D Green the Senior Instructor was selected to SGM as well as selected to attend SMC Class 57; he was re-assigned to 4-1 CAV as the G-3 SGM. SGM Green was replaced by SGM Nordstrom, also selected for Class 57, as Senior Instructor. Also during 2005, MSG Ochart was selected to SGM.

Among the new instructors assigned to the FSC-VTT course are MSG Edward Wilson, a graduated of SMC Class 55 and MSG Demetrius Hopkins, selected to attend SMC Class 57. All instructors have mastered all VTT techniques and performed superb during FY 05.

Major Events

Number of Classes and Students

In 2005, the First Sergeant VTT Course instructed over 544 students all around the world using the Program of Instruction (POI) dated August 2004. The First Sergeant Course graduated 544 students. The number of FSC-VTT classes conducted in 2005 increased to 10 and the number of Distance Learning sites increased from 25 to 35. The FCS-VTT FY 05 course schedule was successfully developed to support an FY 06 TRAP of over 650 students around the world.

Site Visits

The VTT Senior Instructors visited Germany, Fort Benning, Fort Campbell, Fort Riley, and Fort Bragg to conduct assistance instructor (AI) train up week in order to ensure a smooth transition between USASMA FSC-VTT and those sites.

Manpower Survey

SGM Hodge successfully accessed and documented the FSC-VTT Manpower Survey statistics in preparation for the 2005 TRADOC Manpower Survey site visit to USASMA.

Instructor Training

All instructors successfully completed all courses required to become VTT instructors, (ITC, SGITC, VTT ITC, and SATBC). The FSC-VTT provided the updated information required for all students prior to attending the FSC-VTT Course to the USASMA website. The information provided was revised and edited by SGM Hodge (CI) prior to being placed on the USASMA website.

Battle Staff NCO Course

Organization and Staff

The Chief Instructor for the BSNCO was SGM Dennis I. Oggs (September 2005 to February 2006). The Senior Instructors were MSG Alvin E. Melton and MSG Quentin K. Brown (August 2005 to February 2006).

Major Events

Decline in USASMA Enrollment

The Battle Staff Course trained 6 resident classes (294 students) and did not conduct MTT classes. There were 498 seats available for the resident course and only 294 seats filled (59%). The number of students attending the Phase II portion decreased significantly again at the USASMA location. A possible reason for the decrease was the very high OPTEMPO of the Army units as they prepared for or were deployed for operations in the Middle East. The problems of Phase I that occurred in 2004 were still the problems in 2005.

BSNCOC-VTT

Organization and Staff

Chief Instructor: SGM Dennis I. Oggs

Senior Instructor: MSG Mikel E. Pardue

Instructors assigned: MSG Donald Buza, MSG Jack Castilaw, MSG Trena Parker, MSG Daniel Weis

During 2005 the BSNCOC-VTT Chief Instructor SGM Curtis Magee was replaced by SGM Dennis I. Oggs. SGM Curtis Magee retired and SGM Oggs became responsible for the supervision of both Battle Staff programs (Resident and VTT). MSG Macey Shapiro the Senior Instructor received orders to Alaska and was replaced by MSG Mikel Pardue in April. MSG Trena Parker was promoted to MSG on 1 December and MSG Edward Wilson was reassigned to FSC-VTT.

Among the new instructors assigned to the BSNCOC-VTT course were MSG Donald Buza and MSG Daniel Weis who were both a graduate of SMC Class 55 and MSG Trena Parker who came to the VTT section from Fort Campbell, Kentucky. All instructors mastered all VTT techniques and performed superbly during FY 05.

Major Events

Number of Students and Classroom Site

In 2005, the Battle Staff VTT Course instructed over 644 students all around the world using the Program of Instruction (POI) dated October 2003. The number of BSNCOC-VTT classes conducted in 2005 was 13 classes. There were 13 distance learning sites, 11 of which were stateside. Several had two battle rooms. The overseas training was conducted in Korea and Germany. Each of these sites had five battle rooms. The BSNCOC-VTT FY 05 course schedule was successfully developed to support 1080 students around the world and we in-processed 669 students which is a 61.9% fill rate. The course graduated 644 of the 669 students which is a 96.2% graduation rate.

Site Visits

The VTT Instructors visited Germany, Korea, Fort Drum, Fort Campbell, Fort Riley, Fort Hood, Fort Carson, Schofield Barracks Hawaii, Fort Lewis, Fort Polk, Fort Sill, and Fort Bragg to conduct the Command Post Training Exercise (CPX).

BNCOC Course Common Core Phase I VTT

Organization and Staff

Chief Instructor: SGM Tabitha Hodge

Senior Instructor: SFC (P) Michael Klein

Instructors Assigned: SFC Albaro Gonzalez; SFC William Mayfield; SSG Joshua Caruso; SSG Ramon Valles; SSG George Mendez; SSG Thomas Weaver; SSG Justin Boyce

Major Events

Number of Students and Location of Classrooms

The number of seats reserved for BNCOC CC-VTT students in 2005 was 4422. The number of BNCOC CC-VTT classes conducted in 2005 was 28 classes. In 2005, the Basic Noncommissioned Officer Course Common Core Video Tele-training (BNCOC CC-VTT) began to instruct BNCOC CC-VTT students located in Korea, Germany, Ft Drum, Ft Campbell, Ft Bragg, Ft Polk, Ft Hood and Ft Lewis utilizing the Course Management Plan (CMP)/Program of Instruction (POI) dated OCT 04; revised to reflect 96 total hours.

Upgrade of USASMA Classrooms

In 2005, USASMA procured four additional Television Network (TNET) systems to facilitate instruction of BNCOC CC Phase I via VTT. The CI coordinated the installation and integration of the [new] TNET systems into room 831 and 834; B Company area of operation.

Instructor Certification

In 2005, over 300 Assistant Instructors were certified via VTT by the BNCOC CC VTT staff.

Digital Training Division (DTD)

Mission

DTD's responsibility included the management of the USASMA Simulations Center as well as the responsibility to implement and manage all USASMA ABCS training.

Organization and Staff

The academy stood up the Digital Training Division (DTD) in May of 2003. SGM Joe Pearson was the Division Chief and responsible for the initial division recognition and stand up while MSG Zachary Hooey was the Army Battle Command Systems (ABCS) Manager. Upon their retirement in 2004, SGM Steve Gratton was named as the Division Chief and MSG Stacy B. Sanders became the Asst. Division Chief and ABCS/CPX Manager. Fourteen civilian contracted instructors and technical personnel made up the rest of the personnel.

Major Events

SMC Digital CPX

Digital Training Division (DTD) in coordination with Sergeants Major Course (SMC) was able to conduct the first digital CPX since 2003 with SMC Class #55. The success of this exercise required multiple support efforts coordinated by the Digital Training Division. DTD/Army Battle Command Systems (ABCS) also completed software version upgrade of the Force XXI Brigade and Below (FBCB2) in 2005. By the end of the year they had converted 10 classrooms to the new version of software.

First Sergeant Course Facilities Upgrade for ABCS Training

DTD, in coordination with the First Sergeants Course (FSC), completed power upgrades, computer installations and network connectivity to the SIM/Center for five classrooms in an effort to facilitate ABCS training in those five additional classrooms. DTD and the FSC also continued to make enhancements to the FSC digital training.

Battle Staff Course Upgrades for MCS Exercises and CPX

DTD, in coordination with the Battle Staff Non Commissioned Officers Course (BSNCOC), completed power upgrades, raised floors, acquired and installed computers, and developed network connectivity to the SIM/Center in an effort to facilitate local ABCS training within the BSNCOC Battle Rooms. As with the FSC, DTD worked with BSNCOC to make enhancements to the course's digital instruction, specifically in the area of the digital practical exercises for Maneuver Control System (MCS). The enhancements related directly to what the student might be required to do during the end-of-course digital Command Post Exercise (CPX).

Simulation Center Upgrades

The Simulations Center continued to support multiple resident and VTT BSNCOG CPX requirements for certification and graduation. The Sim/Center installed a communications system to enhance training and simulations during the digital training exercises. The addition of a Run Time Manager (RTM) helped with the integration and exchange of information between the BBS and ABCS such as MCS. All of the Brigade/Battalion Battle Simulation (BBS) systems hardware was upgraded once again. The Simulations Center also implemented and completed two additional software version changes for the BBS systems in 2005.

SCHOOL SECRETARIAT

Mission

The School Secretariat Directorate (SSD) is responsible for providing executive administrative support to the command group; 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; ensuring educational opportunities are available to all students, staff, and faculty; maintaining and improving the U.S. Army's Noncommissioned Officer Museum; and overseeing the Command Historical program on behalf of the commandant.

The directorate is 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 are maintained by SSD and the director serves as the key advisor to the commandant on all civilian personnel related issues.

Organization and Staff

Subordinate offices to the School Secretary were the the *NCO Journal* Office led by MSG Harper and SGM Hunter, the Learning Resource Center led by Marijean Murray, the Education Office led by Roxanna Taylor, Academic Records led by Betty Bradford with Jeannie Sanchez serving as the Administrative Technician for Academic Records, Larry Arms in charge of the NCO Museum, Dr. Robert A. Bouilly in charge of the Command History program, and Ms. Donna Johnson served as the Secretary for SSD. Ms. Johnson also served as the point of contact (POC) for all civilian personnel-related issues.

Major Activities

One of the main duties of the director of SSD was to provide executive-level administrative support to the command group, much like that of a secretary of the general staff (SGS). Other main duties of the School Secretary were to handle a myriad of DA civilian personnel functions, specifically to serve as the liaison between the academy and the civilian personnel offices at Ft. Bliss and Ft. Huachuca.

The Defense Travel Service (DTS) was operated and overseen by the director of SSD who served as the Organizational Defense Travel Agent (ODTA) for USASMA. 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. CPT Lisa Walsh, Commander of HHC, also served as an ODTA and fulfilled the responsibilities of the SSD Director in his absence.

During the period March - July 2005, USASMA hired 22 new federal civilian employees which was part of the PB 712 Military/Civilian conversion program spearheaded by the Department of the Army. The intent of this program was to make more active-duty soldiers available to the massive war efforts brought on by the Global War on Terrorism. USASMA instituted a fair hiring policy which became part of management's tools to ensure only the very best employees were hired and retained.

The academy decided to create a Hall of Honor and the secretariat became the major planner. By end of the year, May 2006 had been established as the dedication month for the Hall of Honor with Brigadier General Seward (a former commandant) coming back to officiate the ceremony.

NCO Journal

Mission

The mission of the NCO Journal Office is to produce the *NCO Journal* quarterly and distribute it throughout the Army and to other subscribers. In addition, the NCOJ Office serves as USASMA's Public Affairs Office.

Organization and Staff

At the beginning of 2005, the *NCO Journal* staff consisted of MSG Sue Harper, editor-in-chief; Mr. David Crozier, managing editor; SGT Chad Jones who was replaced by SSG Krishna Gamble; and SPC Joseph Edmondson, graphic artist. SGT Jones ETSed (expiration of term of service) in June. In other words he left the Army. MSG Harper left to attend the Sergeants Major Course in August and MSG Lisa Hunter returned from the course to again become the editor-in-chief in July. At the end of the calendar year, the *NCO Journal* had a staff of four.

Significant Events

The January 2005 *NCO Journal* continued the design evolution of the magazine to make it more aesthetically pleasing to the readers and to provide more relevant information to an Army at war. One of the most notable changes was the cover redesign, which included a new, bolder flag (image) for the magazine.

The *NCO Journal* continued to procure additional equipment, including two Nikon D2X cameras and accessories, two media-center laptop computers, a Pelican case suitable for shipping equipment to forward-deployed areas, additional camera lenses and new flashes for the Nikon D100 camera kits.

In the public affairs arena, the *NCO Journal* staff facilitated civilian media coverage for the following events:

- SMA's Nominative Conference, January 2005;
- Early Graduation for SMC Class 55;
- Graduation for SMC Class 55;
- Coverage of the two-week Nonresident Course;
- Provided significant advance publicity and coverage of the Army Career Day;
- Hosted a visit to USASMA from *Army Times* reporter, which yielded five USASMA stories;
- The NCOJ staff continued to provide at least one article each week for Fort Bliss *Monitor*;
- The NCOJ staff facilitates the Hometown News Release Program, resulting in more than 300 releases during 2005.

LEARNING RESOURCES CENTER

Mission

The Learning Resources Center (LRC) supports 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

Stability characterized the year because there were no staff changes. Library technicians Noella Yvonne Canales, GS07, David L. Lawrence, GS05, and Bobbie J. Callahan, GS04, were key members of the team and supported all aspects of LRC operation. Angelica Garcia, GS11 reference/systems librarian, provided reference and research assistance to customers and ensured the smooth operation of the Integrated Library System (ILS). Marijean Murray continued as the GS11 supervisory librarian.

Operations

Obstacles that blocked customer access to the LRC's online catalog were a major problem during the year. In December 2003 the online catalog lost Internet connectivity while the Ft. Bliss Directorate of Information Management (DOIM) staff wired the building. Though the catalog could be viewed in-house, it was inaccessible to students and staff on the USASMA campus or at distant locations. Repeated requests to the DOIM for help went unanswered. In August 2005 Donald J. Martin, the new Chief of the USASMA Information Management Directorate (IMD), looked at the problem and identified what was wrong. He submitted a work order to DOIM spelling out the steps they needed to take, and connectivity was restored.

In April Angelica Garcia upgraded the catalog's search screen from an out-of-date version to iLink, SIRSI's most advanced graphic user interface. She worked with the SIRSI staff on the transition, modified the configuration and added the LRC name and USASMA logo to the banner. iLink enabled users to run more powerful searches and included links to lists of bestselling books and the library's high interest items.

In October another obstruction to the online catalog's accessibility occurred. Customers using the LRC's in-house online public access catalog (OPAC) could no longer automatically view the search screen because of a Defense Information Security Agency (DISA) lock-out requirement. LRC users had to log onto the Fort Bliss network then complete additional steps to reach the screen. Customers with no access to the Fort Bliss network couldn't even use the online catalog. An exception was requested from IMD for the OPAC. In December Mr. Martin received TRADOC-level approval for the exception. He reported that he would be working with Ft. Bliss DOIM to ensure that the

USASMA classrooms and the LRC's online catalog would be exempt from the lock-out requirement.

Review, correction, and/or entry of bibliographic records in the ILS database concluded during 2005. Lori Brienne Clark had begun work on the project in 2004 as a volunteer. She continued through April 2005, volunteering 20 hours per week. David Lawrence worked on the database throughout the year and finished in November.

In December the LRC acquired subscriptions to two online update services that focus on international affairs called CountryWatch, and Political Research. Both were accessible via the Internet and support resident and non-resident SMC students with their national security affairs block of instruction.

SGM Stephon Watson, a graduate of Class 55, served as the student computer lab NCOIC. He began work on 31 May by preparing the expanded computer lab for opening. His duties included assisting students and working with IMD staff to complete software updates and basic maintenance. In October he departed for his CSM appointment and another Class 55 graduate, SGM Donna R. Armistead, assumed the lab duties.

Laura N. Downey, daughter of Class 56 student SGM Carl G. Downey, volunteered 42 hours, helping to process books and set up displays in the children's library. From October to December she presented story time twice weekly. She had a talent for working with young children, and built up a faithful audience of three to six pre-school age children at each program.

On 18 November SGM Mari E. Celestine, representing the Women of Class 56 Legacy Group, presented a check for \$500.00 to be used to purchase new items for the children's library. She also presented more than 500 used children's books to the LRC.

Facility

Improvements to the LRC included installation of a new 3M (Minnesota Mining and Manufacturing Corp.) two-aisle electronic security gate at the entrance. The new gate replaced outdated equipment and met the Americans with Disabilities Act (ADA) guidelines.

Library Bureau solid wood bookcases, including picture-book shelving, were acquired for the children's library. These replaced temporary particle-board units that had been set up when the section was established in 2003.

In May the second floor was re-carpeted with carpet tiles.

The student computer lab closed in October 2004 to prepare for expansion. Eight computers and printers were set up temporarily until the actual re-wiring began in April. From late April until the end of May Ft. Bliss DOIM workers pulled wiring from the first to second floor and installed data drops. They ran fiber optic cable to two first floor

locations, installed a tower in the shipping room to house all switches, and moved the switch connections from the electrical room. Finally, additional desks were put in place and IMD staff installed fifty computers and five networked printers. The lab finally reopened in time to support the resident phase of the Non-Resident Course in June.

EDUCATION OFFICE

Mission

The mission of the Education Office is to provide quality education services to the students, staff & faculty of USASMA. It provides counseling, test proctoring services and individual education development programs with various colleges and universities.

Staff

Roxanna M. Taylor was the USASMA Education Advisor; SGM Michael Perez, graduate of Class 54, served as the Ed Office Assistant and SGT David Guzman served as the office Admin Support Clerk during Class 55.

Major Accomplishments

Class 55 of the Sergeants Major Course graduated in May 2005. During the year USASMA students obtained nine masters degrees, 178 bachelors degrees, 52 associate (two years of college) degrees and 65 certificates. These degrees and certifications came from 20 colleges and universities.

During the in-processing of Class 55 the Education Office introduced three new colleges to the USASMA education program. Representatives from twelve colleges conducted individual counseling sessions and enrollments for interested students.

Class 55 turned out:

Class 55 produced the first international student graduates. The student from Taiwan received his Associate's degree from Excelsior College and the student from Singapore received his Microsoft certification from Cochise College. They were the first international students at USASMA recognized for these accomplishments.

USASMA students honored at baccalaureate ceremony

DUSTIN PERRY

Assistant Editor

At a baccalaureate ceremony held Tuesday at the United States Army Sergeants Major Academy auditorium, 286 members of USASMA's Class 55 were honored after receiving varying levels of college degrees, including associate's, bachelor's and master's. Their graduation from the academy will be held tomorrow at the same location.

The Soldiers each earned their degrees from several different universities across the country, including Columbia College, Excelsior College, the State University of New York, Touro University, Troy State University and the University of Maryland. They were welcomed to the event by Col. John E. Seward, USASMA commander.

"Academic achievement is one of the most purely individual accomplishments a Soldier can achieve," said Seward.

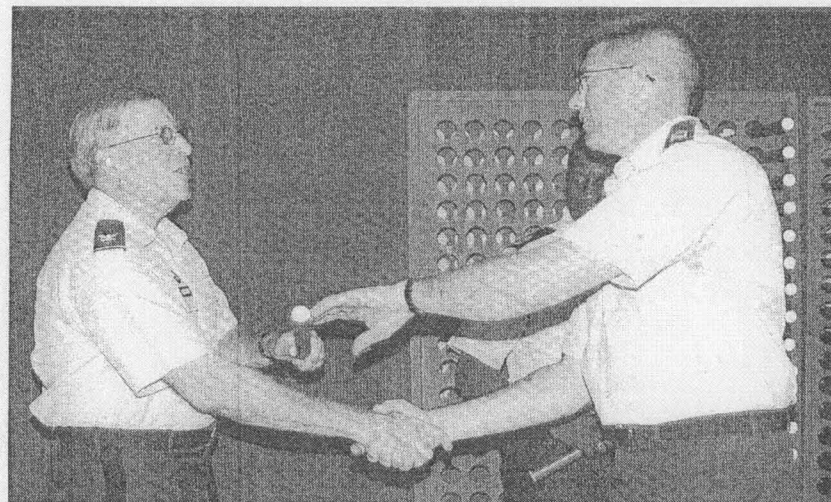
Next, the guest speaker Chap. (Col.) Frederick L. Hudson was introduced. Hudson, who enlisted in the Navy in 1965, then began his ministerial studies four years later, was commissioned as an Army chaplain in 1981 after receiving a bachelor's of degree and master's degree from the Baptist Missionary Association Theological Seminary. Hudson served as the USASMA chaplain from 1992 to 1996.

"What an honor to be here this evening with you. I want you to know

Hudson told the Soldiers they would experience wonderful things by way of the privileges and opportunities that would come their way because of their education.

"You'll also experience a reality in your life – the reality of the solitude of leadership," added Hudson. "God bless you. Let's graduate."

Following that, each of the students made their way to the stage as their names were called to receive their degrees. The students comprised nine master's recipients, 160 bachelor's recipients, 45 associate's recipients and 62 certificate recipients and included the first two international students in USASMA's history to ever be awarded degrees while in attendance.



Master Sgt. Angelia Flournoy, a Class 55 student at USASMA, walks across the stage at the USASMA auditorium to accept her master's degree.



Master Sgt. Daniel White, who received his master's in science and healthcare administration from Touro, said it was a great accomplishment for him and was a long time coming.

"It was much better to have the ceremony here than at my school," said

White. "These are my peers, and I wanted to show them what I've done."

White said it was sometimes difficult juggling the responsibilities of being a Soldier and a student, but he made it with the help of his wife Cheryl.

"I wouldn't have made it without her," he said.

Cheryl said the completion of her husband's degree was only an 18-month program, but took four years, three duty stations and a deployment to Iraq before he achieved his goal.

"I feel really great and I'm just proud of him," said Cheryl. "He had been working really hard on it, and now he has something to show for it."

When asked what was his next step, Daniel said, "I'm going to fulfill my obligation to the Army and then go put this degree to good use."

PHOTOS BY DUSTIN PERRY

ACADEMIC RECORDS BRANCH

Mission

The Academic Record Branch takes care of all the records of the classes conducted by USASMA.

Organization and Staff

At the end of 2005 the staff totaled three people. Betty L. Bradford was the Registrar and Jeannie Sanchez was the Academic Records Technician. Specialist Andres Avila served as the Administrative Specialist.

Major Events

During the year the following courses were offered. The list below shows how many graduates there were in each course. The VTT and BNCOC Phase I students were taught at remote locations and did not come to the academy.

- a. SMC. Graduated 543 Class 55 students.
- b. NRSMC. Graduated 587 students.
- c. FSC Resident. Graduated 520 students.
- d. FSC VTT. Graduated 520 students.
- e. BSNCOB Resident. Graduated 290 students.
- f. BSNCOB VTT. Graduated 604 students.
- g. CSMC. Graduated 231 students.
- h. CSM Spouse Course. Graduated 64 students.
- i. International Pre-course. Graduated 46 students.
- j. BNCOC Phase I. Graduated 376 students.

Major Projects

The CSMC and CSM Spouses' Seminar began conducting pilot classes in conjunction with the Pre-Command Course at the Combine Arms Center (CAC) at Fort Leavenworth, Kansas. The pilots were planned to continue into CY 2006, at which time

a final determination will be made as to whether the course will permanently move to CAC.

NCO MUSEUM

Mission

The NCO Museum mission is 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 supports military training and education, conducts research, stimulates esprit de corps and morale, and informs the public of the noncommissioned officer's service to the nation.

Staff

The staff of the Museum consisted of Mr. Larry Arms, the GS-11, 1015, Museum Curator and Mrs. Melissa Cooper, the GS-09, 1016, Museum Specialist (History).

Major Developments

Overview

During 2005 the NCO Museum continued to make changes and improvements that impacted operations. The museum staff sought to respond to the needs of troops on Biggs Field and throughout the Army, improve the facility and the quality of exhibits, and address the future needs of the museum. A major improvement in the museum's collections area resulted from a completed new inventory which was accompanied by adding the Center of Military History's control number to each artifact and photographing the entire collection.

Impact of the Base Realignment and Closure (BRAC) Process

The build-up of troops at Fort Bliss resulting from the Base Realignment and Closure (BRAC) process led to an increased usage of the NCO Museum by units and soldiers. The museum became a place where many of these new units, in particular members of the 4/1 Cavalry and 1/9th Cavalry, sought to provide their soldiers with NCODPs. The programs of instruction (POIs) for the Sergeants Major Course, First Sergeant Course, and Fort Bliss ANCOC, BNCOC, and PLDC (now WLC) all utilized the museum.. In all, the museum provided 141 tours in 2005.

Change in the Budget Process

A major change in the budget process began in FY 04. The museum started receiving its budget from the Center of Military History (CMH) through the TRADOC Historical Office. The new budget process had some advantages for the NCO Museum and led to an increase in museum funding for FY05.

Improvements to the Museum

The NCO Museum Association had a portico and tile sidewalk added to the Museum entrance during 2005. This addition improved the Museum's appearance and helped protect the entrance from the strong winds which persist during the spring months.



New Tile Walkway and Portico at the NCO Museum.

Four new exhibits were designed, fabricated, and installed. These exhibits covered Sergeant Peter Welsh, SFC Paul Ray Smith, the Protection of National Interest (Operations Urgent Fury and Just Cause), and the 2nd Iraqi War. Retired CSM Charles Guyette helped the Museum with the 2nd Iraqi War exhibit by ensuring the donation of uniforms from himself and Sergeant Dorsey, both who served in the 89th MP Brigade in Iraq.



Second Iraqi War Exhibit in the NCO Museum.

The NCO Museum also added two kiosks to the museum gallery which featured historical programs for visitors to gain added insight into NCO history. Programs for these kiosks were still being developed as the year ended.

Collections

During 2005 the museum staff renumbered and inventoried all artifacts. The renumbering included the addition of a CMH control number to each artifact. Each artifact was also electronically photographed for assistance in inventory control and for identification in case of theft. The photographs were grouped according to storage case when placed in the computer. Insignia proved the hardest artifacts to identify by cases so sub-case areas had to be established. This process, however, did result in a complete inventory.

In addition, the museum attempted to gain further control over the artifact environment by purchasing a number of humidifiers and a dehumidifier. This offered the prospect of providing a stable and controllable environment for the artifacts.

Headquarters and Headquarters Company

Mission

The mission of the Headquarters and Headquarters Company (HHC) is to provide support and resources needed to educate the senior noncommissioned officers of the US Army and to provide a good working environment for all staff and faculty. HHC serves as the administration control point for the staff and faculty within the academy. The commander is responsible for the health, welfare and administration of all staff sections within the academy. Although most active duty Soldiers/staff members are directly supervised within their respective sections, the HHC Commander and First Sergeant are responsible for their accountability, physical fitness, personnel actions, and training.

Organization and Staff

CPT Lisa K. Walsh and 1SG Trevor C. Adams continued to provide command oversight for HHC throughout 2005.

In June 2005, the 'Battalion Command' was reestablished to supervise the student companies and their support staff. Since the S3 was directly supervised by the battalion, the HHC was no longer considered the officer in charge (OIC) of S3. The Protocol Office and the Facility Engineer remained part of HHC.

Major Activities

Training

After several Soldiers departed in of the military-to-civilian conversions, HHC discontinued Sergeants Time Training. All annual training was scheduled through the S3 (Operations) in an effort to accommodate sister company schedules.

Activities

Bataan Death March Support

On Sunday, 20 March the First Sergeant lead a detail of 16 Soldiers to support the Annual Bataan Death March at White Sands Missile Range. They were placed along the course to ensure participants did not deviate from the established route.

San Antonio Trip

In July of 2005 the First Sergeant accompanied approximately 25 Soldiers and family members to San Antonio, Texas. Solders utilized Unit Funds to pay for hotel accommodations, transportation, and some meals. The weekend's activities included a visit to Sea World compliments of Anheuser-Busch and downtown area businesses.

Website Metamorphosis

In September 2005 after the commandant directed the reorganization of the web-site. The HHC Commander assumed the role of 'Project Officer,' responsible for the design, organization and liaison between all staff sections and the web master. The new and improved web-site became available in November 2005.

Community Contributions

The Academy contributed over \$11,000 in support of the Army Emergency Relief (AER) Fund campaign and over \$54,000 for Combined Federal Campaign.

Post Softball Championship

In September the USASMA softball team won the post championship in inter-mural athletics. (See next page.)

Sports

Editor: Dustin Perry dustin.perry@bliss.army.mil

USASMA out-hits rivals to win post softball championship

DUSTIN PERRY

Editor

Two rival units met on the softball diamond for the second time in as many months to compete in the post championship Aug. 26 at the Omar Bradley complex, one team trying to defend their title, the other trying to reclaim it.

Last month, the U.S. Army Sergeants Major Academy competed in the Independent League championship against Bravo Battery, 3rd Battalion, 6th Air Defense Artillery, but lost the final game. The post championship once again pitted the two teams against each other for what many thought was going to be a close game. USASMA, however, had a seemingly endless stream of base hits, RBIs and in-the-park home runs coming from their dugout throughout the entire seven innings and coasted to a blowout 18-5 victory, evening the score of their first loss.

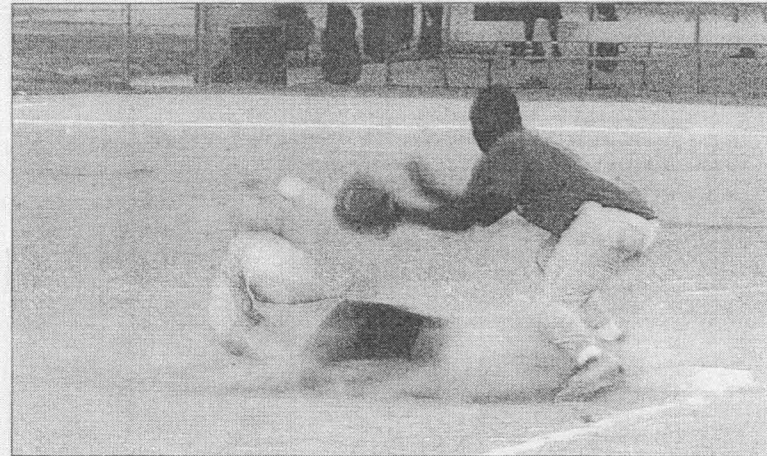
USASMA's domination began almost immediately after the umpire called "play ball." Keith Matsukado, the team's extra hitter, started off things with an RBI single, followed by a two-RBI double from second baseman Mike McIntosh. First base-

man Chester Brown topped both his teammates' feats with an in-the-park three-run homer. Meanwhile, B 3-6 only managed to get two runs in the first inning.

No runs were scored by either team in the second inning, but in the third, Matsukado hit a sacrifice RBI, followed by another from teammate David Stonerock, the team's pitcher. USASMA shut out B 3-6 for the second inning in a row and led 8-2 at the end of the third.

Following his team's pattern of finding holes in the B 3-6 outfield, Allen Davis hit the second three-run homer of the game, increasing USASMA's lead to 9. Only a late rally could have given B 3-6 a chance to gain the lead, but the team only managed to score three more runs over the course of the next two innings. USASMA continued their dominance until the very end, as Napoleon Brooks, short stop, and Gino Archuleta, left fielder, both hit home runs and Stonerock earned two more RBIs.

Cedrick Dunham of B 3-6 said after winning the Independent League championship, the team of course wanted to win again and defend their title, but said their hitting was nowhere as good or precise as it had



DUSTIN PERRY

USASMA's Denver Meyers slide in to third base as B 3-6 third baseman Ray Greene attempts to tag him out. Meyers was called safe.

been earlier in the brackets.

"The Sergeants Major Academy came out, they played outstanding ball and just outplayed us," said Dunham. "But we always compete with USASMA in all sports, and it's always a good relationship and the games are always played fairly."

Stonerock said USASMA's win was a team effort the whole way and required leadership from each one of

the players.

"Every player on the team did a great job taking us to where we had to be. We're an older team, so we played fundamentally day in and day out," said Stonerock. "It's not about winning one game, it's about playing fundamentals on a daily basis that helped us win the game. We came together as a team, played as a team and won as a team."

PROTOCOL OFFICE

Mission

The office plans, coordinates and executes the academy guests' visits & social functions. It also advises staff and faculty in the use of proper protocol procedures. Additionally, the protocol officer provides instruction in the Spouse Leader Development Course and the Command Sergeant Major Spouse Seminar. The office provided as liaison with DOD agencies, installation activities, international embassies, and local community activities for protocol arrangements.

Staff

The Protocol Office had a staff of two. The Protocol Officer was MSG Charles R. Fraser. His assistant was SPC Jimmy S. Mejia.

Significant 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.

Facility Engineer

Mission

The Facility Engineer coordinates the upkeep of the facilities and grounds of the academy. He supervises the grounds crew that consists of a civilian groundskeeper and inmate personnel from the branch of the federal La Tuna Prison located on Biggs Army Air Field. A big part of the Facility Engineer's role in 2005 involved coordination of upgrades at the academy as a part of the "World Class Academy" initiative.

Staff

SSG Tommy W. Turner Jr. served as the Academy's Facility Engineer until February 2005. SSG Parker arrived in April 2005 and assumed the position through the remainder of the year. He supervised Javier Contreras, the academy grounds keeper, and up to five inmates.

Major Developments

Grounds Improvement

The academy completed the floor-raising project for classrooms in Bldg 11293, constructed the new QAO work area, installed 30 fire extinguishers throughout the USASMA and completed the Biggs Gym Door project in support of the Health Evaluation and Risk Targeting (H.E.A.R.T.) program. SSG Parker maintained critical relationships with Fort Bliss budget personnel, the Directorate of Public Works and Logistics (DPWL), the Strategic Initiatives Group, and the academy's contracting officer in order to guarantee the vision of the Academy's leadership resulted in completed projects.

New Skateboard Park

In March 2005 Fort Bliss opened a new skateboard park on Biggs Field adjacent to the academy. While the park did not belong to the academy it served primarily academy student housing. It was a welcome addition for families with children. (See next page.)

New skate park opens at Biggs Field

DUSTIN PERRY
Assistant Editor

Dozens of children, their scuffed boards in hand, eagerly awaited the official opening of the new skate park in Biggs Field for the chance to grind its pipes and jump its ramps – but not before watching a demonstration from a pro skater.

Representatives from Morale, Welfare and Recreation, the Department of Public Works, the U.S. Army Sergeants Major Academy's Class 55 and Gravity Games veteran Doug Brown were all present for the park's ribbon cutting, which took place March 18 next to Biggs Park.

According to Joe Kennedy, MWR director, a common complaint among several Biggs residents was the lack of activities for their children in the somewhat isolated area. The idea for the park came about during a Town Hall meeting after it was suggested by Master Sgt. William Pope, a current USASMA student.

"In the many years that I've worked with MWR at Fort Bliss there's always been one resoundingly clear message: MWR's sole mission at this installation is to provide the best quality of life programs that we possibly can, and that we come to work every day to serve the Soldiers and families of Fort Bliss," said Kennedy. "The process was not without its hard-

ships and took a bit longer than expected, but through the diligence of all the participants and a group that would not take 'no' for an answer, we stand here today next to the finished product."

After making contact with the Minnesota-based Sun Ramp Company, Pope and other members of Class 55 received a proposal for the park's equipment and even had their order augmented with additional equipment at no extra cost. MWR decided on the location, DPW began construction on the concrete pad that was to house the equipment and Biggs residents and their families assisted in the installation. The park includes a grind pipe on each side, a quarter-pipe, several small ramps and a large two-way ramp in the center.

"What a single entity was not able to achieve alone, several agencies working together were able to make a reality," said Kennedy.

The ribbon was cut by Col. John E. Seward, USASMA commandant, Command Sgt. Maj. Stanley Davis, Air Defense Artillery Center command sergeant major, Kennedy and Pope. However, before any of the children rushed the newly-christened park, they stood by for an opening demonstration from Brown. Afterward, he signed posters and posed for photographs.



DUSTIN PERRY

Professional skateboarder Doug Brown performs a stall on the two-way ramp at Biggs Field's new skate park.

"This is the first time I've done anything like this, and everyone was so accommodating," said Brown. "Skate parks are just such a positive atmosphere, and it keeps [the children] focused on positive things to do. Skating is such an open community, so these kids are creating friendships here that they might not otherwise get."

Brown said that though the skate park isn't the biggest he's seen, it was "spaced well enough so that the flow is good."

Jason Olds, 18, is an avid skater and current Biggs resident. He also said the park was small but nice.

"We had been complaining for

awhile, so I'm glad they put out an effort to build something like this," said Olds. "I've been here for the past three years and I've noticed a lot of people who skate, so hopefully it will get them out of the house to come out and skate."

Brown, who has been skating since he was 12, is also a singer and songwriter and has appeared on the Fuel Channel and in the Gravity Games. He is sponsored by D.A.R.E. and the Make-A-Wish Foundation and makes several appearances at schools and libraries across the country. He won his first skateboard competition in 1987.

APPENDICIES

APPENDIX A(1)
USASMA STAFF DIRECTORY
31 AUGUST 2004



U.S. ARMY SERGEANTS MAJOR ACADEMY
11291 SGT E. Churchill Street
Fort Bliss, TX 79918-8002
31 August 2004



COMMAND GROUP		
ATSS-C (Bldg 11291)		
Commandant	COL Seward	8292
Exec Asst	Ms. Teague	8009
ATSS-CC (Bldg 11291)		
Command Sergeant Major	CSM Dale	8307
Admin NCO	SGT Quinn	8307
ATSS-CA (Bldg 11291)		
Asst. Commandant		8585
ATSS-CH (Bldg 11293)		
Chaplain	MAJ Hoskins	8223
Chaplain Asst	SGT Hoang	8223
ATSS-CM (Bldg 11293)		
Health Promotion Officer	MAJ Weaver	9403
NCO/COPS/MFT	MSG Hurrell	8271
ATSS-CF (Bldg 1, FB)		
Resource Mgmt Office	Mr. McDowell	1398
FAX		8358
ATSS-CG (Bldg 11291)		
ARNG Advisor	SGM Cappel	8313
ATSS-CR (Bldg 11291)		
USAR Advisor	SGM Cappel	8313
ATSS-CMH (Bldg 11294)		
Historian	Dr. Bouilly	9978

LOGISTICS OFFICE		
ATSS-HL (Bldg 11292)		
Chief, PBO/S-4	Ms. Corbett	8739
Supply SGT	SSG Tanner	8361
ATSS-HLM (Bldg 11291)		
NCOIC, LMDC	SGT Johnson	8365
NCO	SGT Wells	8367

INFORMATION MANAGEMENT DIRECTORATE		
ATSS-IM (Bldg 11274)		
Chief, IMD	Mr. Martin	8221
IMD SGM	SGM Bender	9209
NCOIC	SSG Darado	8950
Help Desk	SGT Ryan	8420
Web Admin		8391

Academy Book Store	562-5645
Barber Shop	566-5005
Cleaners	562-5673
Carlson Wagonlit	566-4488
Centennial Club	568-9330

SCHOOL SECRETARIAT DIRECTORATE		
ATSS-S (Bldg 11291)		
Director		
SSD SGM	SGM McKinney	8383
Human Resource Manager	SGM Alvarez	8222
ATSS-SA (Bldg 11291)		
Chief, Academic Records	Ms. Bradford	8619
Secretary	Ms. Sanchez	8123
Paralegal NCO	SGT Seaberry	8378
Admin Spec	SPC Avila	8379
ATSS-SE (Bldg 11293)		
Education Advisor	Ms. Taylor	
Fax		9070
ATSS-SJ (Bldg 11291)		
Editor-in-Chief/PAO		9208/8051
Managing Editor	MSG Harper	
Photo Journalist	Mr. Crozier	8550
Journalist	SGT Jones	9069
Graphic Artist		9145
Supervisor, LRC		8101
ATSS-SL (Bldg 11294)		
Systems/Ref Librarian	Ms. Murray	8605
Library Technician	Ms. Garcia	8605
Library Technician	Ms. Canales	8451
Library Technician	Mr. Lawrence	8454
Library Technician	Ms. Callahan	8462
ATSS-SP (Bldg 11291)		
Personnel Sergeant	SSG Reyes	8614/8176
Asst Personnel / NCOER SGT	PFC Masias	8237
Finance NCO	SGT Harvey	8055
Awards / SIDPERS SPC	SPC Hicks	8349
Actions SPC	SPC McDaniel	8055
Mailroom Clerk	Mr. LaBarbera	8237
ATSS-SM (Bldg 11331)		
Director, Museum	Mr. Arms	8335
Museum Specialist	Ms. Cooper	8646
		8306

QUALITY ASSURANCE OFFICE		
ATSS-Q (Bldg 11291)		
Director	SGM Griffin	8445
Admin Clerk	SGT Nunery	8738
Chief, Internal Evals	SGM Whittaker	8296
Evaluator	MSG Cobb	8340
Evaluator	SGM Skuodas	8424
Evaluator	SGM Torkildson	569-6715
Evaluator	SFC Boier	8701
Evaluator	MSG Juan	8735
Chief, External Evals	Ms. Paarmann	8871
Evaluator	SFC Williams	7436
Evaluator	SGM Mainor	8668

USASMA Homepage Address:
<http://usasma.bliss.army.mil>

A COMPANY		
ATSS-BA (Bldg 11293)		
Cdr, CO A	CSM Riddle	8785
First SGT	1SG McClure	8508
Admin NCO	SGT Williams	8567
ATSS-BAR (Bldg 11293)		
SI, LD	SGM Escamilla	8120
SI, LD	SGM Larder	8657
SI, MO	SGM Lozano	8109
SI, MO	SGM Lewis	8729
SI, RM	SGM Artis	8311
SI, RM	SGM Garza	8692
ATSS-BAN (Bldg 11293)		
CI, NRC	SGM Vargo	8570
Course Trainer		8572
Admin NCO	SSG Rexrode	8584
ATSS-BI (Bldg 11293)		
IMSO Director	SGM Hawkins	9055
IMSO IP Mgr	Mr. Hillin	8763
Special Projects	SGM Taylor, D.	8364

B COMPANY		
ATSS-BB (Bldg 11293)		
Cdr, CO B	CSM LaVersa	8011
First SGT	1SG Sanchez	9452
Admin NCO	SGT Martinez	9647
Admin Clerk	PFC Echols	8359
ATSS-BBB (Bldg 11293)		
CI, BSNCO		9165
SI, BSNCO	MSG Melton	9194
CI, BSNCO VTT	SGM Magee, C.	9185
SI, BSNCO VTT	MSG Hurley	8516
Phase I, BSNCO	MSG Melton	9211
ATSS-BBF (Bldg 11293)		
CI, FSC	SGM Adams/SGM Smith	8205
SI, FSC	MSG Queen	8479
CI, FSC VTT	SGM Magee, C.	9185
SI, FSC VTT	MSG Green, M.	8799
FSC Phase I Cell	MSG Green, H.	9690
ATSS-T (Bldg 11293)		
Chief, DTD	SGM Gratten	8848
CPX Manager	MSG Sanders	9081
ABCS Manager		8541

Emergency	911
Fire	117
Ambulance	569-2331
DSN	978
SDNCO	568-8081/8355
FAX	8484

HEADQUARTERS COMPANY		
ATSS-H (Bldg 11291)		
CDR	CPT Walsh	9875
First SGT	1SG Hokkanen	8354
Opns SGT	SPC Swanson	8023
ATSS-HF (Bldg 11291)		
Facilities Mgr	SSG Turner	8816
ATSS-HE		
Reenlistment NCO	SGT Quinn	8307
ATSS-HS (Bldg 11291)		
Security Manager		
ATSS-HO (Bldg 11291)		
Opns SGM	SGM Anderson	8305
Asst Opns NCO	MSG Isham	8287
Training SGM/CSMC	SGM Bender	8362
	SGM Jackson	8069
Tasking NCO		8652
ATSS-HOD (Bldg 11294)		
CSMC/CSMSS Course Manager	SGM Baker	9179
SFDD Course Manager	SGM McNair	7990
ATSS-HOL (Bldg 11292)		
Proj Equip Oper	Ms. Mitsakos	8632
Audio/Visual Tech	SPC Collins	8316
ATSS-HOP (Bldg 11291)		
Protocol NCOIC	MSG Fraser	8489
Protocol Specialist	SPC Mejia	8448
ATSS-HOT (Bldg 11293)		
Test Control	SGM Noyes	8855

DIRECTORATE OF TRAINING & DOCTRINE		
ATSS-D (Bldg 11291)		
Director	Dr. Vereen	8633
Operations SGM	SGM Magee	8274
Admin Operations	SPC Lozano	8332
	Mr. Flynn	8174
ATSS-DC (Bldg 11291)		
Concepts	Mr. Hoifield	8294
ATSS-DL (Bldg 11291)		
Chief, Distance Learning	Ms. Jacobs	8895
ATSS-DDD (Bldg 11291)		
Chief, CDD	SGM Lemon	8875
ATSS-DM (Bldg 11291)		
Chief, CMD	Vacant	
ATSS-DCP (Bldg 11291)		
Chief, PLDC	SGM Lagloheac	8405
ATSS-DCB (Bldg 11291)		
Chief, BIANCO	SGM Bennett-Green	8370
ATSS-DCS (Bldg 11291)		
Chief, SMC	SGM Collins	8358
SMC Cell	Mr. Robbs	8854
ATSS-DCBS (Bldg 11291)		
Chief, BSNCO	SGM Bennett-Green	8370
ATSS-DCF (Bldg 11291)		
Chief, FSC	MSG Graham	9465

APPENDIX A(2)
USASMA STAFF DIRECTORY
10 JUNE 2005



U.S. ARMY SERGEANTS MAJOR ACADEMY

11291 SGT E. Churchill Street

Fort Bliss, TX 79918-8002

10 June 2005



COMMAND GROUP		
ATSS-C (Bldg 11291)		
Commandant	COL Abramowitz	8292
Exec Asst	Ms. Teague	8009
ATSS-CC (Bldg 11291)		
Command Sergeant Major	CSM Dale	8307
Admin NCO	SSG Harris	8193
EO Advisor	SFC Sumpter	9383
ATSS-CA (Bldg 11291)		
Asst Commandant	CPT Clarke	8585
ATSS-CH (Bldg 11293)		
Chaplain	MAJ Hoskins	8223
Chaplain Asst	SGT Hoang	8223
ATSS-CM (Bldg 11293)		
Health Promotion Officer	MAJ Weaver	9403
NCOIC/OPS/MFT	Mr. Hurrell	8271
ATSS-CF (Bldg 1, FB)		
Resource Mgmt Office (Budget)	Mr. McDowell	1398
Resource Mgmt Office (Personnel)	Mr. Terico	2231
FAX		8358
ATSS-CG (Bldg 11291)		
ARNG Advisor	SGM Mayo	8313
ATSS-CR (Bldg 11291)		
USAR Advisor		
ATSS-CMH (Bldg 11294)		
Historian	Dr. Bouilly	9978
ATSS-CSI (Bldg 11291)		
Strategic Initiatives Group	Mr. Holfield	8049
ATSS-CN (Bldg 11291)		
NCO Net	Mr. Pearson	9267

LOGISTICS OFFICE		
ATSS-HL (Bldg 11292)		
Chief, PBO/S-4	Ms. Corbett	8739
NCOIC	SSG Tanner	8361
	SPC Jones	8482
	SPC Vidal	8715
ATSS-HLM (Bldg 11292)		
NCOIC, LMDC	SSG Newell	8366
NCO	SGT Johnson	8367

INFORMATION MANAGEMENT DIRECTORATE		
ATSS-IM (Bldg 11274)		
Chief, IMD	Mr. Martin	8221
IMD NCOIC / Web Master	SFC Dorado	9210
Help Desk Supervisor	Mr. Wilkinson	9564
Help Desk NCOIC	SSG Knuckles	8950
Help Desk		9564
Telephone Control NCO	SGT Walker	8457

Academy Book Store	562-5645
Barber Shop	566-5005
Cleaners	562-5673
Carlson Wagonlit	566-4488
Centennial Club	568-9330

SCHOOL SECRETARIAT DIRECTORATE			
ATSS-S (Bldg 11291)			
Director	Mr. McKinney	8383	
Secretary		8123	
SSD SGM		8222	
ATSS-SA (Bldg 11291)			
Chief, Academic Records	Ms. Bradford	8619	
Academic Records Tech	Ms. Sanchez	8378	
Admin Spec	SPC Avila	8379	
ATSS-SE (Bldg 11293)			
Education Advisor	Ms. Taylor	9070	
Admin SPC	SPC Bonilla	8915	
Fax		9208/8061	
ATSS-SJ (Bldg 11291)			
Editor-in-Chief/PAO	MSG Harper/MSG Hunter	8550	
Managing Editor	Mr. Crozier	9069	
Photo Journalist	SSG Gamble	9145	
Journalist		8101	
Graphic Artist	SPC Edmondson	8211	
ATSS-SL (Bldg 11294)			
Supervisor, LRC	Ms. Murray	8606	
Systems/Ref Librarian	Ms. Garcia	8451	
Library Technician	Ms. Canales	8454	
Library Technician	Mr. Lawrence	8462	
Library Technician	Ms. Callahan	8614/8176	
ATSS-SP (Bldg 11291)			
NCOIC	SSG Negron	8416	
Asst NCOIC / Reassignments	SGT Shirley	8563	
Finance Clerk	Ms. Brock	8237	
Actions Clerk / Awards	Mr. Howard	8055	
Promotions/NCOER	Ms. Bell	8349	
Mailroom Clerk	Mr. LaBarbera	8335	
ATSS-SM (Bldg 11331)			
Director, Museum	Mr. Arms	8646	
Museum Specialist	Ms. Cooper	8306	

QUALITY ASSURANCE OFFICE			
ATSS-Q (Bldg 11291)			
Director	SGM Ogletree	8296	
Admin Clerk	SPC Salter	8738	
Chief, Phase I Evals	SGM Torkildson	569-6715	
Evaluator	MSG Cobb	8340	
Evaluator		8424	
Evaluator		8701	
Evaluator		8735	
Senior Title XI	SFC Williams	7436	
Chief, Proponent Evals	Ms. Paarmann	8871	
ISS	Ms. Dubiel	8445	
ISS	Ms. Kosbab	8445	
ISS	Ms. Strand	8445	

A COMPANY			
ATSS-BA (Bldg 11293)			
Cdr, CO A	CSM Riddle	8785	
First SGT	1SG Chancellor	8508	
Admin NCO	SGT Jones	8567	
ATSS-BAR (Bldg 11293)			
SI, LD	SGM Larder	8120	
ST, LD	SGM Trevino	8657	
SI, MO	SGM Moore, J.	8109	
ST, MO	SGM Martinez	8729	
SI, RM	SGM Artis	8311	
ST, RM	SGM Mahany	8692	
ATSS-BAN (Bldg 11293)			
Ci, NRC	SGM Vargo	8570	
Course Trainer	SGM Rosen	8572	
Admin NCO		8564	
ATSS-BI (Bldg 11293)			
IMSO Director	Ms. Edwards	9055	
IMSO IP Mgr	CSM Sanchez	8763	
IMSO Admin	Ms. McAllister	9451	
Special Projects	SGM Trexler	8354	

B COMPANY			
ATSS-BB (Bldg 11293)			
Cdr, CO B	CSM Moten	8011	
First SGT	1SG Alameda	9452	
Admin NCO	SGT Martinez	9647	
Admin Clerk	SPC Govea	8359	
ATSS-BBB (Bldg 11293)			
Ci, BSNCOCC	SGM Oggs	9165	
Si, BSNCOCC	MSG Melton	9194	
Ci, BSNCOCC VTT	SGM Magee, C.	9185	
Si, BSNCOCC VTT	MSG Pardue	8516	
Phase I, BSNCOCC	MSG Melton	9211	
ATSS-BBF (Bldg 11293)			
Ci, FSC	SGM Smith	8205	
Si, FSC	MSG Gains	8479	
Ci, FSC VTT	SGM Magee, C.	9185	
Si, FSC VTT	MSG Greene, M.	8525	
FSC Phase I Cell	MSG Greene, H.	9690	
ATSS-T (Bldg 11293)			
Chief, DTD	SGM Graton	8848	
CPX Manager	MSG Sanders	9081	
ABCS Manager		8541	
BNCOC-VTT (Bldg 11293)			
	SGM Magee, C.	9185	

Emergency	911
Fire	117
Ambulance	569-2331
DSN	978
SDNCO	568-8081/8355
FAX	8484

HEADQUARTERS COMPANY			
ATSS-H (Bldg 11291)			
CDR	CPT Walsh	9875	
First SGT	1SG Adams	8354	
Training NCO	SPC Garcia	8023	
ATSS-HF (Bldg 11291)			
Facilities Mgr	SSG Parker	8816	
ATSS-HE			
Reenlistment NCO	SSG Harris	8193	
ATSS-HS (Bldg 11291)			
Security Manager	SSG Cooper	8627	
ATSS-HO (Bldg 11291)			
Opns SGM	SGM Anderson	8305	
Asst Opns NCO	MSG isham	8287	
Training SGM/CSMC		8362	
	MSG Self	8096	
ATSS-HOD (Bldg 11294)			
CSMC/CSMSS Course Manager	SGM Daniels	9179	
SFDD Course Manager	Ms. Pyke	7990	
ATSS-HOL (Bldg 11292)			
Proj Equip Oper	Ms. Mitsakos	8632	
Audio/Visual Tech		8316	
ATSS-HOP (Bldg 11291)			
Protocol NCOIC	Mr. Fraser	8489	
Protocol Specialist	SPC Mejia	8448	
ATSS-HOT (Bldg 11293)			
Test Control	SGM Noyes /	8855	
	SGM Olds		

DIRECTORATE OF TRAINING & DOCTRINE			
ATSS-D (Bldg 11291)			
Director	Dr. Vereen	8633	
Operations SGM	MSG Bryan	8274	
Admin Operations	SPC Lozano	8332	
	Mr. Flynn	8174	
ATSS-DC (Bldg 11291)			
Concepts		9192	
ATSS-DL (Bldg 11291)			
Chief, Distance Learning	Ms. Jacobs	8294	
ATSS-DM (Bldg 11291)			
CMDD	SGM Bennett-Green	8854	
ATSS-DCP (Bldg 11291)			
Chief, PLDC	SGM Legloane	8405	
ATSS-DCB (Bldg 11291)			
Chief, B/ANCOCC	SGM Lambert	8331	
ATSS-DCS (Bldg 11291)			
Chief, SMC	SGM Collins	8358	
SMC Cell		8854	
ATSS-DCBS (Bldg 11291)			
Chief, BSNCOCC	SGM Lambert	8331	
ATSS-DCF (Bldg 11291)			
Chief, FSC	Mr. Salcido	8275	

USASMA Homepage Address:
<https://www.bliss.army.mil/usasma/>

APPENDIX A(3)
USASMA STAFF DIRECTORY
1 SEPTEMBER 2005



U.S. ARMY SERGEANTS MAJOR ACADEMY
11291 SGT E. Churchill Street
Fort Bliss, TX 79918-8002
1 September 2005



COMMAND GROUP		
ATSS-C (Bldg 11291)		
Commandant	COL Abramowitz	8009
Exec Asst	Ms. Teague	8292
ATSS-CC (Bldg 11291)		
Command Sergeant Major	CSM Dale	8307
Admin NCO	SSG Harris	8193
EO Advisor	SFC Sumpter	9383
ATSS-CA (Bldg 11291)		
Asst Commandant	LTC Grace	6565
ATSS-CH (Bldg 11293)		
Chaplain	MAJ Johnston	8223
Chaplain Asst	SGT Hoang	8223
ATSS-COP (Bldg 11291)		
Protocol NCOIC	Mr. Fraser	8489
Protocol Specialist	SPC Mejia	8448
ATSS-CM (Bldg 11293)		
Health Promotion Officer	MAJ Weaver	9403
Health Tech	Mr. Hurrell	8271
ATSS-CI (Bldg 11293)		
IMSO Director	Ms. Edwards	9055
IMSO IP Mgr	Mr. Salas	8763
IMSO Admin	Ms. McAlister	9451
ATSS-CE		
Reenlistment NCO	SSG Harris	8193
ATSS-CF (Bldg 4, Rm 104, FB)		
Resource Mgmt Office (Budget)	Mr. McDowell	1398
Resource Mgmt Office (Personnel)	Mr. Terico	2231
FAX		8358
ATSS-CG (Bldg 11291)		
ARNG Advisor	SGM Mayo	8313
ATSS-CR (Bldg 11291)		
USAR Advisor	MSG Bensley	8313
ATSS-CSI (Bldg 11291)		
Strategic Initiatives Group	Mr. Holfield	8049
ATSS-CN (Bldg 11291)		
NCO Net	Mr. Pearson	9267

HEADQUARTERS COMPANY		
ATSS-H (Bldg 11291)		
CDR	CPT Walsh	9875
First SGT	1SG Adams	8354
Training NCO	SPC Garcia	8023
ATSS-HF (Bldg 11291)		
Facilities Mgr	SSG Parker	8816

Emergency	911
Fire	117
Ambulance	569-2331
DSN	978
SDNCO	568-8081/8355
FAX	8484

USASMA Homepage Address:
<https://www.bliss.army.mil/usasma/>

SCHOOL SECRETARIAT DIRECTORATE		
ATSS-S (Bldg 11291)		
Director	Mr. McKinney	8383
Secretary	Mr. Ballesteros	8123
SSD SGM	Vacant	8222
ATSS-SA (Bldg 11291)		
Chief, Academic Records	Ms. Bradford	8619
Academic Records Tech	Ms. Sanchez	8379
Admin Spec	SPC Avila	8379
ATSS-SE (Bldg 11293)		
Education Advisor	Ms. Taylor	9070
Admin SPC	SPC Bonilla	8915
Fax		9208/8061
ATSS-SH (Bldg 11294)		
Historian	Dr. Bouilly	9978
ATSS-SJ (Bldg 11291)		
Editor-in-Chief/PAO	SGM Hunter	8550
Managing Editor	Mr. Crozier	9069
Photo Journalist	SSG Gamble	9145
Journalist		8101
Graphic Artist	SPC Edmondson	8211
ATSS-SL (Bldg 11294)		
Supervisor, LRC		8606
Systems/Ref Librarian	Ms. Garcia	8451
Library Technician	Ms. Canales	8454
Library Technician	Mr. Lawrence	8462
Library Technician	Ms. Callahan	8614/8176
ATSS-SM (Bldg 11331)		
Director, Museum	Mr. Arms	8646
Museum Specialist	Ms. Cooper	8306

DIRECTORATE OF TRAINING & DOCTRINE		
ATSS-D (Bldg 11291)		
Director	Dr. Vereen	8633
Operations SGM	MSG Bryan	8274
Admin Operations	Mr. Flynn	8332
ATSS-DC (Bldg 11291)		
Concepts	SGH Holder	9192
ATSS-DL (Bldg 11291)		
Chief, Distance Learning	Ms. Jacobs	8294
ATSS-DM (Bldg 11291)		
CMDD	SGM Bennett-Green	8854
ATSS-DGP (Bldg 11291)		
Chief, PLDC	SGM Legloahec	8405
ATSS-DOB (Bldg 11291)		
Chief, BSNCOIC	Vacant	8331
ATSS-DCS (Bldg 11291)		
Chief, SMC	SGM Collins	8358
SMC Cell	Vacant	8854
ATSS-DCBS (Bldg 11291)		
Chief, BSNCOIC	Vacant	8331
ATSS-DCF (Bldg 11291)		
Chief, FSC	Vacant	8275

QUALITY ASSURANCE OFFICE		
ATSS-Q (Bldg 11291)		
Director	SGM Ogletree	8296
Admin Clerk	SPC Salter	8738
Chief, Phase I Evals	SGM Fegan	569-6715
Evaluator	SGM Mainor	8868
Evaluator	SGM Brooks	8424
Evaluator	SGM Cobb	8340
Chief, Phase II Evals	Ms. Pearmann	8871
ISS	Ms. Dubiel	8455
ISS	Ms. Kosbab	569-6725
ISS	Ms. Strand	569-6724
Evaluator	SFC Williams	7436

LOGISTICS OFFICE		
ATSS-HL (Bldg 11292)		
Chief, PBO/S-4	Ms. Corbett	8739
NCOIC	SSG Tanner	8361
	SPC Jones	8482
	Ms. Bowie	8715
	Mr. Moore	8798
ATSS-HLM (Bldg 11292)		
NCOIC, LMDC	SFC Newell	8366
NCOIC	Ms. Hernandez	8371

INFORMATION MANAGEMENT DIRECTORATE		
ATSS-IM (Bldg 11274)		
Chief, IMD	Mr. Martin	8221
Help Desk Supervisor	Mr. Wilkinson	9564
Web Master	Mr. Pratt	9210
Help Desk Technician	Mr. Turner	9564
Help Desk Technician	Mr. Shepherd	9564
Telephone Control	SGT Walker	8457

STAFF & FACULTY BATTALION		
ATSS-B (Bldg 11291)		
Commander	CSM Clem	569-6730
XO	SGM Puertas	569-6732
CI, SMC	SGM Estrada	569-6733
Bn Admin NCO	SGT Jones	569-6734
ATSS-BA (Bldg 11293)		
Cdr, CO A	CSM Riddle	8785
First SGT	1SG Chancellor	8508
Admin NCO	SGT Davis	9437/8567
ATSS-BAR (Bldg 11293)		
SI, LD	SGM Lardier	8120
ST, LD	SGM Trevino	8657
SI, MO	SGM Moore, J.	8109
ST, MO	SGM Martinez	8729
SI, RM	SGM Artis	8311
ST, RM	SGM Mahany	8692
ATSS-BAN (Bldg 11293)		
CI, NRC	SGM Vargo	8570
Course Trainer	SGM Rosen	8572
Admin NCO		8584
ATSS-BSP (Bldg 11293)		
Special Projects	SGM Trexler	8364

STAFF & FACULTY BATTALION (Cont'd)		
ATSS-BB (Bldg 11293)		
Cdr, CO B	CSM Molen	8011
First SGT	1SG Alameda	9452
Admin NCO	SGT Martinez	9647
Admin Clerk	SPC Govea	8359
ATSS-BBB (Bldg 11293)		
CI, BSNCOIC	SGM Oggs	9165
SI, BSNCOIC	MSG Melton	9194
CI, BSNCOIC VTT	SGM Magee, C.	9185
SI, BSNCOIC VTT	MSG Pardue	8516
Phase I, BSNCOIC	MSG Melton	9211
ATSS-BBF (Bldg 11293)		
CI, FSC	SGM Smith	8205
SI, FSC	MSG Gans	8479
CI, FSC VTT	SGM Magee, C.	9185
SI, FSC VTT	SGM Green, M.	8525
FSC Phase I Cell	MSG Greene, H.	9890
ATSS-T (Bldg 11293)		
Chief, DTD	SGM Gratten	8848
CPX Manager	MSG Sanders	9081
BNCOIC-VTT (Bldg 11293)		
	SGM Magee, C.	9185
ATSS-BP (Bldg 11291)		
NCOIC	SSG Negron	8416
Asst /NCOIC/Reassignments	SGT Shirley	8563
Finance Clerk	Ms. Brock	8237
Actions Clerk / Awards	Mr. Howard	8055
Promotions/NCOER	Ms. Bell	8349
Mailroom Clerk	Mr. LaBarbera	8335
ATSS-BS (Bldg 11291)		
Security Manager		TBD
ATSS-BO (Bldg 11291)		
Ops Chef	Mr. Guyette	8305
Ops SGM	SGM Garza	8362
Plan & Ops Specialist	Ms. Jordan	TBD
ATSS-BOD (Bldg 11294)		
CSMC	SGM Daniels	9179
CSMSS Course Manager	SGM Richardson	7990
SFDD Course Manager	Ms. Pyke	569-6743
ATSS-BOL (Bldg 11292)		
Proj Equip Oper	Ms. Mitsakos	8832
Audio/Visual Tech	Mr. Hamilton	8316
ATSS-BOT (Bldg 11291)		
Test Control	SGM Noyes / SGM Olds	8855

Academy Book Store	562-5645
Barber Shop	566-5005
Cleaners	562-5673
Carlson Wagonlit	566-4488
Centennial Club	568-9330

Key Personnel

Commandant

COL John E. Seward . Jan-Jul 05
COL David J. Abramowitz Jul-Dec 05

Command Sergeant Major

CSM James E. Dale Jan-Dec 05

Asst. Commandant

CPT Karen Clarke . Jan-Jul 05
LTC Paul F. Grace Jul-Dec 05

Director, School Secretariat

SGM Jesse W. McKinney Jan-Jun 05
Mr. Jesse W. McKinney Jul-Dec 05

Director, DOTD

Dr. Mack Vereen Jan-Dec 05

Director, QAO

SGM John T. Griffin Jan-May 05
SGM William R. Ogletree Jun-Dec 05

Battalion Commander

Deactivated Jan-May 05
CSM Richard A. Clem Jun-Dec 05

A Co. Commander

CSM Sergio A. Riddle Jan-Sep 05
CSM Darieus A. Zagara Sep-Dec 05

B Co. Commander

CSM Edwin D. Moten Jan-Dec 05

HHC Commander

CPT Lisa Walsh Jan –Dec 05

Facilities Engineer

SSG Tommy T. Turner Jan-Feb 05

SSG Gregory T. Parker Apr-Dec 05

Chaplain

MAJ Walter Hoskins Jan-Mar 05

MAJ Mark R. Johnston Apr-Dec 05

Health Promotion Officer

MAJ Gregory A. Weaver Jan-Dec 05

Chief, Information Management Division (IMD)

Mr. Donald R. Martin Jan-Dec 05

Colonel John E. Seward



Col. John E. Seward, a native of St. Louis, Missouri, is a 1980 ROTC graduate from the University of Missouri-Columbia. His first assignment was as a Platoon Leader and Battalion S-3 Air in 1st Battalion, 60th Infantry, Fort Richardson, Alaska. He subsequently served as the Executive Officer of Combat Support Company, 4th Battalion, 327th Infantry, 172nd Light Infantry Brigade, Alaska. Following attendance at the Air Defense Artillery Advance Course, COL Seward transferred to 1st Battalion, 3rd Air Defense Artillery, 101st Airborne Division (Air Assault) where he served as the Battalion Maintenance Officer, Assistant Operations Officer, and subsequently commanded B Battery. Upon completion of command, the battalion was re-designated 2nd Battalion, 44th Air Defense Artillery, and he served in G-3 Operations as the Assistant Division Air Defense Officer. Next, he was assigned to Cadet Command, with duty at Marquette University, Milwaukee, Wisconsin, where he served as a ROTC instructor. COL Seward graduated from the U.S. Army Command and General Staff College in 1992 and was assigned to joint duty with U.S. Pacific Command where he served as a Southeast Asia Desk Officer. He subsequently served as the Battalion Operations Officer for 1st Battalion, 62nd Air Defense Artillery, 25th Infantry Division (Light). In his next assignment, COL Seward was the Deputy Commander of 69th Air Defense Artillery Brigade in Germany where he served with elements of V Corps in Operations Southern Watch in Saudi Arabia and Joint Endeavor in the former Yugoslavia. COL Seward commanded 3rd Battalion (Airborne), 4th Air Defense Artillery from 1997-1999 with follow-on duty as the 82d Airborne Division Inspector

General. COL Seward graduated from the U.S. Army War College in 2001 and was assigned to the U.S. Army Air Defense Artillery School as the Director of Training and Doctrine. COL Seward next took command of the 108th Air Defense Artillery Brigade, XVIII Airborne Corps and served in Operations Enduring Freedom and Iraqi Freedom with the 1st Marine Expeditionary Force. On 6 August 2004, he took command of the U.S. Army Sergeants Major Academy.

COL Seward received his Doctorate degree in History from Trinity University. He additionally earned his Master of Business Administration degree in Aviation Business from Embry-Riddle Aeronautical University and a Master of Science degree in Strategic Studies from the U.S. Army War College.

His military awards and decorations include the Legion of Merit, Bronze Star Medal, Meritorious Service Medal (4 Oak leaf clusters [OLC]), Joint Service Commendation Medal, Army Commendation Medal (3OLC), Army Achievement Medal (1OLC), Armed Forces Expeditionary Medal (1 bronze service star), Armed Forces Service Medal, and the NATO Medal. He has also earned the Master Parachutist Badge, Pathfinder Badge, Air Assault Badge, and Brazilian, Canadian, German, and Venezuelan Jump Wings.

He is married to the former Lisa Lagerman of Brookfield, Wisconsin and has four daughters, Larissa, Kira, Shaya, and Malia.

COLONEL DAVID J. ABRAMOWITZ



Colonel Abramowitz became the 16th Commandant on 9 June 2005.

Colonel David J. Abramowitz graduated from the United States Air Force Academy in Colorado Springs in 1982 and took commission in the U.S. Army. His military education includes the Infantry Officer Basic Course, Aviation Advanced Course, command and General Staff College, the Armed Forces Staff College and the Army War College. He holds a Masters of Military Arts and Sciences from the Command and General Staff College at Fort Leavenworth, Kansas, and a Masters in Strategic Studies from the Army War college at Carlisle, Pennsylvania.

Colonel Abramowitz's key assignments include: Motor Officer and Platoon Commander, C Troop, 2nd Squadron, 17th Executive Officer, D Troop, 4th Squadron, 7th Cavalry and S1 4th Squadron, 7th Cavalry in Korea; Headquarters and Service Company Commander, 4th Battalion, 229th Aviation Regiment during the unit's activation at Fort Hood, Texas and subsequent move to Illesheim, Germany; S4 and then Headquarters Commander, 3-229th again during Operation Desert Shield/Storm; B Company Commander of 4-229th; Combat Aviation Training Brigade Team Chief, Fort Hood; and subsequent assignment as S3 and XO of 4th Squadron, 6th Cavalry Brigade, Fort Hood, Texas; Aviation Operations Officer, Counterdrug Division, Forces Command, Atlanta, Georgia; Battalion commander 1st Battalion, 1st Aviation Regiment, 1st Infantry Division, Katterbach, Germany where he deployed his unit to Kosovo. His subsequent assignment was as Chief, Joint Operations and Intelligence Center, United States

Southern Command, Miami, Florida. During this time he deployed to Turkey and Afghanistan in support of Operation Enduring Freedom. His most recent assignment was as the Commander, 17th Aviation Brigade in Korea.

Colonel Abramowitz's decorations include the Defense Superior Service Medal, Legion of Merit, Bronze Star, Defense Meritorious Service Medal, Meritorious Service Medal, Air Medal, Army commendation Medal and Army Achievement Medal. He also wears the Ranger Tab, Parachute Badge, Air Assault Badge and Master Army Aviation Badge.

COMMAND SERGEANT MAJOR JAMES E. DALE



CSM Dale was born in Eufaula, Ala. In 1975, he graduated from Rebecca Comer High School, Eufaula, Ala., and entered the U.S. Army in May of that year, completing basic training at Fort Knox, Kentucky. Following graduation of Advanced Individual Training as a Cavalry Scout from the United States Army Armor School, he was assigned to 3rd Squadron, 8th Cavalry, 8th Infantry Division, Mannheim, Germany. In 1980, he graduated from the Basic Noncommissioned Officer Course on the Commandant's List and in 1987; he graduated from the Advanced Noncommissioned Officer Course. He is a graduate of the M60A3 and M1A1 Master Gunner Course, the Senior Officer Logistic Management Course, and the Air Force Academic Instructor Course. In 1997, he graduated in the top 20 percent from the U.S. Army Sergeants Major Academy, Class 47. He has also earned an Associates Degree in Management, Human Resources from Park College while attending the Academy.

CSM Dale has served in numerous leadership positions from Tank Commander to Command Sergeant Major and in various staff positions from Operations Specialist to Brigade Master Gunner. He has served three tours in Europe and in numerous stateside

assignments, from Fort Bliss, Texas, to Fort Drum, N.Y. His training assignments include duty as an instructor/course writer for the Master Gunner Course; the NCOIC of the Gun Training and Doctrine Branch; Chief of the Basic Noncommissioned Officer Course; and Assistant Commandant, NCO Academy at the Armor Center. As an instructor at the Master Gunner Course, he was selected as the Instructor of the Quarter. CSM Dale served as the Exchange Instructor at the Air Force Senior Noncommissioned Officer Academy and earned the Occupational Instructor Certification from the Community College of the Air Force. Before coming to the Sergeants Major Academy, CSM, Dale was the Command Sergeant for the United States Army Cadet Command.

His military decorations include the Legion of Merit, Meritorious Service Medal, the Army Commendation Medal, the Air Force Commendation Medal, the Army Achievement Medal, the Good Conduct Medal, the National Defense Service Medal, the Noncommissioned Officer Professional Development Ribbon, and the Overseas Service Ribbon. CSM Dale was awarded the Draper Armor Leadership Award in 1996 while assigned to D Company, 1st Squadron, 3rd Armored Cavalry Regiment and he is a member of the Honorable Order of Saint George.

ACRONYMS AND ABBREVIATIONS

1SG	First Sergeant
A	Advanced NCO Course
AAR	after action review
ABC/MS	Activity-Based Costing/Management System
ABCS	Army Battle Command system
ABN	airborne
AC	Active Component
ADA	Americans with Disabilities Act
AED	automated external defibrillator
AER	Army Emergency Relief
AG	Adjutant General
AGR	Active Guard and Reserve
ALMC	Army Logistics Management College
ALMS	Army Learning Management System
ANCOC	Advanced Noncommissioned Officer Course
APC	account processing code
APFRI	Army Physical Fitness Research Institute (Carlisle, PA)
APFT	Army Physical Fitness Test
AR	Army Reserve, Army regulation
ARFORGEN	Army Force Generation
ARNG	Army National Guard
ARTEP	Army Training and Evaluation Program
ASAT	Automated Systems Approach to Training
Asst	assistant
ATC	Army Training Center
ATLDP	Army Training and Leadership Development Plan
ATM	asynchronous transfer mode (switch)
ATRRS	Army Training Requirements Resources System
ATSC	Army Training Support Center
AUTOGEN	Automated Text and Program Generation
AWC	Army War College
B	Basic NCO Course
BBS	Brigade/Battalion Battle Simulation
BCKS	Battle Command Knowledge System
Bde	brigade
BN	battalion
BNCOC	Basic Noncommissioned Officer Course
BOLC	Basic Officer Leadership Course
RBAC	Base Realignment and Closure
BSC	Battle Simulation Center; Battle Staff Course
BSNCOB	Battle Staff Noncommissioned Officer Course
C4C	coaching for commitment
CAAS	contracted advisory and assistance service
CAC	Combined Arms Center (Ft. Leavenworth)

CAD	course administration data
CALL	Center for Army Lessons Learned
CAV	cavalry
CC	common core
CENTCOM	Central Command
CF	course facilitator
CFC	Combined Federal Campaign
CGSC	Command and General Staff College
CH	chaplain
CHN	Community Health Nurse
CIO	Command Information Office
CL	class
CLRT	critical literature review team
Cmdt	commandant
CMH	Center of Military History
CMP	Course Management Plan
CO	Company
CoC	Council of Colonels
COE	contemporary operational environment
COIN	counter insurgency
COL	Colonel
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
CTSSB	Critical Task Site Selection Board
CY	calendar year
DA	Department of the Army
DCSOP	Deputy Chief of Staff for Operations
DEPEX	deployment exercise
DFAS	Defense Finance and Accounting Service
DISA	Defense Systems Information Agency
DIV	Division
DL	distance learning
DMPO	Defense Military Pay Office
DOD	Department of Defense
DOIM	Directorate of Information Management
DOTD	Directorate of Training and Doctrine
DPWL	Directorate of Public Works and Logistics

DR.	doctor
DRM	Directorate of Resource Management
DTD	digital training division
DTS	Defense Travel System
EAD	extended active duty
EKG	electro cardiogram
ELO	enabling learning objective
EPMD	Enlisted Personnel Management Directorate
ES2	every soldier is a sensor
FA	faculty advisor
FAQ	frequently asked questions
FBCB2	Force Battle Command Brigade and Below
FM	field manual
FORSCOM	Forces Command
FRAGO	Fragmentary Order
FRG	Family Readiness Group
FSC	First Sergeant Course
FSC-VTT	First Sergeant Course - Video Tele-training
FT	fort
FY	Fiscal Year
GS	general service
G3	Assistant Chief of Staff (Operations and Plans)
GWOT	Global War on Terrorism
HEART	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
IAW	in accordance with
ICH	instructor contact hours
ID	infantry division
IDEP	individual development plan
IED	Improvised Explosive Device
IG	Inspector General
ILS	Integrated Library System
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
ISS	Instructional Systems Specialist

IT	information technology
ITC	Instructor Training Course
ITP	individual training plan
ITRM	Institutional Training Reserve Model
JFK	John F. Kennedy
JROTC	Junior Reserve Officer Training Corps
JSAT	Joint Security Assistance Training
JTF	Joint Task Force
LAN	local area network
LD	Leadership Division
LMDC	Lesson Management and Distribution Center
LDR	leader
LOGEX	logistics exercise
LRC	Learning Resources Center
LT	Lieutenant
LTC	Lieutenant Colonel
LTG	Lieutenant General
MACOM	major command
MAJ	Major
Mid	middle
MDEP	Management Decision Package
MDMP	Military Decision Making Process (FM 5)
MFP	military personnel files
MCS	Maneuver Control System
MG	Major General
Mgr	manager
Mil-Ops	Military Operations Division
MO	military operations
MOBEX	mobilization exercise
MOI	Memorandum of Instruction
MOS	mission-oriented skill
MP	military police
MPRI	Military Professional Resources, Inc. (contractor)
MSG	Master Sergeant
MTT	multi-media training
MWR	Morale, Welfare and Recreation
NATO	North Atlantic Treaty Organization
NBC	Nuclear, Biological and Chemical
NCO	noncommissioned officer
NCOA	noncommissioned officer academies
NCODP	Noncommissioned Officer Development Program
NCOES	Noncommissioned Officer Education System
NCOIC	Noncommissioned Officer in Charge
NCOTEAM	NCO Team
NRC	Non-resident Course
NRSMC	Nonresident Sergeants Major Course

O/C	observer/controller
OCAR	Office, Chief of Army Reserve
OIC	officer in charge
OIF/OEF	Operation Iraqi Freedom/Operation Enduring Freedom
OLC	oak leaf cluster
OPAC	online public access catalog
OPSEC	Operational Security
OPTEMPO	operations tempo
OPORD	Operations Order
P	promotable
PB	program budget decision
PBAC	Program Budget Advisory Council
PCC	Pre-command Course
PE	practical exercise
PEP	Personnel Exchange Program
PFC	Private First Class
PLDC	Primary Leadership Development Course
PMCS	Preventive Maintenance Checks and Services
PME	Professional Military Education
PO&A	Program Objective and Analysis
POI	Program of Instruction
POM	Program Objective Memorandum
PT	physical training
QAO	Quality Assurance Office
QM	Quartermaster
RC	Reserve Component
RCIED	Radio Controlled Improvised Explosive Device
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
SAT	Systems Approach to Training
SATBC	Systems Approach to Training Basic Course
SATP	Security Assistance Training Program
SGM	Sergeant Major
SF	Special Forces
SFC	Sergeant First Class
SFDD	Staff and Faculty Development Division

SFMC	Soldier 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
SIPERNET	Secret Information Processing Router Protocol Network
SIRSI	company name
SLDC	Spouses' Leadership Development Course
SMA	Sergeants Major Academy; Sergeant Major of the Army
SMDR	Structure and Manning Decision Review
SMIFPC	Sergeants Major International Fellows Pre-course
SMIPC	Sergeants Major International Pre-course
SMNRC	Sergeants Major Non-resident Course
SMSC	Sergeants Major Spouses' Course
SOP	Standing Operating Procedure
SOW	statement of work
SPC	Specialist
SSD	School Secretariat Directorate
SSG	Staff Sergeant
ST	senior trainer
STX	Situation Training Exercise
TAITC	Total Army Instructor Training Course
TASS	Total Army School System
TCO	Telecommunications Certification Officer
TD2	Training and Doctrine Development; training development/developers
TDA	Table of Distribution and Allowances
TDMMC	Training Developer Middle Manager Course
TDY	Temporary Duty as Assigned
TIG	The Inspector General
TLO	terminal learning objective
TMCA	Theater Movement Control Agency
TNET	Television Network
TOC	Tactical Operations Center
TRADOC	Training and Doctrine Command
TRAP	Training Requirements Arbitration Panel
TRNS	transportation
TS2	every soldier is a sensor
TSP	training support package
UEx	unit of execution
UMR	Unit Manning Request
USAR	United States Army Reserves
USASMA	United States Army Sergeants Major Academy

USMAPS	United States Military Academy Preparation School
USN	United States Navy
UTEP	University of Texas at El Paso
VTC	Video Tele-conference
VTT	Video Tele-training
WBAMC	William Beaumont Army Medical Center
WLC	Warrior Leader Course