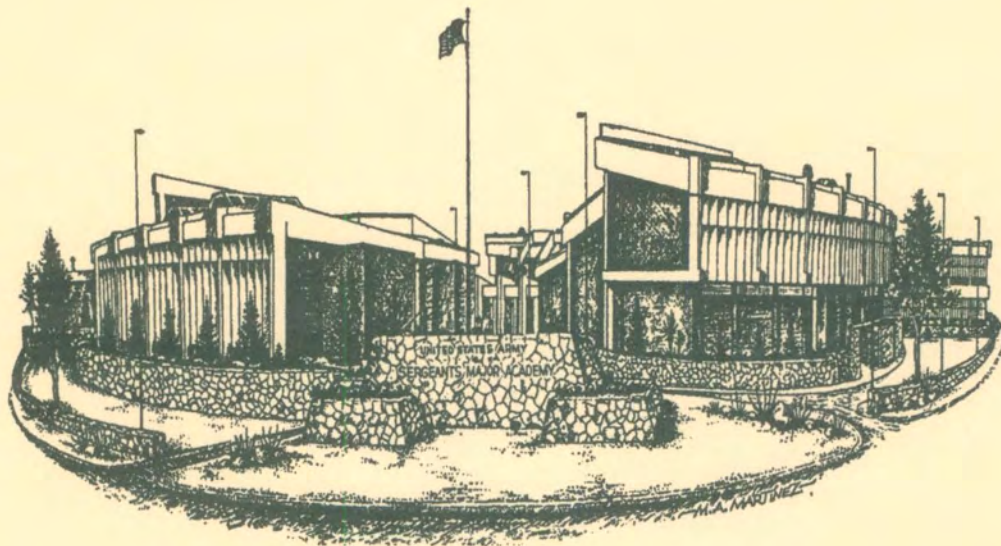


**USASMA**  
**ANNUAL COMMAND HISTORY (U)**  
1 January 2002 to 31 December 2002



**SERGEANTS MAJOR ACADEMY**  
**FORT BLISS, TEXAS**

US ARMY SERGEANTS MAJOR ACADEMY

ANNUAL COMMAND HISTORY

1 JANUARY 2002 TO 31 DECEMBER 2002

(RCS CHIS-6 (R3))

By Dr. Robert H. Bouilly

Historian

US Army Sergeants Major Academy

Fort Bliss, Texas

October 2005

## FOREWARD

The 2002 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.

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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 MARKS (Modern Army Records Keeping System) system of retiring 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

# TABLE OF CONTENTS

SECTION	PAGE
BRIEF HISTORY OF THE U.S. ARMY SERGEANTS MAJOR ACADEMY.....	6
NONCOMMISSIONED OFFICER EDUCATION SYSTEM.....	8
SENIOR TASK-ORIENTED COURSES.....	10
SUMMARY.....	11
ORGANIZATIONAL UNITS	
DIRECTORATE OF TRAINING AND DOCTRINE.....	13
DIRECTORATE OF EVALUATION AND STANDARDIZATION/ QUALITY ASSURANCE OFFICE.....	23
INFORMATION MANAGEMENT DIRECTORATE.....	27
HEALTH PROMOTION OFFICE.....	29
ARMY NATIONAL GUARD ADVISOR.....	32
RESOURCE MANAGEMENT OFFICE.....	34
UNIT MINISTRY TEAM.....	43
STUDENT AND FACULTY BATTALLION.....	50
OPERATIONS OFFICE/S3.....	52
EDUCATION OFFICE.....	55
S2.....	57
COMPANY A.....	59
SERGEANTS MAJOR COURSE (RESIDENT).....	60
SERGEANTS MAJOR COURSE (NONRESIDENT).....	63
COMPANY B.....	67

FIRST SERGEANT COURSE.....	68
FIRST SERGEANT COURSE, VTT.....	69
BATTLE STAFF COURSE.....	71
BATTLE STAFF COURSE (VTT).....	72
PROPERTY BOOK OFFICE/S4.....	74
SCHOOL SECRETARIAT.....	75
ACADEMIC RECORDS.....	79
LEARNING RESOURCE CENTER.....	81
<i>NCO JOURNAL</i> .....	84
HEADQUARTERS AND HEADQUARTERS COMPANY.....	85
FACILITY ENGINEER.....	86
NCO MUSUEM.....	90
HISTORICAL OFFICE.....	92
APPENDICES	
A(1) USASMA STAFF DIRECTORY, 1 AUGUST 2001.....	93
A(2) USASMA STAFF DIRECTORY, 17 JANUARY 2002.....	96
A(3) USASMA STAFF DIRECTORY, 1 JULY 2002.....	98
B(1) KEY PERSONNEL, 1 JAN-31 DEC 2002.....	101
B(2) BIOGRAPHY, COL CHARLES R. DEWITT.....	103
B(3) BIOGRAPHY, COL MICHAEL D. ENNEKING.....	104
B(4) BIOGRAPHY, CSM CLIFFORD R. WEST.....	105
ACRONYMS AND ABBREVIATIONS.....	107

## **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 school, 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 courses 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 6 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 9 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 leaving 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.

## SUMMARY

Calendar Year 2002 was a transitional year. COL DeWitt retired at the end of May and a few weeks later COL Michael Enneking succeeded him. A few months later the Assistant Commandant, LTC Richard Murrell retired and was followed by LTC Kirby at the beginning of October.

In preparation for a change in command COL DeWitt started the process of developing a strategic plan. Both COL Dewitt and CSM Clifford West realized that the key to success in obtaining more funding for the academy lay in a more aggressive and systematic search for funds based on documentation of need. The academy largely completed the physical improvements engendered in the World Class Academy project, but now it needed to look forward to funding of more contractors, more civilian employees and a host of electronic improvements. The World Class Academy brought the academy new furniture and a much more robust electrical platform needed to update the offices and classrooms. The emphasis needed to shift to providing more distance learning and improved classroom instruction based on electronic enhancements.

CPT Duane Miller, the RMO, became the head of the project based on his analytical experience in studying the academy's contracts. The whole academy staff became caught up in numerous iterations in defining goals and needs for the academy in the out-years. The effort led in 2003 to the establishment of the Strategic Initiatives Group as a separate office.

Concurrent with the search for a strategic plan was an effort by the military staff to create a reorganization plan for the academy. After considerable effort the plan was implemented at the beginning of October. In reality, all the grand plans for reorganization came down to the shifting of a number of small offices from one office to another. The Historical Office and the NCO Museum moved from the Headquarters/Headquarters Company to the School Secretary. The Education Office moved from Operations to the School Secretary and Protocol moved from Operations to the Command Group. The plan looked forward to the civilianization of the assistant commandant's position as a GS-14. The year ended in the midst of a recruitment effort for the position. (Organizational Diagrams in School Secretary Section).

COL Enneking brought an unusual management philosophy to the academy. With the thought of bringing considerable change to the academics of the academy he depended on his military staff to come up with new approaches to education. This meant that the civilian staff was put aside and military personnel went in search of new ideas. The chaplain was sent to the TRADOC Historian's Conference. The Health Promotion officer went to librarian conferences. The process created friction that came to head the following year.

COL Enneking sought to create a multi-track curriculum for the resident Sergeants Major Course. There would be a core set of lessons all students would get.

Then the instruction would split into tracks for combat arms, staff NCO etc. An integral part of this concept was expansion of extension studies. He envisioned night classes taught by the academy staff in their areas of expertise. This was not to incur added expenses. The staff was expected to jump at the chance to be certified to teach classes and work at night for no compensation. There was skepticism in the staff about this approach. While it seemed to offer added prestige to the academy to offer more lessons and bolster its accreditation, there seemed little else to recommend it.

COL Enneking believed that the academy was understaffed. He saw a chance to increase personnel by asking for a manpower audit. He initiated the process which was to backfire on the academy a year later as the auditors called for a reduction rather than an augmentation of the staff. The problem created by the call for staff reductions was dumped onto the new GS14 in 2003. As Dr. Sienrukos attempted to deal with the situation it created friction between him and LTC Kirby who had become the commandant. The friction became a factor in LTC Kirby's decision to re-militarize the position in the coming year. CY 2002 ended with unease in substantial portions of the academy.

On a more positive note the academy moved forward with automating student records for the Non-resident Sergeants Major Course. The academy hired a contractor to install the Polar Bear system. It had teething problems which required expensive fixes. In subsequent years the academy would move to adopt an automated system developed by TRADOC and abandoned the Polar Bear system. Still, it was a significant move toward automation.

A similar effort was undertaken by the Learning Resource Center as it moved to automate its card catalog and bring in electronic data bases for students to do research in. The Battle staff Course moved to up date classroom equipment and sought to introduce more electronic systems training in what was considered a catch-up effort to reflect field conditions.

COL DeWitt was concerned with the quality of instructors in the resident Sergeants Major Course. For years the academy had filled out the ranks of faculty advisors (FAs) with students who had just graduated from the course. They didn't have any field experience as a sergeant major to bring to the classroom. As a remedy COL DeWitt sought additional monies to hire retired, sergeants major as civilian instructors. The initiative was called the Alternate Staffing Program. Six of these civilians started in 2002 as contract instructors. It was a start and meant the academy would have to constantly fight for out-year money for these and contractors. Six contract instructors did not fill all the positions normally occupied by recent graduates of the class. CSM West and the COL made a concerted effort to bring in more sergeants major from the field as instructors to fill out the instructor ranks. It was a start, but getting sergeants major from the field proved to be difficult.

Nine-eleven produced slight changes at the academy. CPT Cuevas, the School Secretary was sent to Afghanistan on a 179 day detachment. A force protection initiative

called Noble Eagle brought a number of minor “hardening” projects to the facilities designed to protect the buildings from car bombs and to hinder access to the buildings through windows. Much more in evidence was the sudden slowdown in entry to the base. It eventually caused the resident Sergeants Major Course to move its starting time up an hour in an effort to adjust to the traffic jams at the gates.

As everything pointed to increased deployments abroad the academy moved to develop a more robust Family Readiness Program.

# DIRECTORATE OF TRAINING AND DOCTRINE

## **Mission**

The USASMA DOTD produces training development products for NCOES and functional courses conducted at USASMA and 97 NCOAs worldwide which include: 21 Proponent School NCOAs and 11 FORSCOM NCOAs.

DOTD's specific mission essential tasks are:

Develop and maintain Program of Instruction (POI) and lesson material for:

Primary Leadership Development Course (PLDC)  
Basic NCO Course – Stand-Alone Common Core (ANCOC)  
Advanced NCO Course – Stand-Alone Common Core (ANCOC)  
Sergeants Major Course – resident (SMC)  
Non-resident Sergeants Major Course (NRC)  
Command Sergeants Major Course (CSMC)  
Command Sergeants Major Spouse Seminar (CSMSS)  
Battle Staff NCO Course, resident and VTT (BSNCOC)  
First Sergeant Course, resident and VTT (FSC)  
MCS Light Users Certification Course (MCS-L)

Develop and maintain strategies for future NCOES training.

Inherent/implicit tasks: USASMA is TRADOC's Executive Agent for NCOES. To execute this responsibility and to perform the missions above, DOTD must:

Develop and maintain 10 Programs of Instruction (POI) containing 473 Training Support Packages totaling 3228 academic hours that cover the entire NCO strength of the Army. These courses are conducted as Distributive Learning, Resident training, and Video Tele-Training.

Triennially analyze, prepare, and maintain the Enlisted Common Soldier Task list vertically aligned for the entire enlisted force and horizontally aligned with the Warrant Officer and Officer force.

Develop NCO training strategies and initiatives for Army and TRADOC Transformation policies.

Develop training strategies for emerging doctrine that satisfy the contemporary operational environment.

## **Organization and Staff**

SGM Ricky Smith began the year 2002 as Director and upon his retirement SGM Henry Garrett succeeded him in July. Mr. George V. Bucher became the Deputy Director in June. The directorate reorganized in November creating an operations division focusing on course management and a development division consisting of three teams focusing on the production of training products. One team each for leadership, military operations, and resource management. This move was to reduce redundancy within NCOES and to get each course to be progressive and sequential. Also this year the directorate had three of its training developer positions upgraded from GS-1712-09 to GS-1712-11. The three positions upgraded were the Deputy Director, Chief, NCOES Concepts Division, and the Senior Training Developer for the Leadership Team. The employees selected to fill the upgraded positions were; Mr. George V. Bucher, Mr. Benjamin Stevens, and Ms. Bonnie Pyke respectively.

### **Contractors**

Contractors continued to be used to supplement the workforce. In October 2002 DOTD received resources to hire six (6) contract training developers to develop products for NCOES and the Functional Courses, and three (3) contractors to begin the Soldier's Guide Project. These contracts were coordinated by Master Sergeant Margaret Corbett (BN S-4), CPT Charles St. Clair (RMO), and Mr. George Bucher (Executive Assistant DOTD). Even with the addition of contract workers DOTD fell far short of the workforce required by the TDA.

## **Major Accomplishments**

### **NCO Guide**

The NCO Guide was completed at the end of September 2002. It was approved and placed on the Reimer Library on 23 December 2002. Hard copies began arriving in the field in January 2003. The Edge writing team (Mr. Steve Snyder, Mr. Mike Ulbrich, and Mr. William Jemison) did a superb job in meet all milestones related to the project.

### **Soldier's Guide**

The Soldier's Guide Project was resourced and began on 1 October 2002. The project will take one (1) year and will be completed NLT 30 September 2003. The Edge writing team of Mr. Steve Snyder, Mr. Mike Ulbrich, and Mr. William Jemison have been contracted to write the Soldier's Guide.

### **Total Task Inventory**

Starting in November 2002 the Chief, Training and Analysis Division (TAD) Mr. Phil King created a total task inventory of 1,853 tasks using the Access database program. This database was forwarded to the TRADOC NCOES Chief, Mr. Steve Ball

who compiled the data and sent it to all Army proponent headquarters for review. This data will form the basis for the skill level 1-6 job analysis survey scheduled in 2003.

## **NCOES Concepts Division (Futures) Office**

### **SAT Classes**

The Systems Approach to Training (SAT) classes were discontinued due to the duplication of effort with TRADOC conducting the training.

### **Classroom XXI**

Digital Training strategy plan submitted to TRADOC to increase the number of CL XXI to 10 facilitate transformation from analog to digital training for functional and NCOES courses. These classrooms are to be designed in such a manner as to support the small group instruction method of training. The original classrooms are utilized to support staff and faculty training, digital training, and participation in VTCs.

### **Army Digital Training Strategy**

IDEP is an ongoing project with the goal of incorporating digital training in the institution to meet the Army's need for trained soldiers and leaders to operate in the emerging digital environment. As stated above, NCOES concepts in coordination with other USASMA entities has developed and submitted a digital training strategy plan to TRADOC, which includes the required funding to for classrooms and equipment implement this strategic plan.

### **Army Training and Leader Development Panel**

The results from this panel have lead to NCOES concepts in coordination with other USASMA entities to develop and submit an NCOES transformation plan to TRADOC to meet the needs identified by the panel. A final course of action (COA) has not been arrived at as of yet. Lack of funding has caused a delay in the Critical Task Selection Board process that drives the curriculum for the functional and NCOES courses. Until the results are finalized, course development remains at a stand still. The implementation of a Senior Noncommissioned Officer Course (SNCO) remains as a surviving COA.

### **Joint Professional Military Education Course**

NCOES concepts began development of lesson outlines for online access for personnel serving in joint assignments. This had to be handed off to other course developers due to the workload generated by transformation projects and plans.

## **Critical Task Selection Board**

The Critical task selection board has suffered a serious setback due to lack of funding for ARI to conduct the job analysis. It is anticipated that this will not take place until approximately October 2003.

## **Maneuver Control System-Light (MCS-L)**

The digital training strategy plan includes incorporating the MCS-L training into the current BSNCO. It still requires the training of analog in conjunction with digital training up to some point in the future. Funding was not available and has been requested for FY 2003.

## **Primary Leadership Development Course Cell**

### **PLDC Workshop**

USASMA conducted a PLDC Workshop 4-8 Mar 02. The workshop was highly successful and over 100 senior NCOs were in attendance. The workshop concentrated on training newly positioned course managers and operations sergeants.

### **Development of New Course**

The PLDC cell continued with its efforts of developing a new course. In Oct 02, two sites (Forts Bliss and Hood) began piloting of the new course material. The 7th ATC (Germany) began the following month.

### **Simultaneous Implementation**

During the 2002 Commandant's Conference, CSM West (USASMA) and CSM Lever (USANG) proposed simultaneous implementation of the new course for Active and Reserve Components. Fort Indiantown Gap was selected to head the project.

## **Basic and Advances Noncommissioned Officers Course Cell**

Members of the Basic and Advanced Noncommissioned Officers Course in calendar year 2002 were SGM Brian H. Lawson, Mr. Johnnie Dills and Mr. Randolph (Ron) Kelly.

### **Completion of VTT DL Pilots in USAEUR**

Beginning in Jan 02 and ending May 02 USAEUR conducted three pilot iterations of the Basic and Advance Noncommissioned Officers Phase I course using Distance Learning (DL) Video Tele-Training (VTT) as a mode of delivering the media to numerous remote sites. The 3747th Multi-Functional Training Brigade (MFTB) and Fort Indiantown Gap (FIG) provided small group leader (SGL) instructors for the training at

the host and remote sites throughout Europe. The Noncommissioned Officers Academy (NCOA) in Vilseck served as the host site for all iterations and broadcasted to numerous sites in Europe. The location of the sites included Bamberg, Hanau, Mannheim, Wuerzburg, Baumholder, Kaiserslautern, and Vincenza, Italy. The host site would broadcast to two remotes and a class at the host location or three remote sites. The classrooms were configured at each location to accommodate 16 students for a total of 48 students in each class. The classes were not full to capacity for the first couple of iterations because of the notification process using ATRSS. The problem stemmed from not having the right mailing address to the student, the student already have completed phase I, or the student being on profile. During the second iteration an ANCOC class was transmitted back to FIG and USASMA. Although, the clarity was a little unclear the instruction was received well by the students. The pilots end in May 02 and an AAR was conducted in Jun with FIG, 3747<sup>th</sup> (MFTB), PERSCOM, TRADOC, CAC, USASMA, and USAEUR CSM. We all agreed that the program was a success but certain things needed to be fixed before we implement. Of note the student notification was broke and PERSCOM and USAEUR ATRRS manager would take the lead on a better notification system. In the implementation draft it stated that a web-based examination would be integrated into the classroom using a program called Dazzler. USAEUR did not have the server or proctor interface to host the software. After doing some research we found a program that will meet our needs called Perceptions. The program was given approval by ATSC and TRADOC and now it's a matter of funding. As of today no funds were approved from TRADOC to purchase software. The Objective Learning Management System (OLMS) will more than likely create the web-based examinations needed for the Army. TRADOC Analysis Center at White Sands Missile Range conducted a survey from all iterations and is working on the final results.

### **Financial and Retirement Planning incorporated into NCOES**

During a visit with soldiers at Fort Riley, KS in Jul 01 SMA Tilley explained to soldiers that he received approval for a financial planning course of instruction to be implemented during the Primary Leadership Development Course and a retirement benefits class during the Basic and Advance NCO Course. During the SMA's brief in Apr 02 to all MACOM CSMs he tasked CAC and USASMA to build a model of instruction for financial planning and retirement benefits to be done at each level of NCOES. It will also be progressive and sequential as to fit the appropriate level of NCOES. In Dec 02, MSG Eichman hosted a Financial Workshop at USASMA to discuss in detail the SMA's concerns and how to develop a curriculum that could train/teach financial and retirement planning at all skill levels. The academy had representatives from Veteran's Affairs, Retirement Services, DFAS, AER/ACS, CFSC, and Finance Corps Regimental and School CSM. The challenge for the group was to make financial planning progressive and sequential for each level of the NCOES. In the two-day workshop discussion focused on what a soldier is being introduced to at the beginning of their career in basic training and the progression through Advanced Individual Training (AIT), and onto their first NCOES, PLDC. We agreed that NCOES needed to mature from the basic pitch on checkbook management and a more robust approach i.e. good/bad credit, investments, portfolios, and onto retirement. The workshop was a success and

resulted in learning objectives, TLO, and ELOs being created and lesson development started.

### **2002 Commandants Workshop**

B/ANCOC was responsible for the arrangement of this years Commandants Workshop from 13-17 May 2002 at the Centennial Club. Some of the key attendees included the SMA Tilley, CSM Williams TRADOC CSM, CSM Pritchett CAC CSM, CSM Christian FORSCOM CSM, CSM Lackey USAR CSM, and CSM Lever NGB CSM. The purpose of the conference was to increase our customers voice and input; better understand our customer's needs and expectations, and respond with value added solutions; and present current relevant information that would aid in their job performance. Our target audience was NCOES Academy commandants from the active and reserve component NCOES battalions. We conducted the conference as a training seminar for the commandants. We invited a group of people from various Army and TRADOC directorates to present information that would help the Commandants better perform their job. The group included Total Army Distance Learning Program (ATLDP), Web-based testing ATSC, Overview of Classroom XXI, and Personnel Data Assistant ATSC. The conference was a huge success; however numerous comments indicated that attendees would like to see a "workshop" done in the future.

### **Sergeants Major Course Cell**

#### **SMC**

Examinations within the course were reduced to three in Leadership Division, three in Resource Management Division, and a performance evaluation in the Military Operations Division.

#### **NRC**

The staff revised/updated numerous lessons stemming from the revision of Army publications. Additionally, the staff worked toward getting the course more in line with the SMC.

#### **CSM Course**

Cell members worked toward getting the course more aligned with the Pre-command Course conducted at Fort Leavenworth, KS. However, the initiative lost steam at the end of the year.

### **CSM Spouses Seminar**

Mrs. Shirley West (spouse of CSM West) tirelessly worked towards attending to the needs of guest speakers, spouses, etc. The training support packages needed updating.

### **First Sergeants Course Cell**

Members of the First Sergeant Course Development Cell in calendar year 2002 were SGM John Mayo, SGM Gregory Knight, SGM Gillis Taylor, MSG Kevin Graham and Mr. Benjamin Salcido. Mr. Ed Robbs worked as a contractor for a period.

### **Recruiting Command Version of the FSC (MOS 79R Only)**

The Recruiting Command asked the academy to develop a version of the First Sergeant Course tailored to the needs of recruiters. USASMA agreed and began working on the course in September 2001. In CY 2002, three pilots were conducted at the 218th Reserve Component Training Institution (RCTI) in Eastover, SC. A Memorandum of Agreement was developed, coordinated and produced between USASMA and Recruiting Command. The MOA is on file at USASMA in DOTD. The first 79R class was conducted in November 2002. One 79R class is scheduled per quarter. The MOA provides specific duties and responsibilities.

### **Phase I FSC-TATS (Distributive Learning)**

The staff continued to develop and improve the FSC Phase I. The new Phase I CDs begin shipping out to FSC students in January 2002. Phase I courseware was also placed on the FSC web site for soldier to access and download. A paper based product was still produced. Some soldiers do not have computers to use the Phase I 10 interactive multimedia CDs. Some soldiers are stationed in locations without access to a computer and in cases where soldiers have computers, CDs were not compatible. In November of 2002, all 31 Phase I lessons were put on one CD in PDF format to facilitate new regulation changes and eliminate student problems with the many different computer issues.

### **Phase II FSC-TATS (Resident)**

The staff continued to develop and improve the FSC Phase II. Phase II was taught at five locations (Ft. Bliss, TX, Eastover, SC, Ft. McCoy, WI, Camp Williams, UT and Ft. Indiantown Gap, PA). Ft. Bliss trained 723, Eastover, SC 146, Ft. McCoy, WI 185, and Camp Williams, UT, 90 and Ft. Indiantown Gap, PA 120.

## **Phase II FSC-TATS (VTT – Video Tele-Training) (Resident)**

The VTT Instructor Cell at USASMA taught the FSC via VTT to sites at Forts Bragg, Campbell, Carson, Hood, Lewis, Polk, Benning, Sill, Stewart, Leonardwood, Riley, Alaska, Hawaii and Germany. Fort Stewart and Fort Campbell were new conducts in FY 2002.

## **FSC Initiatives**

The FSC Cell was tasked to coordinate the conduct of Phase II VTT classes that was constructed with the maximum of three distant sites as well as a class of students in the studio room with the VTT instructor. Students in the classroom along with the VTT instructor were participants from Ft. Bliss.

TRADOC tasked the FSC cell to provide an implementation plan to insert the Commanders Safety Course into the FSC. The implementation plan suspense back to TRADOC was met in December 2002. Final implementation plan approval and notification to execute was not given. Implementation plan remains on file when order to execute is given.

## **FSC Site Visits and FSC Accreditation**

Two TDY FSC site visits to FT. Indiantown Gap, PA and Eastover, SC were conducted in CY 2002. The Quality Assurance Office (QAO) accredited three FSC sites in CY 2002 (FT. McCoy, WI, FT. Indiantown Gap, PA and Eastover, SC).

## **Battle Staff Noncommissioned Officers Course Cell**

Individuals who were members of the Battle Staff Course Development Cell during all or part of calendar year 2002 were: SGM Michael Magee, MSG Anthony Terico, MSG Steven Gratton, Mr. George Bucher, Mr. Roy Sanchez and Mr. Ed Robbs.

## **Phase I**

The staff continued to develop and improve the Phase I lessons. Existing lessons were updated as new doctrine was released. New lessons were developed in anticipation of a new Plan of Instruction. Two new lessons, Joint Operations and Threat Operations, were developed in response to TRADOC curriculum guidance. The staff continued to work with the NGB and MIMIC to begin conversion of all Phase I lessons to a level 3 IMI format.

## **Phase II**

The staff continued to develop and improve Phase II lessons and courseware. Existing lessons were updated as new doctrine was released. New lessons were developed in anticipation of a new Plan of Instruction. The staff worked with contractor support to develop a web based ABCS overview lesson.

The staff was tasked to study the inclusion of digital tasks in Phase II. The staff recommended that 40 hours of additional training be added to the existing Phase II.

## **BSC Initiatives**

The staff was tasked to develop a Maneuver Control System – Light Operators Course. A CAD and POI were developed for a 40-hour MCS-L Course. The course is intended to train soldiers how to operate the MCS-L in a Tactical Operations Center environment.

The staff was tasked to review, research, and answer initiatives on a wide variety of subjects including minimum class size, additional 2S positions, E-5 attendance of the course and allowing all NCOs to attend on a space available basis.

# **DIRECTORATE OF EVALUATION AND STANDARDIZATION/ QUALITY ASSURANCE OFFICE**

## **Mission**

The USASMA, Quality Assurance Office (QAO), assists and accredits all NCO Academies and promotes excellence of education through endorsing quality NCOES instruction that focuses on improving collaboration, teaching methodologies, technology, and standardized curriculum that meets the competency needs of the Legacy/Interim Force and seeks to meet the demands of the Objective Force.

## **Organization and Staff**

The year of 2002 brought about many changes within the Directorate of Evaluation and Standardization (DOES). First and foremost the office went from DOES to QAO, Quality Assurance Office. DOES started out the year with SGM Anthony Parker as the director. The evaluators during his tenure were SGM Phillip Douglas, SGM Robert Ridgeway, SGM Michael Peterson, SGM John Griffin, MSG Dwight Cobb, MSG Irene Torkildson, and SFC Luis Juan. In April 2002, DOES became QAO and with the name change, came a new director, SGM David Putnam. During SGM Putnam's tenure, the evaluation teams consisted of SGM John Griffin, SGM Michael Peterson, MSG Dwight Cobb, MSG Irene Torkildson, MSG Kevin Simmons, SFC Luis Juan, and SFC Gerald Boler. The QA Office also acquired a Training Developer, Ms Rose Paarmann, and an Administrative Assistant, SPC Chris Bilbro.

Currently, the Internal Evaluations Branch consists of three evaluation teams with 2-3 persons (military) per team in support of approximately 32 NCOAs' accreditations per year. These teams assess and accredit the NCOAs' ability to conduct training and 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).

## **Major Activities**

### **Internal Evaluations**

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

Requirements for internal evaluations consist of assessing and accrediting 97 NCOAs worldwide which include: 21 Proponent School NCOAs and 11 FORSCOM NCOAs. Annually, this translates to approximately 32 FORSCOM/TASS NCOAs and 7

proponent schools and their NCOAs. Additional internal evaluation requirements transcend to assessing and assisting the USASMA, Directorate of Training and Doctrine (DOTD), as the NCOES training development proponent, in the development, delivery, and implementation of 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.

### **Need for External Evaluations Branch**

Toward the end of the year requirements for an external evaluations branch became a major priority to stand up. External evaluations translate to determining if soldiers can meet job requirements, need all the instruction they received, and/or need additional instruction they did not receive. "Are we teaching the right material?"

The External Evaluations Branch would eventually take raw data from End-of-Course Critiques (EOCC) and field surveys, compile, review, and analyze the data. Analysis of data collected would lead to immediate relevant design changes that would meet the needs of the Force in the Contemporary Operational Environment (COE). Previous updates were completed without properly identified actual needs analysis data, but rather because of a need for change which was about every three years.

The QA Office has the responsibility of ensuring the instructors in the field meet all instructor qualifications to include all necessary schooling and experience level. The QA Office verifies that each instructor is not only qualified but also is dynamic enough to ensure the students want to learn. The instructors are the cream of the crop and utilize their career experiences to reinforce the subjects being taught.

### **Name Change**

The name, "Quality Assurance Office" speaks for itself. The cornerstone of NCOES training is found at USASMA, if we deliver quality-training programs, then we can expect quality training program implementation. The evaluation teams essentially are doing a quality control check on the instructors, the resources used, the facilities, the students, and the method of instruction. Any deficiency noted that has not been fixed prior to the end of the accreditation visit, is relayed back to the NCOA for their plan of action to correct in the future.

With the name change and some staff members, comes the change in methodology. The QA Office accreditation teams migrated from being black hat evaluators to white hat evaluators. The intent of the teams is not to fail an academy, but to assist and ensure all academies are teaching the right material, to the right soldier at the right time. The evaluation teams provide as much assistance prior to their arrival at the Academy to ensure fewer deficiencies. The support provided prior to the accreditation visit consists 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 reviews these documents and provides feedback/recommendations on how to fix the deficiencies. A final look of the documents happens on site as a final check. On site, the team uses various job aids to assist them to ensure a complete evaluation is done. Again, any deficiencies noted, are addressed on the spot and the NCOA staff member working with the accreditation team is encouraged to fix on the spot or as soon as possible.

### **Accreditations**

During TY 2002, the QA Office visited 31 academies for accreditation and placed 2 academies on Probation level II (Infantry School in Fort Benning, GA, the 8th Brigade Military Police proponent school in Puerto Rico). Probation Level II requires a revisit by USASMA at the academy's expense. (Both academies were subsequently accredited).

### **Accreditation Visit Schedule for TY 02:**

03-06 JAN 02	District of Columbia RTI
10-13 JAN 02	Georgia RT
10-13 JAN 02	West Virginia RTI
17-20 JAN 02	Asheville RTI
25-27 JAN 02	Virgin Islands RTI
31 JAN-03 FEB 02	Alabama RTI
31 JAN-03 FEB 02	Kentucky RTI
07-10 FEB 02	Delaware RTI
07-10 FEB 02	Florida RTI
11-15 FEB 02	Ft Benning, GA
15-17 MAR 02	Tennessee RTI
18-29 MAR 02	Eastover, SC NCOA BN (ADT/IDT/ISG and BSNCOB Courses)
25-29 MAR 02	Fort Rucker, AL
08-12 APR 02	Fort Lee, VA
14-17 APR 02	Fort McCoy, WI (ISG and BSNCOB Courses Only)
22 APR-05 MAY 02	Fort Eustis, VA/Fort Indiantown GAP, PA NCOA BN (ADT/IDT/ISG and BSNCOB Courses)
29 APR-03 MAY 02	SWC Fort Bragg, NC
10-21 JUN 02	Fort Gordon, GA/Fort Rucker NCOA, AL
17-21 JUN 02	Puerto Rico NCOA (ADT) ANCOB/BNCOB/PLDC
15-26 JUL 02	Fort Benning, GA/Fort Meade, MD
17-20 OCT 02	Vermont RTI

31 OCT - 03 NOV 02	Rhode Island RTI
31 OCT - 03 NOV 02	North Dakota RTI
05-08 NOV 02	Fort Bliss, TX
14-17 NOV 02	South Dakota RTI
05-08 DEC 02	New Jersey RTI
12-15 DEC 02	Colorado RTI

\*Note: (RTI) - Regional Training Institute

# INFORMATION MANAGEMENT DIRECTORATE

## Mission

The Information Management Directorate academy provided support by developing an information management policy for the academy in conjunction with the Ft. Bliss Directorate of Information Management and higher headquarters. It provided the repair and installation support for the computers and delivered the mail.

## Organization and Staff

Mr. Victor Ortega was the chief of the directorate for the entire year. There were a few personnel changes as noted below. One soldier ETSed, one soldier was transferred and three soldiers were assigned to IMD during this year:

SSG James Johnson	ETS
SGT Grace Edwards	Transferred to BN
SSG Kelvin Williams	
SPC Andria Steward	
PVT Joshua Collins	(1st 71L to fill vacancy)
SGM Michael Lennartz	Retired
SGM Steven Peterson	Retired
SPC Jessie Eckard	PCS
PVT Joshua Collins	Transferred to BN
SGM George Moriarity	
SGM Ronald Phillips	

One soldier was transferred, one soldier PCSed, two soldiers retired and two soldiers were assigned to IMD during this year:

## Significant Events

### World Class Academy Initiative

As part of the World Class Academy Initiative the academy got funding for the USAISEC Implementation Plan. The plan called for a general upgrading of information systems at the Academy. The upgrade of the Academy's LAN and ATM to 100mbs was completed in the summer. LAN lines for the entire Academy were upgraded as well. Funding provided for the replacement of some obsolete servers at the Academy. Work was begun late in the year and was still taking place at the end of the year.

## **Classroom XXI**

In September contractors completed installation of the second and third of six projected Classroom 21s (CRXXI) rooms 604 and 605. Some capability split from room 605 to accommodate FSC Distance Learning requirements in room 310. Planning began for installation of the fourth CRXXI began. Plans called for it to be installed at end of the second quarter of FY 2002.

## **Used Computers**

The academy received and began installing one hundred microcomputers from DISA for use in the classrooms. The microcomputers had been excessed by DISA and came to USASMA in a variety of disrepair. IMD obtained and installed missing software and other components so the systems could be connected to the LAN. Year-end funding enabled the academy to purchase projectors for the classrooms. At the end of the year they were being installed in the classrooms.

## **Local Area Network Accreditation**

New accreditation documents prepared for the Academy's LAN with initial inspection taking place in December. Initial findings indicated accreditation would be approved. Security measures implemented to meet regulatory guidance that required work at all the computers at the academy.

## **Web Page Improvements**

The academy's web page expanded to include more information as well as course materials that could be downloaded. The directorate added server-based applications to improve distribution methods and upgrades to software.

## **Computer Redistribution**

During the year directorate personnel implemented the academy's first organized computer redistribution plan.

## **LRC Computer Conversion**

Learning Resource Center (LRC) received new equipment and was converted from using UNIX based operating system to Windows 2000.

## **Move of Office**

IMD transferred from Bldg. 11291 to Bldg.11274 by end of October with minimal interruption of service. Ther server room in Bldg. 11292 and the webmaster location were not affected.

# HEALTH PROMOTIONS OFFICE

## **Mission**

The USASMA Health Promotion Office mission is to improve quality of life for the entire USASMA family through wellness and injury prevention marketing, education and intervention.

## **Vision**

Beginning FY 04 USASMA Health Promotions Office will fall under the Army Physical Fitness Research Institute (APFRI), which is located at the Army War College. As an extension of APFRI, USASMA HPO will expand services by providing into a state-of-the art health and wellness center. APFRI will establish a Senior Leaders Fitness Program that will be staffed with a multidisciplinary team energized to improve quality of life for the entire USASMA family.

## **Goals**

The HPO sought to establish the USASMA HPO as a satellite of APFRI. As a satellite it could partner with APFRI to develop and employ the Surgeon General's Senior Leaders Fitness Program. It could also expand services for student, staff and faculty and spouse programs.

## **Objectives**

Coordinate with the Army War College (AWC) and the Center for Health Promotion and Preventative Medicine to implement the Surgeon General's wellness initiatives for Senior Leaders.

Partner with CHPPM to ensure the appropriate staffing and budget to implement the Senior Leader's Fitness Program.

Determine if space needs sufficient to implement the Senior Leaders Fitness Program.

Establish metrics common to both the AWC and USASMA

Collect Research Quality Data for Baseline and Outcome Measures.

Standardize Intervention and Education Programs for APFRI.

Improve Case Management for students with medical issues.

Establish replacement cost and timeline for all Hand received Items.

## **Organization and Staff**

Major Brian Boutilier was chief of the HPO for the year. The staff consisted of the NCOIC, MSG Hurell, and a CSM(D) from class 52 SGM Ricky Knox. The remainder of the help was from students.

## **Major Events**

### **Resident class 53 In-processing**

HPO ran this operation smoothly with the assistance of WBAMC medics and SGM students that in-processed early. Incorporated into HPO in-processing was EFMP survey and cardiovascular Risk screening quality assurance. The bulk of the cardiovascular risk screening (82%) had occurred via the mail prior to the students' arrival.

### **Health Risk Assessments**

SGM Knox, MSG Hurell and medics from WBAMC ran the HRA evaluation for all the class 53 students. They measure strength, flexibility and body composition.

### **Musculoskeletal Evaluation and Treatment**

Major Boutilier is a Physical Therapist credentialed through WBAMC. In this capacity he provides student staff, faculty and family member with evaluation and limited treatment of musculoskeletal injuries. His effort are geared toward injury prevention through early treatment and education.

### **Class 53 Lecture Series**

Major Boutilier briefed the class on a variety of topics to include: Overview of Health Promotions, Injury Prevention, Running Shoe Selection, Physiologic Differences and Smoking Cessation

### **Cardiovascular and Components of Fitness Outbriefs**

Major Boutilier explained to each student their respective cardiovascular risk, and how to modify high risk during a 30-minute session. Included in most session were advise on exercise, fitness and nutrition tips. Also included was a running shoe analysis designed to prevent injury.

### **Medical Coverage**

The HPO staff provided medical coverage for First Sergeants, Course, Battle Staff and Sergeants Major course APFTs.

### **Non-Resident Course**

HPO provided for the Cardiovascular Risk Screening for the 02 NRC SGM class. They also coordinated for Paramedics, and provided medical coverage the student APFTs.

### **Flu Shots**

Flu shot were given to all of A and B Company by preventative medicine Ft Bliss, and coordinated with the help of HPO (SGM Knox) and S3 this year. USASMA Staff and faculty were also afforded the same opportunity.

### **Strategic Planning**

Major Boutilier served as facilitator for one group of the strategic planning committees. The groups combined efforts assisted both the outgoing executive group, and the incoming Commandant and Assistant Commandant in their transition.

### **Spouse HRAs**

The entire HPO staff provided spouse Health Risk Assessments. Major Boutilier gave the oufbriefs that included cardiovascular risk modification, and diet and exercise advice as needed.

### **Smoking Cessation**

HPO put on one Cessation Class with the assistance of Community Health and WBAMC Nutrition Service. The class started with 40 students signing up, 30 attending the first lecture and 18 complete all lectures, and quit smoking.

### **Blood Drives**

A student from class 53 was the POC for coordinating the blood drive this year. HPO assisted them in coordinating with S3 for time, date, location and advertising.

### **Student Out-processing**

Student out-processing was facilitated by HPO. We helped with arranging and SRP for students who were moving overseas. SGM Knox worked closely with WBAMC Dental Section to process all of the CAT IV students. Medical and Dental records were returned to students a month prior to leaving.

### **Community Service**

The HPO staff assists with various community events for USASMA and FT Bliss and WBAMC during the year. Included are unit safety day, Commander and first Sergeant Orientations, and other lectures and services for the community and WBAMC.

# **ARMY NATIONAL GUARD ADVISOR**

## **Mission**

The Army National Guard Advisor provides coordination between the students attending the course and the Sergeants Major Academy staff prior to the student's arrival at USASMA. After arrival and in-processing, the Advisor assists the students with any component unique problems and situations that require home station coordination. The ARNG Advisor also keeps the Commandant, Assistant Commandant and the command Sergeant Major up to date on all ARNG initiatives, operations and changes regarding policy and procedures.

## **Personnel**

Sergeant Major Frank A. Cappel III is the current ARNG Senior Enlisted Advisor to USASMA and has served in this position since 13 March 2000. Additionally, the ARNG Sr. Enlisted Advisor serves as the United States Army Reserve Advisor, since there was no backfill of this position by the Army Reserve when SGM Mary Starmer departed in December of 2000. The USAR Senior Enlisted Advisor/Liaison still remains vacant.

The AGR strength at USASMA remained a focal point for the Advisor in an attempt to fill all eleven positions, some of which had been vacant for over 18 months. End of year results = All positions filled and one new position added to the NR SMC. There was no ADSW funding available at NGB to assist the NRC with additional administrative help in 2002.

## **Major Accomplishments**

### **ARNG Students**

The ARNG had 13 students in Class 53 of the resident Sergeants Major Course. Ten were Active Guard/Reserve (AGR) soldiers, one was a military technician, and two were M-Day soldiers. There are twelve soldiers remaining since one M-day was sent home for reasons not of his doing (family emergency). He is eligible to return in the future. As of now, it appears that all 12 will graduate in May 2003. One of the students is scheduled to remain after graduation to serve as a Faculty Advisors for the nonresident Sergeants Major Course.

There were no APFT failures and no soldier reported in outside the established weight limits of Army Regulations.

### **Orientation Program**

The ARNG Senior Enlisted Advisor planned, coordinated and executed the Reserve Component Orientation Program for the 79 students of resident Class 53 in April of 2002. The orientation was held at the Holiday Inn Airport in El Paso and at the Centennial Club on Biggs Field. The problem areas associated with this event were minimized this year but there continues to be problems with funding on the USAR side of the house such as rental cars, registration fees and invitational travel orders. Initial plans were made for the Orientation of Class 54, which as stands now will be entirely at USASMA except for Billeting, which will be at the Holiday Inn, once again.

### **Guest Instructors for the NRC**

The ARNG Senior Enlisted Advisor arranged for, and coordinated the funding of 5 soldiers from various commands throughout the ARNG to serve as Guest Instructors for Class 27 resident phase of the nonresident Sergeants Major Course.

# **RESOURCE MANAGEMENT OFFICE (RMO)**

## **Mission**

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

## **Organization and Staff**

The academy does not have its own resource manager. The Directorate of Resource Management (DRM), Fort Bliss, Texas provides resource management services and support to the academy. The DRM is located at Building 1, Fort Bliss, Texas. CPT Duane Miller was the RMO until he PCSed in July 2002. CPT Charles St.Clair replaced CPT Miller in August 2002. Ms. Elizabeth Clay and PFC Gene Earnest assisted CPTs Miller and St.Clair. Mrs. Maria Betts was assigned by the DRM to assist with the fiscal year-end closeout process.

## **Major Activities**

The total budget for FY 2002 was \$2,813,581. This figure does not include the pay of military personnel assigned to the academy.

In the following pages p. 33 shows the academies' budget. Page 34 gives a breakdown of labor costs while page 35 shows contract costs. Page 36 gives a comparison of the FY 2001 and FY 2002 budges and shows an overall decline in funding level.

COL DeWitt specifically asked for an RMO who could provide analysis of the budget as well as crunch the numbers. He had CPT Duane Miller concentrate on custodial services and the cost of providing extension classes to the academy. Pages 36-40 provide some insight into the process of determining the cost and level of service the academy considered and finally accepted for FY 2002. There were lots of complaints about the level of custodial service. Part was due to what minimal levels the academy was willing to pay for and a lot of it had to do with the need for constant pressure on the custodial contractors to actually do the work they contracted to do.

USASMA FY02 Budget

		FY02 TDY	FY02 Supplies	FY02 Contracts	FY02 Civilian	FY02 Reprogramming	Budget FY01	Budget FY02	TRADOC Funding
<b>CORE TRAINING ACCOUNT</b>	<b>323751.5</b>								
	RA10	CMD Grp	25,992.00	1,800	48,790	55,064		81,136	131,646
	RA12	Chaplain	-	2,558				4,200	2,558
	RA11	HPO	-	1,198				1,200	1,198
	RA20	Secretariat	-	1,969		104,318		102,964	106,287
	RA13	Protocol	-	750	3,861			4,750	4,611
	RA60	LRC	-	5,550	66,852	312,343		384,019	384,745
	RA00	NCO Journal	7,690.00	4,992	180,000	55,601		217,422	248,283
	RA14	Bn	-						
	RA21	S1	-	3,820				1,619	3,820
	RA30	Mid Mgr Course	-						
	RA50	Bn Ops	4,989.00	4,868	32,332	43,906		101,056	86,095
	RA15	A Co	7,885.00	3,400				4,406	11,285
	RA53	SMC	-	9,900	151,875			147,851	161,775
	RA16	NRC	-	7,473				7,473	7,473
	RA17	B Co	-	1,500				1,500	1,500
	RA52	FSC	-	9,900				9,900	9,900
	RA55	Battle Staff	4,400.00	15,500	2,124			26,900	22,024
	RA54	CSMC	30,000.00	1,500				31,500	31,500
	RA57	S4	-	7,266				7,266	7,266
	RA71	LMDC	-	8,000				8,000	8,000
	RA58	IMSO	8,661.00	3,500	4,160	40,019			56,340
	RA18	HHC	-	3,870				5,600	3,870
	RA24	Eng	-	200					200
	RA19	Historian	1,457.00	1,500				3,057	2,957
	RE70	IMD	-	12,348	2,503	108,640		123,222	123,491
	Special	Ft. Bliss Printing					184,992	89,000	184,992
	Special	Base Commo					4,000	4,000	4,000
	Special	Ft. Bliss Eng WO					15,000	2,850	15,000
	Special	GSA Vehicles					27,000	27,000	27,000
	Special	Custodial					10,713	10,713	10,713
	Special	Postal					25,000		25,000
RA67	Cdrs Withhold						44,208	42,473	
<b>Total 323751.5</b>		<b>91,074.00</b>	<b>113,362</b>	<b>492,497</b>	<b>719,890</b>	<b>266,705</b>	<b>1,828,012</b>	<b>1,576,000</b>	<b>1,576,000</b>
<b>DOID/DOES</b>	<b>324772</b>								
	RC40	DOTD	33,992.00	26,358	2,800	858,087		1,299,374	921,237
	RC81	Title XI						85,000	-
	RC80	Active Component	115,231.85	6,000				42,508	121,232
	Special	Ft. Bliss Printing						31,500	-
	RC85	Cdrs Withhold						12,456	116,531
<b>Total 324772</b>		<b>149,223.85</b>	<b>32,358</b>	<b>2,800</b>	<b>858,087</b>	<b>-</b>	<b>1,060,838</b>	<b>1,039,000</b>	<b>1,039,000</b>
<b>MUSEUM</b>	<b>325796.45</b>								
	Special	Custodial					63,651	38,296	63,651
	Special	Ft. Bliss Printing						25,355	-
	RD30	Museum	1,435.00	7,400		126,095		131,348	134,930
<b>Total 325796.45</b>		<b>1,435.00</b>	<b>7,400</b>	<b>-</b>	<b>126,095</b>	<b>63,651</b>	<b>194,999</b>	<b>198,581</b>	<b>195,000</b>
<b>Total USASMA</b>		<b>241,732.85</b>	<b>153,120</b>	<b>495,297</b>	<b>1,704,072</b>	<b>330,356</b>	<b>3,083,849</b>	<b>2,813,581</b>	<b>2,810,000</b>

323751

EOR	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
GS Strength	13	13	14	14	14	14	14	14	14	14	14	14
GS Hours	2,392	2,288	2,352	2,576	2,240	2,352	2,464	2,576	2,240	2,576	2,464	2,352
WG Strength	2	2	2	2	2	2	2	2	2	2	2	2
WG Hours	368	352	336	368	320	336	352	368	320	368	352	336
25**	71		18	18	18	18	31	18	18	18	18	22
26** Total	9	8	31	8	10	31	11	9	32	9	30	8
Civ Pay	63	63	60	68	58	64	61	67	61	64	67	58
21**	8	15	8	11	10	4	7	10	9	4	4	6
24**		160										
Reprogrammings												
SAG325IM			21	21	21	21	21	21	21	21	21	21
SAG326	1	1	1	1	1	1	1	1	1	1	1	1
SAG32COM			1	1	1	1	1	1	1	1	1	1
SAG325GSA	2	2	2	2	2	2	2	2	2	2	2	2
	155	249	143	129	120	140	135	128	144	119	144	119

324772

GS Strength	17	17	17	17	17	17	17	17	17	17	17	17
GS Hours	3,128	2,992	2,856	3,128	2,720	2,856	2,992	3,128	2,720	3,128	2,992	2,856
25**	3											
26** Total	3	3	35	3	3	35	3	3	35	3	35	3
Civ Pay	77	77	73	83	72	79	76	83	75	79	83	72
21**	3	11	19	20	14	15	12	17	11	15	15	13
24**												
	86	90	127	106	89	129	91	102	121	97	133	88

32579645

GS Strength	2	2	2	2	2	2	2	2	2	2	2	2
GS Hours	368	352	336	368	320	336	352	368	320	368	352	336
25**												
26**		4		1		2						
Civ Pay	10	10	10	11	10	11	10	11	10	11	11	10
21**							1					
24**												
Reprogrammings												
SAG325BO			60									
	10	15	70	12	10	13	12	11	10	11	11	10
TOTALS	251	354	340	247	219	282	238	242	275	227	289	217

FY02 Contracts

	Activity	Total Contracts	Contract	\$\$	Executed	Contract Dates From To
323751.5						
RA00	NCO Journal	160,000.00	Gov't Print Office	160,000.00	X	
RA10	Cmd Grp	1,653.20	GTE Mobilnet	860.80	X	1-Oct-00 30-Sep-01
			Cable	792.40	X	1-Oct-00 30-Sep-01
RA13	Protocol	4,000.00	Honorariums	2,983.80	X	
			GTE Mobilnet	1,016.20	X	1-Oct-00 30-Sep-01
RA50	Bn Operations	37,724.48	Bus for SMC/NRC	29,392.48	X	1-May-01
			El Paso Civic Center	2,500.00		
			J-MARS Copier Service	932.00	X	1-Oct-00 30-Sep-01
			Centennial Club (SMC Open)	900.00		
			South Coast Audio	4,000.00		
RA60	LRC	69,461.42	Fedlink	32,325.00	X	1-Dec-00 30-Sep-01
			Bell&Howell (NY Times)	6,573.00	X	1-Jan-01 31-Dec-01
			References	7,411.85	X	1-May-01
			Minolta Maintenance	1,581.00	X	1-Oct-00 30-Sep-01
			Renew Periodicals	1,026.00	X	1-Jan-01 31-Dec-01
			El Paso Times	140.00		
			Phoenix Binders	3,000.00		
			Bell&Howell (Microfiche)	2,329.11		31-May-01
			SIRSI	11,765.00		
			Hewlett Packard (UNIX)	3,310.46	X	1-Dec-00 30-Sep-01
RA53	SMC	132,544.00	Surveys	2,655.00	X	23-Jan-01
			Learning Style	7,321.00		
			Response to Power Measures	1,080.00		
			Class Material	4,488.00		
			Parks College	117,000.00	X	1-Aug-00 31-Jul-01
			Books (Parks College)			
RA55	Bstaff	2,900.00	Best Power	2,900.00	X	1-Oct-00 30-Sep-01
RE70	IMD	2,503.44	Scanner's maintenance	1,003.44	X	1-Dec-00 30-Sep-01
			Copier maintenance	1,500.00	X	One time
RA75	BSNCOC DL	375,000.00	Civilian Labor Contract	375,000.00	X	1-Oct-00 30-Sep-01
	Totals	410,786.54				
324772						
RC40	DOTD	39,468.00	Civilian Labor Contract	36,700.00	X	1-Oct-00 30-Sep-01
			Datapoint PAC201	2,768.00	X	1-Oct-00 30-Sep-01
	Totals	39,468.00				
		<u>450,254.54</u>				

FY02 Contracts Estimates

Activity	Contract	FY01	FY02	Contract Dates	
				From	To
NCO Journal	Gov't Print Office	160,000.00	175,000.00	1-Oct-01	30-Sep-02
	Outsourcing for Illustrations	-	5,000.00	1-Oct-01	30-Sep-02
		160,000.00	180,000.00		
Crnd Grp	GTE Mobilnet	860.80	1,016.20		
	Adm Spec	-	46,981.20		
	Cable	792.40	792.40		
		1,653.20	48,789.80		
Protocol	Honorariums	2,983.80	3,000.00		
	GTE Mobilnet	1,016.20	860.80		
		4,000.00	3,860.80		
Bn Operations	Bus for SMC/NRC	29,392.48	28,500.00		
	El Paso Civic Center	2,900.00	2,900.00		
	Centennial Club (SMC Open)	900.00	-		
	South Coast Audio	4,000.00	-		
	J-MARS Copier Service	932.00	932.00		
		38,124.48	32,332.00		
IMSO	Van	-	3,800.00		
	GTE Mobilnet	-	360.00		
			4,160.00		
LRC	Fedlink	32,325.00	34,500.00	1-Oct-01	30-Sep-02
	Bell&Howell (NY Times)	6,573.00	6,700.00	1-Dec-01	n/a
	References	7,411.85	7,500.00		
	Minolta Maintenance	1,581.00	1,600.00	1-Oct-01	30-Sep-02
	Renew Periodicals	1,026.00	1,100.00	1-Dec-01	n/a
	El Paso Times	140.00	140.00	1-May	n/a
	SIRSI	11,765.00	12,000.00	1-Sep-02	31-Aug-03
	Hewlett Packard (UNIX)	3,310.46	3,312.00	1-Oct-01	30-Sep-02
		64,132.31	66,852.00		
SMC	Surveys	2,655.00	3,053.00		
	Learning Style	7,321.00	8,419.00		
	Response to Power Measures	1,080.00	1,242.00		
	Class Material	4,488.00	5,161.00		
	Parks College	117,000.00	134,000.00	1-Aug-01	31-Jul-02
	Books (Parks College)	-	-		
	132,544.00	151,875.00			
Bstaff	Best Power	2,900.00	2,124.00	1-Oct-01	30-Sep-02
IMD	Scanner's maintenance	1,003.44	1,003.44	1-Oct-01	30-Sep-02
	Copier maintenance	1,500.00	1,500.00	1-Oct-01	30-Sep-02
		2,503.44	2,503.44		
DOTD	Civilian Labor Contract	410,000.00			
	Datapoint PAC201	2,768.00	2,800.00		
		412,768.00	2,800.00		
<b>Total</b>		<b>820,278.63</b>	<b>539,926.84</b>		

### **Custodial Services on Fort Bliss**

Custodial service is provided to over two hundred buildings on Fort Bliss main post and McGregor Range. These services are provided by contract, with the Directorate of Public Works and Logistics being the proponent and administrators of the contract, along with the Directorate of Contracting. ACE Cleaning Services Inc. is currently contracted to provide these custodial services.

Due to dollar limitations, custodial services are extremely limited, which means that most facilities only receive a very basic service. There are six different levels of service in the contract, with each level being call a LOT, i.e. LOT IA, LOT I, LOT II, LOT III, LOT IV, and LOT V. LOT IA is the standard service that is provided to the Garrison occupied buildings on the installation. All other facilities, tenants/occupants have the responsibility to pick and pay for the level of service desired. The description of the services received in each LOT is listed below. Also, there are two lists below that show each facility that is on the custodial contract with the respective service being received.

Those organizations that wish to change the custodial services at their buildings must submit a request in writing, to include funding, square footage, floor plan of building, indicating the custodial services desired (LOT), and any other pertinent information, to the contract Quality Assurance Evaluator at: ATZC-ISE-PJ, ATTN: Oscar Perales, Contract Management and Services Branch, EPSD, DPWL. Organization must contact the contract Quality Assurance Evaluator for changes in service and not go directly to the contractor. Organizations that go directly to the contractor will be responsible for paying any resulting contractor claims.

It is important that all organizations have a POC for custodial services or establish a POC if they do not have one. This will help alleviate confusion and aid in getting better service. It will also keep unauthorized personnel from directing the contractor to do work that is not on the contract resulting in claims against the Government. Only the Contracting Officer can direct the contractor.

23 Jan 02

1 of 5

**USASMA Custodial Services**

Area	LOT	Sq. Ft.	\$/Sq. Ft.	Monthly Totals
11291 All	LOT I	23583	\$0.0478	\$1,127.27
Latrines	LOT II	595	\$0.0743	\$44.21
11292 All	LOT I	20539	\$0.0478	\$981.76
Latrines	LOT II	424	\$0.0743	\$31.50
11293 Latrines	LOT II	1040	\$0.0743	\$77.27
Hallways	LOT IV	30080	\$0.1008	\$3,032.06
11294 All	LOT I	30525	\$0.0478	\$1,459.10
Latrines	LOT II	366	\$0.0743	\$27.19
Total Monthly				\$6,780.37
Total Annually				\$81,364.42

*created 26 Nov 2001*

*EY2002*

*author facility engineer*

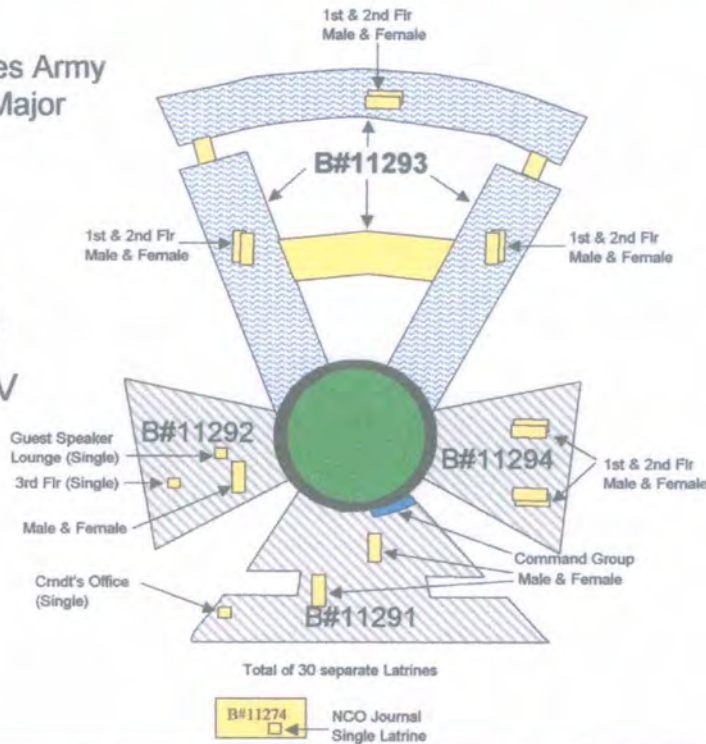
Task	Lot IA	Lot I	Lot II	Lot III	Lot IV	Lot V
Remove trash, sweep floors/vacuum carpets		W2	2W	D7	D5	3W
Clean Restrooms	W	W	2W	D7	D5	3W
Clean restroom walls	2M	2M	2M	M	M	M
Supply restrooms	2W	2W	2W	D7	D5	3W
Clean showers		2M	2M	3W	3W	3W
Spot mop floors		W2	W2	D7	D5	3W
Damp mop floors		M	M	D7	D5	3W
Clean drinking fountains		W2	W2	W	W	W
Spray, buff floor		M	M	W2	W2	W2
Dust furniture, clean glass		M	M	W	W	W
Dusting/up to a height of 7ft		Y	Y	6M	6M	6M
Strip/seal/wax floors		Y	Y	6M	6M	6M

LEGEND
W=1x per week
2W=2x per week
3W=3x per week
D4=1x per day/4 days a week
D5=1x per day/5 days a week
D7= 1x per day/7 days a week
M=1x per month
6M=1x every 6 months
2M=2x each 6 months
Y=1x per year
W2=1x every 2 weeks

**United States Army  
Sergeants Major  
Academy**

**LEGEND**

-  Lot I
-  Lot II
-  Lot IV



Total of 30 separate Latrines

Bldg#	Occupant	Lot 1A 0.0403		Lot 1 0.0478		Lot II 0.0743		Lot III 0.1209		Lot IV 0.1008		Lot V 0.0662		Total
		Sq Ft	\$	Sq Ft	\$	Sq Ft	\$	Sq Ft	\$	Sq Ft	\$	Sq Ft	\$	
11236	USASMA	85	\$37.81			162	\$144.44							\$0.00
11274	USASMA PO	52	\$23.13											\$144.44
11291	USASMA	595	\$264.88	22838	\$12,209.19	1340	\$1,194.74							\$13,403.94
11292	USASMA	424	\$188.61	20539	\$10,980.15	424	\$378.04							\$11,368.19
11293	USASMA	2699	\$1,200.62			1040	\$927.28			30080	\$36,384.77			\$37,312.03
11294	USASMA	366	\$162.81	30525	\$16,318.67	366	\$326.33							\$16,644.99
														\$78,863.59

COA 1												
As is												
Bldg#	Occupant	Lot IA 0.05707		Lot I 0.04468		Lot II 0.0388		Lot III 0.11121		Lot IV 0.0388		Total
		Sq Ft	\$	Sq Ft	\$	Sq Ft	\$	Sq Ft	\$	Sq Ft	\$	
11236	USASMA	85	\$37.81									\$0.00
11274	USASMA PO	52	\$23.13								182	\$155.25
11291	USASMA	595	\$284.88	29384	\$15,708.89					608	\$879.93	\$155.25
11292	USASMA	424	\$188.81	28864	\$15,430.89						534	\$511.74
11293	USASMA	2909	\$1,200.82							38182	\$40,586.20	\$16,388.82
11294	USASMA	366	\$182.81	25259	\$13,503.48						579	\$554.87
												\$14,058.33
												\$87,140.84
												\$ 57,000.00
												\$30,140.84

COA 2												
All existing services move to Lot I												
Bldg#	Occupant	Lot IA 0.05707		Lot I 0.04468		Lot II 0.0388		Lot III 0.11121		Lot IV 0.0388		Total
		Sq Ft	\$	Sq Ft	\$	Sq Ft	\$	Sq Ft	\$	Sq Ft	\$	
11236	USASMA	85	\$37.81									\$0.00
11274	USASMA PO	52	\$23.13	182	\$88.81							\$88.81
11291	USASMA	595	\$284.88	29990	\$16,032.85							\$16,032.85
11292	USASMA	424	\$188.81	29398	\$15,718.17							\$15,718.17
11293	USASMA	2909	\$1,200.82	38182	\$19,342.90							\$19,342.90
11294	USASMA	366	\$182.81	25838	\$13,812.99							\$13,812.99
												\$84,991.32
												\$ 57,000.00
												\$7,991.32

COA 3												
Current Lot I no change, current Lot IV and V move to Lot II												
Bldg#	Occupant	Lot IA 0.05707		Lot I 0.04468		Lot II 0.0748		Lot III 0.1121		Lot IV 0.0388		Total
		Sq Ft	\$	Sq Ft	\$	Sq Ft	\$	Sq Ft	\$	Sq Ft	\$	
11236	Museum	85	\$37.81									\$0.00
11274	NCOJ					182	\$144.44					\$144.44
11291	HOA Latrines/Office	595	\$284.88	22838	\$12,209.19							\$12,209.19
11292	Auditorium Latrines			20539	\$10,980.15	1340	\$1,194.74					\$1,194.74
11293	Acad Wings					424	\$378.04					\$10,980.15
11294	LRC (Latrines)			30525	\$16,318.87	366	\$328.33			33819	\$40,907.48	\$378.04
												\$40,907.48
												\$16,844.98
												\$82,459.02
												\$ 57,000.00
												\$25,459.02

COA 4												
Existing Lot IV and V moved to Lot II, auditorium/NCOJ moved to Lot I from current Lot V												
Bldg#	Occupant	Lot IA 0.05707		Lot I 0.04468		Lot II 0.0748		Lot III 0.1121		Lot IV 0.0388		Total
		Sq Ft	\$	Sq Ft	\$	Sq Ft	\$	Sq Ft	\$	Sq Ft	\$	
11236	USASMA	85	\$37.81									\$0.00
11274	USASMA PO	52	\$23.13	182	\$88.81							\$88.81
11291	USASMA	595	\$284.88	29384	\$15,708.89			908	\$540.31			\$16,249.00
11292	USASMA	424	\$188.81	29398	\$15,718.17							\$15,718.17
11293	USASMA	2909	\$1,200.82					36182	\$32,259.87			\$32,259.87
11294	USASMA	366	\$182.81	25259	\$13,503.48			579	\$518.24			\$14,019.70
												\$14,019.70
												\$78,331.34
												\$ 57,000.00
												\$21,331.34

created 11 Dec 2001, author Duane Miller

# UNIT MINISTRY TEAM

## **Mission**

Historically the USASMA chaplain is dual-tasked between school instructor and installation chaplain for Biggs Chapel. Actually there are three key roles – school instructor (classroom and curriculum writing), school chaplain (soldier and family care), and chapel pastor (supervision, worship leader, and pastoral care). With Operation Iraqi Freedom this job took on another role in terms of rear detachment religious area coverage and project officer taskings from the Staff Installation Chaplain. The role of the chaplain assistant continues to primarily support Biggs Chapel and the community function of the Annex.

Due to the past workload the work of the USAMA chaplain focused upon pastoral care of students and family members and the pastoral role at Biggs Chapel. With the new changes in USASMA leadership the Strategic Plan, the chaplain's role will focus more on classroom instruction and curriculum development.

## **Personnel Changes.**

### **Losses**

CH (MAJ) William Barefield to Deputy Division Chaplain, 2 ID, Camp Red Cloud, Korea on 1 June 02.

SGT Charles Bonderant (Chaplain Assistant) to the Signal BDE in Yongsan, Korea on 1 October 02.

CSM-D Erik Frey (Class 51) to 1 AD in Germany on 1 June 02.

CSM-D Sean Watson (Class 52) to 10 ID (MTN) on 1 Oct 02. CSM Watson was a platoon sergeant for Task Force Ranger in Somalia. There is background information for him located in Blackhawk Down by Mark Bowden.

CSM-D Rick St. Cyr (Class 53) to 13 COSCOM at Fort Hood on 15 Jan 03. CSM St. Cyr's new battalion immediately deployed to Southwest Asia in support of Operation Iraqi Freedom.

### **Gains**

CH (MAJ) Jeffrey L. Zust arrived on 1 June 02. CH Zust recently completed his Advanced Civilian Education assignment and graduated from Princeton Theological Seminary with a Masters of Theology in Ethics. His academic work, completed in conjunction with Princeton University, concentrated on the effects of asymmetrical

warfare upon current Just War theory and the role of character ethics in the development of a military vocation. He is an ordained pastor, belonging to the Southwest Minnesota Synod of the Evangelical Lutheran Church in America. His previous active and reserve duty assignments included; US Air Force Reserve Chaplain at Offutt AFB, US Army Minnesota National Guard, Fort Stewart, GA, Korea, and Fort, Bragg, NC.

SPC Valerie Hoang arrived on 1 July 02. SPC Hoang was assigned as the USAMA Chaplain Assistant directly after completing her AIT at Fort Jackson. She was born in Vietnam in 1974 and moved to the United States with her family in 1991. Her father served with the South Vietnamese Air Force prior to the fall of Saigon, after which he was imprisoned for many years before he was allowed to immigrate to the United States. SPC Hoang grew up in western rural areas of Vietnam with her mother, a school teacher, and her brothers. SPC Hoang has a BA degree in business administration from the University of California—Santa Barbara.

### **Chronology of Events, 1 June 2002 – 1 June 2003**

#### June 2002

CH Barefield and CSM Frey left and CH Zust arrived. CSM- designees SGM Watson and ST. Cyr began to work with the chaplain.

The old Education Building 11274 was condemned and torn down.

The Installation Chaplain reorganized worship services at the Biggs Chapel and the Gospel congregation joined the Gospel service at Sage Hall on main post.

#### July

SPC Hoang arrived

The UMT relocated its office into the old Post Office Building in order to free up space in the Annex building (11276) for classrooms.

#### August

Class 53 registered and the chaplain conducted welcome visits to new families to the housing area.

Vacation Bible School for 58 children ages 4 through middle school.

#### September

The academy began a reorganization, We relocated our offices into USASMA (room 501 in Bldg 11293), and began self-help projects to repair the Annex and the Annex grounds.

We ordered two new, two-room trailers with end of the year funds to serve as classrooms to be located behind building 11276. The commandant also relocated a storage building behind Bldg. 11276 to support the chapel program.

We Began planning to close the Bainbridge house and move the Ultima Spouses into the Annex.

The Annex became a community center with 14 different groups using the facility.

The UMT began the fall Protestant Program at Biggs Chapel. It included a choir, Sunday school, a praise and worship team, and a youth group.

The fall student programs began with ethics and spirituality lectures, and a series of Bionic (Believe it or not I Care) pizza lunches in the small group rooms.

## October

SGT Bonderant and CSM Watson left.

The new education Trailers arrived.

Students began re-roofing the Annex building.

We began a project intended to accredit the academy with local universities. We also began to plan for instructor certification with Park University in order to conduct courses at USASMA. This arrangement was designed to provide students with reduced fees and a savings on tuition assistance costs for the Army.

## November

The students and community volunteers finished the Annex roof, and painted the inside of the Annex. All the work was accomplished by the students and community volunteers.

Conducted the Fall Prayer Breakfast which was led by the Chaplain Committee. CSM (R) Vereen was the speaker.

The education trailer power hook-ups were completed, and we began using the trailers.

Begin rear detachment support for units deploying to Operation Iraqi Freedom.

## December

The UMT conducted the Christmas tree lighting ceremony in the USASMA auditorium and courtyard.

We also conducted the first Candlelight Christmas eve services at Biggs Chapel.

CH (MAJ) Grant Johnson, Garrison Chaplain, left the Biggs Chapel to assume duties as the 1st CAV Division's Deputy Chaplain. CH Johnson assisted at Biggs for 3 years.

Begin work on NCOES ethics training.

## January 2003

CSM St. Cyr left.

The chaplain attended the Joint Services Conference on Professional Ethics in Washington, DC.

He presented ideas for a new ethics decision model to the TRADOC Training Chaplain.

Published "The Ethical Land Navigation Model" in the Jan 03 *NCO Journal*.

The Ultima Spouses relocated to the Annex building (11276).

## February

Chaplain Barefield conducted a Post-Wide Chapel Youth Ski Retreat.

He was appointed the projected officer for the Post-Wide Youth Ski Retreat.

CH Barefield increased his support for deploying units to Operation Iraqi Freedom.

## March

Lent Worship Services were held every Wednesday.

On 20 March the ground war began in Iraq.

On 23 March the 507 Maintenance Company was ambushed in Iraq and the chaplain began to support the death notification teams.

CH Barefield supported the 24 hour chaplain rotation in the Fort Bliss Family Activity Center.

The chaplain contributed to the work on the Army Soldier's Guide by providing articles on the Warrior Ethos, ethics, and combat trauma.

## April

The UMT supported the memorial service for 507 Soldiers.

CH Barefield was the project officer for Post-Wide Easter Service. This was the first time it was held at the Stout Track and field. It was also nationally televised because of Fort Bliss's role in recent wartime events.

The Spring Student Prayer Breakfast was led by the Chaplain Committee. SGM Mainor was the speaker.

## May

The Chaplain's Committee, with help from the local Boy Scouts, Biggs Chapel, and the Chapel Center One finished building a security fence for the New Life Home Center in Tornillo, TX. This completes a service project begun by Class 51. They also conducted a clothing drive for the Guadalupe Mission in Mexico.

USASMA receive \$142,800 post funds for the Biggs Chapel renovation.

Baccalaureate Service -- the guest speaker is CH (COL-R) John Brinsfield, the historian from the USA Chaplain Center and School. His topic was: "Education for Leadership in Challenging Times."

## Programs

This year was characterized by many transitions brought about by changes to the Unit Ministry team personnel. Other changes occurred as the UMT's role changed within USASMA. These were programming changes.

### **Ethics Training**

This year we began to re-look at the way ethics training occurs at the NCO levels. Unlike officers who are taught ethics by Subject Matter Experts (SMEs) with graduate degrees – NCO ethics training is driven by Training Support Packages (TSPs) taught by instructors who are “generalists” and must depend upon the TSP for their own knowledge base. Since NCO ethics training is a part of the core curriculum written at USASMA, this creates a critical requirement for a chaplain is input into the lesson development. Currently we are rewriting all NCO ethics lessons beginning at PLDC. So, this is a prime opportunity to provide input for NCO ethics lesson development. The main issue is not time spent on the subject, but content (ethical systems and decision making) and method (scenario-driven training).

This year the commandant generated a request to TRADOC for guidelines to shape the content for NCO ethics training. Currently no such guidelines exist. At the writing of this history we are currently writing an Information Paper to TRADOC summarizing this problem and offering some solutions.

### **Accreditation and Instructor Certification**

This year the commandant began consultation to fully accredit all course work taught at USASMA, the goal is to make the course reflect the structure of the War College. This led to some initial talks with Park University, the Air Defense School, the Education Center, and New Mexico State University. These talks also led to the possibility of offering a distance learning, one-year Masters Degree in Management from NMSU. This could happen as early as Class 55.

The instructor certification process identified current instructors and staff with graduate degrees who Park University would certify to teach accredited courses at USASMA. These courses would be offered at reduce tuition to students and family members in order to assist them in their own degree completion. We hope to offer these courses during Class 54.

### **Believe It or Not I Care Pizza Luncheons**

We continued the BIONIC (Believe It Or Not I Care) Pizza Lunches to the small group rooms. This program remains a key interaction between students and chaplain. The traditional committee tasks for prayer breakfasts, the Christmas Tree Lighting, and the Baccalaureate Service continued.

### **Biggs Chapel Programs**

Biggs Chapel continued to host a Protestant service averaging about 100 people in attendance. We hosted a community Sunday school, a vacation bible school, and a youth group. The congregation had its own choir, led by music director Tena Stewart and pianist Eun Mee Garza. This year we held a community youth musical dinner playhouse. Also we requested the staff installation chaplain to begin Roman Catholic Services at Biggs.

### **Operation Iraqi Freedom**

With the deployment of over 50% of the installation's chaplains, the remaining chaplains took over support of rear-detachments and Family Readiness Groups. With the deaths of soldiers in the 507th Maintenance Company, we also provided support for the notification mission. A part of this support was the ongoing duty chaplain assignment and 24 hour rotations in the Family Assistance Center (FAC). The FAC provide a team of around the clock resources (Family Advocacy, Legal, Social Work, Red Cross) for family members in crisis. This mission continued March thru April, with on an on call mission continuing through the redeployment of units back to Fort Bliss.

### **Annex Renovation**

This year the commandant provided about \$70,000 in FY 02 end-of-year funds to purchase classroom trailers and for the self-help Annex renovation projects. Students and community members (scouts, family volunteers, and Biggs Chapel) did all the work to re-shingle, paint and repair the Annex. This volunteer project increased community ownership in the building and helped to build a feeling of community within USASMA.



Chapel Annex before Improvements

### **Chapel Renovation**

Also in May 2003 the post commander approved \$142,800 in renovation funds for Biggs Chapel to repair the roof, siding, heating, cooling, and upgrade the chapel interior. Since 1972 Biggs has been hoping for a new community chapel building. CH (MAJ) Barefield initiated a DD 1791 request in 2001 for a new chapel at Biggs. The \$1.5M request requires DA and congressional approval and remained a far off goal that became imbedded in the USASMA Strategic Plan. The current renovation funds will improve Biggs Chapel until a new chapel can be approved.

# STUDENT AND FACULTY BATTALION

## **Mission**

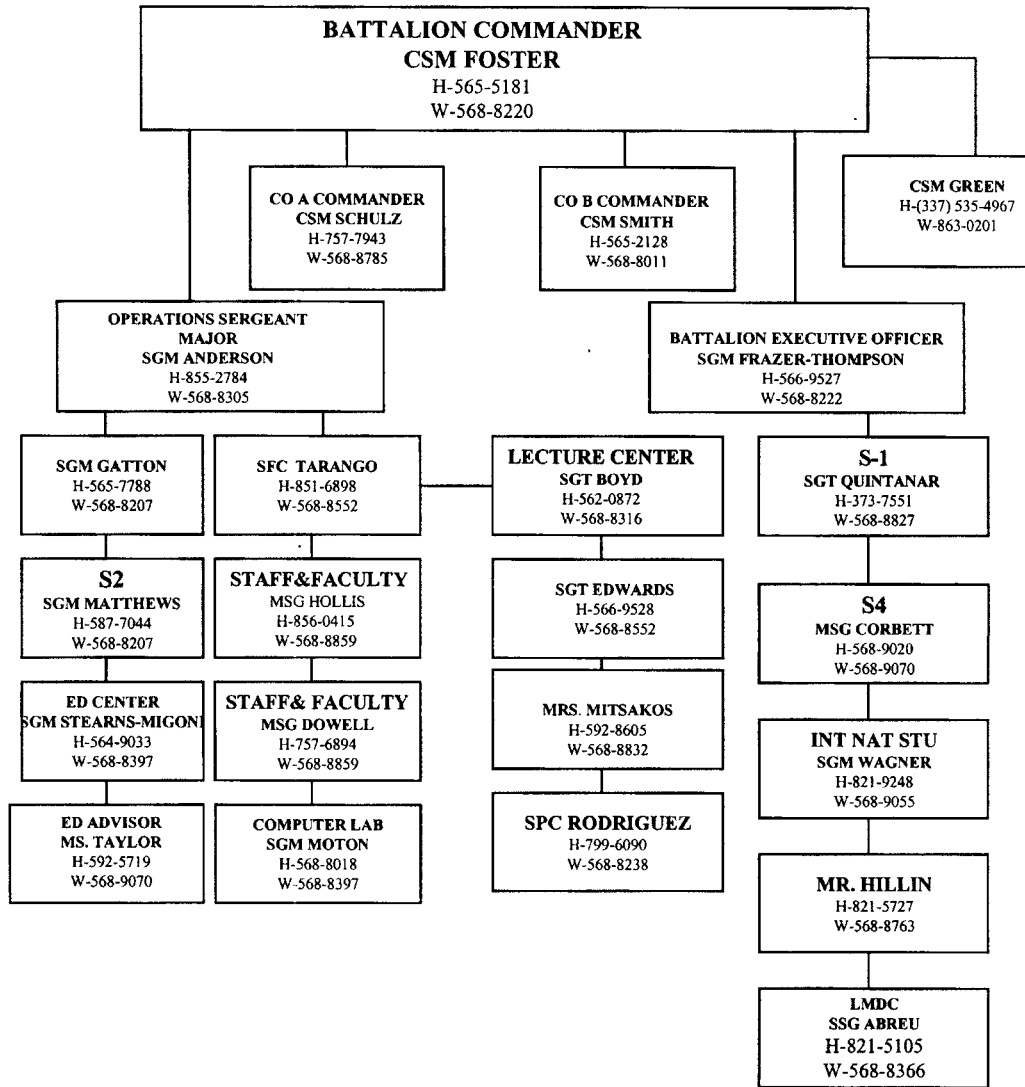
The United States Army Sergeants Major Academy Battalion Headquarters serves as the support element for the Student and Faculty of USASMA consisting of students from the Sergeants Major Course, First Sergeants Course, Battle Staff Course, and the BNCOC VTT Course. The battalion ensures quality training,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

## **Organization and Personnel**

CSM Thomas H. Foster III served as the Battalion Commander throughout the year. SGM Leslie A. Frazer-Thompson was the Executive Officer.



**STUDENT AND FACULTY BATTALION  
ALERT NOTIFICATION ROSTER  
AS OF 26 March 02**



H- HOME NUMBER/W-WORK NUMBER

CSM: H-593-7172 W-568-8585    HHC 1SG: H-579-7906 W- 568-8354    CHAPLAIN: H-566-0880

USASMA STAFF DUTY: 568-8081

# 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, ISG 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 for the entire year. SFC Diana Tarango and SFC Glen Isham served as the USASMA Operations NCO. SGMs Gatton, Mainor, Pettit, and Smith and PVT Collins were assigned to the USASMA Operations section during various months in 2002 as assistant operations NCOs.

## **Major Activities**

### **Sergeant Major of the Army Nominative CSM Conference**

USASMA hosted the yearly SMA Nominative CSM Conference on 7-11 January 2002 at the United States Army Sergeants Major Academy. SMA Tilley hosted numerous guest speakers including the Secretary of the Army, The Honorable Mr. White, Chief of Staff of the Army, General Shinseki, TRADOC Commander, General Abrams Director, National Guard, LTG Shultz, Chief, Army Reserves, LTG Plewes, LTG McKiernan, LTG Le Moyne and other distinguished guest.

### **Alumni Day/USASMA 30th Anniversary**

Sergeants Major past and present converged at the U.S. Army Sergeants Major Academy for its Anniversary on 29 May 2002. Present at the event were Sergeants Major of the top leadership commands throughout the Army worldwide. The event, open to every Sergeants Major Course graduate, started with a 5 Mile run and featured a USASMA Promotions and Awards Ceremony, an Anniversary Welcome Ceremony in the Kenneth W. Cooper Lecture Center, an open house/tour of the Academy grounds and the NCO Museum, a no host lunch at the Centennial Club and a CSM Appointment Ceremony.

### **Class 52 Graduation Ceremony**

Class 52 Graduation Ceremony was held on 30 May 2002 at the El Paso Civic Center (Theater), El Paso, Texas. The official party consisted of Colonel Charles R. Dewitt, Commandant, The Honorable Les Brownlee, Under Secretary of the Army, Guest Speaker, and CSM Clifford R. West, USASMA CSM. The 62d Army Band provided the music for the event. The attendance was estimated at 2100 to 2200. Special guests in attendance included The Sergeant Major of the Army Jack L. Tilley and MG Stanley Green, Fort Bliss Commander.

### **Army Birthday**

The ceremony opened with remarks from COL Enneking, followed by a USASMA 4-mile run. Participants in the run included: Sergeants Major course, class 53 early arrivals, Sergeants Major Non-Residents Course, First Sergeant Course, and Battle Staff Course. The run was followed by a cake cutting ceremony in honor of the U.S. Army's 227th Birthday. The youngest and oldest soldier from the academy conducted the honors.

### **SMC Class 53 Opening Ceremony**

The opening ceremony for Class 53 was held at the Kenneth W. Cooper Lecture Center, United States Army Sergeants Major Academy, on 15 August 2002. The guest speaker for the ceremony was the twelfth Sergeant Major of the Army, Jack L. Tilley. He addressed the 640 students attending the Sergeants Major Course, and over 200 guests, and family members. Immediately following the Opening Ceremony, Class 53 hosted a reception at the Centennial Club on Biggs Army Airfield.

### **Safety Day Activities**

USASMA's safety stand-down day was held at Biggs Army Airfield, Biggs Park, on 27 September 2002. Activities commenced at 0601 with a four-mile fun run. LTC Michael D. Enneking, Commandant and CSM Clifford R. West, Command Sergeant Major gave safety day opening remarks at 0900 hours at the Kenneth W. Cooper Lecture Center. Guest speakers included SGM David Griffith from Army Safety Center, Officer Slade Davis from the El Paso Police Department, and Joe Crawford from Community Service Center. 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 include: The Ft. Bliss Consolidated Medical Troop Clinic, Community Health Nursing, Preventive Medicine, USASMA HPO, Ft. Bliss Community Service Center, El Paso Zoo, Ft. Bliss Fire Department, El Paso Police Department, Military Police, and the American Red Cross.

## **Computer Lab and Staff and Faculty Development (SFDD)**

CY 2002 saw the implementation of distant learning in Classrooms XXI. Each classroom has 20 individual computer stations and is certified to transmit and receive Video Conferencing Training throughout the world. Additionally, computer lab personnel are able to monitor and lock down any computer station. The classrooms are also used to train students in the following courses:

- Instructor Training Course (ITC)
- Small Group Instructor Training Course (SGITC)
- Coaching for Commitment (C4C)
- Systems Approach to Training (SAT)
- Spouses Leadership Development Course (SLDC)
- Command Sergeants Major Spouses' Seminar (CSMSS)

# **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. MSG Margaret Corbett and SGM Diane Foster, both graduates of Class 51, were education assistants until both left early in 2002. MSG Lisa Stearns replaced them as she transferred from the Computer Lab. Just over a year later MSG Stearns retired from the Army and left the education office in April 2003. MSG Nathan Mack then took her place as education office assistant until he started the Sergeants Major Course with Class 54 in January 2004.

## **Major Accomplishments**

### **Class 52 Matriculation**

Two hundred and seven students from Class 52 earned their degrees while attending the United States Army Sergeants Major Academy. This included seven Master Degrees, 116 Bachelor Degrees, and 84 Associate Degrees from 11 different colleges/universities. The majority of students took classes with Park University, but graduated from Regents College. Establishing residency with Park seems the reason for this. Very few students graduate from Park University due to residency requirements. In January 2002, Regents College changed their name to Excelsior College Class 52 was the fourth class at USASMA to use distance learning for extension studies.

### **Termination of Park University Contract**

COL Dewitt, Commandant, and LTC Murrell, Assistant Commandant, terminated the Park University contract with the USASMA in June 2002. Contract termination meant college classes held in the Academy and free textbooks provided to the students ended. Education staff had to construct a new program to implement in Class 53 in August 2002. The commandant believed students should not be given a free ride on continuing education. He believed the students should use the partial tuition assistance provided to them under the Army's continuing education program. He preferred to use the money previously provided for tuition and books for new furniture and other academy upgrades.

### **Class 53 Matriculation**

Class 53 turned out 13 Master degrees, 146 Bachelor degrees and 95 Associate degrees which is the largest number of college graduates USASMA history. Also acknowledged were 17 El Paso Community College Network Academy MS/A+ Certification (Microsoft computer hardware training) recipients.

### **First "USASMA Education Day"**

Class 53 began in August 2002. During in-processing of Class 53 the education office held the first-ever "USASMA Education Day". Representatives from sixteen colleges each gave a 15 minute presentation about their institution. For the remainder of the week they conducted individual counseling sessions for interested students.

## **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.

### **Personnel**

SGM Rose B. Matthews was the S2/security manager throughout CY 2002.

### **Major Accomplishments**

#### **Personnel Security Clearances**

The S2 contacted/notified and informed approximately 85% of SMC-CL52 students of required security clearance to get promoted and enroll into SMC CL52.

Processed approximately 200 electronic personnel security questionnaires (EPSQ) for SMC-CL52

#### **USASMA sponsored Classified Presentation for SMC CL52**

A guest speaker made the presentation on 10 Jan 02. S2 ensured 100% accountability of all attendees/participants (CL52 students/USASMA S&F). S2 Maintained access rosters and monitor currency of security clearances as well as security of the briefing area.

#### **SMA sponsored Classified Presentation**

S2 received, maintained, and verified all attendee security clearances for approximately 300 command sergeants major. She screened the conference auditorium for compromising items (listening devices, etc.).

**Force Protection / Security Measures implemented Sep 02 - Dec 02**

BN operations in coordination with S2 implemented threatcon (threat conditions) measures IAW DOD guidelines:

Implemented walking patrols around the organization  
Increased staff duty staffing

# ALPHA COMPANY

## **Mission**

A Company administered both the resident Sergeants Major Course SMC and the Non-resident Sergeants Major Course NRC). It also administered the Command Sergeants Major Course (CSMC) and its adjunct, the Command Sergeants Major Spouse Seminar. Finally, it offered a Spouse Leadership Seminar to the spouses of the resident SMC.

## **Organization and Staff**

The A (Alpha) Company was the largest organization in USASMA. The resident SMC was divided into three sections designated Resource Management, Military Operations and Leadership. Each had about 20 instructors called faculty advisors (FAs) and administrators. The NRC had additional staff of from eight to 14 people. CSM Roger B. Schulz was the company commander throughout the year. In May SGM Calvin L. Jackson took the command from CSM Schulz on 19 May 2003. The company lost a few instructors along with the chief Instructor, Chief trainer and Senior Instructors, Senior Trainers due to PCS's and retirements -- a total of 20 instructors. The First Sergeant, 1SG Frank A. Zamorano will also PCS' to Fort Hood around the August time frame.

## **Major Events**

### **Matriculations**

The resident SMC commences in August and matriculates at the end of May in the following year. In Calendar Year 2002 Class 52 graduated on 30 May and Class 53 started in August, which made it one of the largest class ever in Academy history with 630 students. Six hundred and twenty-five graduated. The Non-resident SMC has a 17 day residency period at the academy in June, shortly after the resident class departs. It uses the resident SMC facilities. At the June graduation 510 matriculated. Unlike the resident class the graduates of the NRC come from several classes because some finish earlier than others. Most of the NRC graduates were from Class 27 that started on 1 April 2000 and Class 28 which started on 1 April 2001. The Command Sergeant Course and the Command Sergeant Major Spouses' Seminar ran concurrently. Fewer spouses attended than CSM designates. The academy offered five CSM and spouse seminars during FY 2002. A total for 107 CSM students graduated and 65 spouses completed the seminar.

# **The Sergeants Major Resident Course**

## **Contract Faculty Advisors**

A continuing concern of the commandant was the fluctuating size of both the SMC and the NRC. Wide fluctuations in size made it difficult to procure well-qualified instructors. One result of the fluctuations was that the academy had for years tapped its better students to stay on for a year or two after graduation and teach the course they just graduated from. They were teaching students to become sergeants major without having had the benefit of any field experience at that position.

COL DeWitt found that he could do little about the fluctuations in class size, but he did get TRADOC to fund a three-year experimental program to hire former SGMs and CSMS to become FAs and bring their field experience into the class. At the very end of the calendar year the academy hired six civilians. They entered the classroom in January 2002 after the holidays and the six displaced FAs went to other positions within the academy. Two of the contract civilians went into the Resource Management Division, one went to Military Operations and three went to the Leadership Division.

## **New Furniture**

The "World Class" Academy Initiative brought new furniture to the classrooms and considerable disruption to the classroom wings as the contractor for the HVAC renovation worked from one wing and floor to another while class was in session. Floor-by floor the classes had to be moved to other parts of the academy to accommodate the construction. Leadership Division was the first division to complete the HVAC upgrade. It also was first to receive the new furniture and televisions. There was no point to putting the new furniture in the classrooms until the construction was finished. Consequently, much of the furniture went into storage on main post until it could be set into the classrooms. This caused double handling of the furniture and added transportation costs. The students provided much of the labor needed to install the furniture. Alpha Company had to hire trucks to move the furniture and equipment out of storage and over to the academy. Mil-Ops was the last division to complete HVAC and the last division to receive new furniture and televisions. Virtually all the furniture was in place by the end of October.

## **Response to September 11**

The heightened security put in place at Ft. Bliss after the September 11, 2001 terrorist attacks created problems with the class schedules at first. Ft. Bliss instituted 100 percent identification checks of people and cars coming into the military reservation. It took a while for the MPs to work out a system that allowed for a fairly smooth entry into Biggs Field. Much of the security help came from nationalized guardsmen from California, but they did not show up right away. In response to the confusion at the gates the SMC moved its start time up an hour to 0800 on Tuesdays and Thursdays so students would have more time to get to their extension studies classes in the afternoon.

In the aftermath of the attack the academy beefed up its manning of the staff duty position at night. While the SMC was in session the students manned the desk on a rotating basis. The addition of a third person to the duty each night allowed the students to get more sleep during the night. At the time the post was at Force Protection Level Charlie. After about 2 months the rotation went back to two persons.

### **Civic Work**

The SMC students participated in a number of volunteer civic projects during the year. In September 100 students participated in the Project Bravo Paint-A-Thon. The company kept track of the time students spent on community projects. The tally for Class 52 was 7800 hours. Three thousand and two hundred and fifty of the hours were distributed between Austin High School, Bassett Middle School and Milam Elementary.

### **Exchange Instructors**

USASMA participated in an exchange instructor program with foreign academies and other US NCO service academies. At the beginning of the year the academy had four instructors abroad and one at the US Air Force NCO Academy. In return the academy received four foreign instructors. (see the following lists.) Each had attended the SMC before becoming an instructor.

Class 52 Legacy Gift

L D R S H I P



Class 52 Placed These Letters on the HQ Building  
as its Legacy Gift

## **Budget**

FY 2001 was the second year of the new, compartmentalized budget introduced by COL Dewitt. Alpha Company struggled with identifying costs that had not been broken out before. The inevitable result was that not all expenses were immediately identified. When they were discovered they created shortfalls in the budget. The whole academy was experiencing the same problems, however, and the use of PBACs provided sufficient reallocation to cover the costs.

## **Dining In**

When the SMC went to a three-track system in 1999 the class also split its social functions into three. In Class 52, however, the Dining In was consolidated again rather than having three separate occasions. Despite the size of the class the Dining In was adjudged a success.

## **Sergeant Major Non-resident Course**

### **Mission**

The staff of the Sergeants Major Non-resident Course Office 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**

At the very beginning of the year SGM Metzger was Chief of the NRC. SGM Efren Ordaz replaced him and ran the office until June. SGM Patrick E. Cross succeeded Ordaz after the graduation of Class 27 in June. The staff consisted of about eight people. (See the following June organization chart.)

### **Major Activities**

Five Hundred and twenty-six students graduated in the NRSMC class in Jun 02.



In-Processing NRC Students, June 2002

### **Stabilizing the NRC Staff**

The NRC had the largest student population in USASMA but had the smallest staff. SGM Cross sought to establish the appropriate amount of facilitators necessary to enhance student to facilitator communications. He believed the NRC would soon have several tools to do more with less, but he also believed it was unreasonable to expect each facilitator to effectively manage hundreds of students at any one time. A TDA change

could provide more facilitators, but USASMA had no course model to follow. Class size fluctuated greatly over time creating a moving target of student numbers. Sometimes the numbers fluctuated in the dozens (if not hundreds) from class to class. He believed class size had to be stabilized before an accurate TDA could be developed.

The director proposed utilizing the ATRRS system to stabilize enrollment. He proposed that the academy lock down what it could reasonably expect to manage during both the non-resident and resident phases. The academy would then announce this number of students to the world. On the basis of that number the academy could either gain the resources it needed to accomplish its increased mission requirements or the Army would have to change or adjust the selection process to lessen the number of students to meet the academy's resources.

He advocated loading students onto the ATRRS when they first enroll in the course rather than wait until they arrive for the resident phase nearly two years later as had been the practice. By not having the non-resident students placed on ATRRS when they first enrolled, hundreds of the most senior ranking noncommissioned officers in the Army have been effectively invisible to their commands as to their training status for at least nineteen months. The NRC was the only course in NCOES that operated in this fashion. He believed the type of scrutiny and visibility ATRRS provides would result in increased command involvement at all levels. It would ensure that students would have the support and motivation needed to complete their studies in a timely manner.

The director believed stabilization of personnel in the NRC was critical to its mission and would afford students better continuity throughout the course. Each student in Class 27, for example, went through an average of three course facilitators in the nineteen months they were enrolled in the course. Some had five or more. There had been three Course Chiefs in less than a year before SGM Cross took over, and this alone played havoc with continuity from the student level all the way to the proponents. COL DeWitt resolved the issue temporarily by installing SGM Cross as the course chief, because he was slated to remain in the post until the spring of 2004. His long tenure as chief did nothing, however, to stem the incredibly high rate of turnover of course facilitators.

SGM Cross believed that having NRC staff and faculty staffed with more Reserve Component Facilitators and administration specialists would provide an excellent means of helping resolve the stabilization issues (at least 75% of the students were from the RC and they did not PCS as often as Active Component soldiers). They would stay longer as facilitators. They would also bring subject matter expert experience regarding issues that only soldiers in the RC would understand. To this end Cross sought a memorandum of understanding (MOU) between all three Components and USASMA. He believed existing verbal agreements would continue to promote misunderstandings and impose unnecessary requirements on all involved. The inherent turmoil created by the inevitable change of personnel would be lessened by an MOU. The NRC began the process of developing a MOU with the intent to have the first approved draft to the commandant by March 2002 and a final agreement by May 2002 (prior to the commandant's retirement).

On a final staffing issue the new chief determined that the NRC needed to add a 74B (Automation Systems and Network NCO) SFC or MSG position to the staff. That sergeant would provide the critical knowledge and experience needed so the NRC could continue its growth in web-based systems

### **Administrative Changes**

SGM Cross started to overhaul the NRC staff by assigning and fixing personnel responsibilities within the office. He then began to put together the NRC's internal SOP which was scheduled for completion in March 2002. The NRC had not had an SOP but the course was ideal for such a delineation of procedures. The NRC operated in an environment that basically remained stable. There was little change in how the staff managed students and processed administrative actions. The staff tended to take these actions and many others for granted. They could easily be codified in an SOP. He believed a good SOP would provide the staff with a baseline for the training of new personnel. It would also provide continuity and reduce duplicate efforts between the Course Facilitators and other functional areas within the NRC (admin., automation, grader, course trainer).

### **Sprucing Up and Installing New Furniture**

In August the staff turned in an un-financed requirement (UFR) for \$24,000 for new furniture. The requested furniture was modular and was intended to better use the limited office space. By November the staff had finished painting the office and had organized the office areas. The director believed that the appearance of the office had to change to reflect the positive changes happening within the course.

### **Course Administration**

In August DOTD completed the POI alignment with Resident Course (minus Battle Staff, and the executive physical fitness lessons). In September the NRC held Conference with Reserve Component regarding the establishment of a Memorandum of Agreement between USASMA and the Reserve Component (the Active Component did not participate) and in October the chief briefed the commandant on POI changes that were designed to make the Resident Phase training more hands-on and interactive. The changes were approved and would become effective for the Jun 03 resident phase of the course.

### **Initiatives**

The NRC undertook a number of initiatives which saved USASMA thousands of dollars in printing, mailing, and manpower costs and have allowed the commandant the option to transfer the savings to pay for the NRC's software upgrade contract and the one time cost of installing the Automated Telephone Answering and Message service.

### **New Hardware**

The NRC needed a dedicated network server with the capability to have all the NRC courseware and systems on it instead of dividing them up between a server at USASMA and one at Fort Bliss would enhance both system reliability and allow future expansion to streaming video (an example is to hang the 15-minute NSA brief on the web so students can see the briefing and have a much better product when they come to the Resident Phase).

### **New Software**

The NRC came out of the Millennium scare realizing that it needed to upgrade its student tracking and administration system. In August it requested requirements for a newer server that will be able to take all the courseware and the student tracking and administration database off Fort Bliss's DTAC server and the current older, slower computer. By September the staff had put together the software upgrade requirements and a statement of work for the upgrade. Approval of the \$48,000 contract with Polar Bear Media came the next month, and in November the staff began working with the contractor to lock down requirements. In December all the NRC courseware was moved onto a new server but the new system would not allow the staff to move other courseware off the DTAC. Also in December Mr. Birdwell, the War College Distance Education Chief, looked over the NRC's distance education and administrative functions and determined that USASMA was on the right track regarding upgrading the NRC's student tracking and administration capabilities. He also agreed that Polar Bear Media should establish website "front door" access for students to accomplish on-line registration and lesson/testing requirements. The Commandant approved the allocation of additional funding to meet this requirement.

### **Automated Telephone and Message Answering Service**

The NRC received approval to spend \$10,046 on an automated telephone answering and message service which was viewed as a cost-effective alternative to the 1-800 service the NRC had been using. IMD put together the work request for DOIM that had responsibility for ordering the hardware. The system was scheduled to be on line by March 2002.

### **NRC Web Site**

In October SGM Peterson began to update the NRC's website. He reformatted the home page and added contact page for students. The changes were intended to make the website the primary contact point between the NRC and students. The projected completion date was April 2002. In November he added FAQ and Hot Topics pages. In December the staff tested an electronic bulletin board service (BBS) for use on the NRC's website. This was scheduled to become operational in February 2002. They also finished website pages for the Jun 2002 resident phase and Class 29.

## **B COMPANY**

### **Mission**

B Company administered the First Sergeant Course, Battle Staff Noncommissioned Officer Course and the Basic Noncommissioned Officer VTT Course at the academy and oversaw the expanded 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, the Battle Staff Noncommissioned Officer Course staff, the Basic Noncommissioned Officer VTT Course Staff, and the supporting Digital Training Division staff. The unit had a total of 38 NCOs. CSM Christopher Adams was the Company Commander and the 1SG was Kimberly J. Baker.

# **First Sergeant Course**

## **Mission**

The mission of the First Sergeant Course (FSC) was to: prepare Master Sergeants and Sergeants First Class to perform 1SG (First Sergeant) duties with emphasis on the following tasks: Unit personnel management and administration; unit leadership, discipline and morale; unit logistics, maintenance, and security programs, support unit operations and develop training programs; monitor and implement unit physical training programs.

## **Organization and Personnel**

Chief Instructor- SGM Curtis Magee, Jr.  
Senior Instructor- MSG Shirley Garrett

## **Major Events:**

### **Number of Students**

The FSC quota for 2002 was 1248 students. The number of seats reserved through ATTARS was 1082, but the total trained was 979. The course graduated 969 or 99% of the students who attended. The FSC Resident (Ft. Bliss) facility conducted 10 classes in 2002.

The number of students attending the Phase II portion decreased significantly especially at the USASMA location. This was probably due to the high OPTEMPO and deployments throughout the Army. This resulted in a high number of no shows.

### **Pilot Paperless Course**

The FSC conducted a pilot paperless course in one of the Classroom XXIs (a computer and video tele-training (VTT) room which consists of 18 student computers, a camera system with a dual Proxima projection system. After determining who would participate in the "pilot" program the students began to in-process. Day one and two were devoted to briefings and learning techniques on how to open multiple regulations and how to minimize these regulations in preparation for class. The students found the initial classes quite challenging as they attempted to keep up with different regulations and follow along with the instruction. After the first two days the students' computer skills improved dramatically. They were able to find and reference material much quicker and to provide clear and concise feedback.

The FSC coordinated with Ft. Bliss to provide walk-in students to the FSC (VTT) pilot Class. Students received instruction inside a VTT classroom at USASMA while the instruction was also being broadcasted to three different sites.

Due to the difference in page numbers (as written in the TSP and the Adobe ACROBAT PDF version of the regulation) the instructors were required to go through each question (the check on learning and TSP slides) and find the differences between the two forms of media. Also the size of the Classroom XXI is not conducive to the small group instructional process. The room is spread out and requires the use of microphones for all students to hear and be heard.

Students worried about time, both for testing on paper and on researching on the computers. They took, on average, about 30 minutes longer to complete their examinations than students in classes using paper regulations and manuals. It proved more difficult to locate references under time constraints as they used regulations and field manuals on computer disks. In some of the manuals the regulations were broken down by chapter. This made the student open every chapter and caused a backlog of open documents. Some regulations were "as is," meaning that when the student opened the document the whole regulation would open.

## **FSC (BLISS/VTT)**

### **Organization and Personnel**

Chief Instructor (BLISS)-SGM Christopher Adams  
Chief Instructor (VTT)-SGM Curtis Magee  
Senior Instructor (BLISS)-MSG Freddie Lovett

During FY 2002, two FSC-VTT instructors retired from the United States Army. The void of those lost personnel, without replacements, was profound. However, the remaining instructor's, with little supervision from the Chief Instructor, reorganized priorities of work and continued to conduct successfully the remaining six scheduled FY 2002 FSC-VTT Classes.

In 2002, the FSC-VTT lost its Television Network (TNET) Manager position. As a result, the Senior Instructor was assigned the duties and responsibilities of the TNET Manager. Although, not formally trained, MSG Garrett mastered those skills required and ensured that airtime schedules were booked successfully for all scheduled FY02 FSC-VTT classes. In addition, she coordinated airtimes and operated the equipment within Classroom XXI in support of all USASMA Video Tele-conferences that accrued.

### **Significant Events**

#### **Program of Instruction**

In 2002 the First Sergeant Course (FSC) began teaching FSC students using the Program of Instruction (POI) dated 1 March 2002.

### **Number of Classes and Students**

The number of seats reserved for the FSC (VTTT) course in 2002 was 323 students. The FSC-VTT graduated 242. The FSC-VTT conducted seven classes in 2002. In addition, two Distance Learning (DL) Sites were picked-up (Fort Campbell and Fort Drum) raising the total DL sites from nine to eleven.

### **Pilot VTT Courses**

The FSC-VTT Course conducted three [pilot] FSC-VTT Classroom XXI Courses. The pilots were designed to analyze whether or not 18 students in the classroom (while broadcasting to three distance learning (DL) sites) would negatively affect the small group process because they increased the instructor to student ratio. The three Classroom XXI [pilot] initiatives proved very successful. Students who participated in the pilots were motivated and receptive of the training they received as they utilized the Classroom XXI technology provided. Moreover, the small group process did not experience any negative affects. Quite the opposite, it enhanced the small group process by providing students the opportunity to share their experiences and ideas with peers from diverse career management fields represented at the participating DL sites.

### **Future Course Schedule**

FY 2002, the FY 2004 FSC-VTT course schedule was realigned with the First Sergeant (resident) Course schedule to facilitate USASMA's FY04-10 Strategic Plan.

### **Importance of Training Cell**

The Phase I Training Cell continued to be a very important link in finding out the progress of students in enrolling in Phase II.

### **Classroom Upgrade**

The FSC upgraded the classrooms with Dell computers, ceiling-mounted projection systems and 32" color TVs.

### **Phase I Course Material**

The FSC encountered several problems with the Phase I material. The Army Training Support Center (ATSC) has the responsibility to reproduce and send out the material. With individual shipment, this also gave the individual student permission to take the Phase I exam over the Internet. The student also had problems taking the Phase I exam over the Internet, their Internet Service Provider would loose connectivity forcing the student to take the exam all over again. There were several other minor problems, which were solved by ATSC and the Phase I Cell at USASMA.

# **Battle Staff Course**

## **Mission**

The Battle Staff Course trained battalion and brigade staff noncommissioned officers to serve as integral members of the battle staff and manage the day-to-day operations of battalion or brigade posts. Noncommissioned officers learned their specific duties and became familiar with the duties of other staff sections.

## **Organization and Personnel**

Battle Staff saw a great rotation of key personnel through out the year. SGM Pearson, the Chief Instructor of Battle Staff, at the beginning of the year was moved up to Futures. There he is now in charge of the future plans and production of all digitization for the academy over the next five years. His replacement was MSG Prince who has since left for an overseas assignment in Korea. The current Chief Instructor of Battle Staff is SGM Osborn, who is a graduate from Class 52 of the Sergeants Major Academy, and stayed on to instruct once he graduated and eventually became the new Chief. The Senior Instructor position as well saw a great turn over of personnel through out the year. At the beginning of the year the previous Senior Instructor was selected to attend the next Sergeants Major Class 53, thereby moving MSG Prince into that position until she assumed the duty of Chief Instructor. Currently The Senior Instructor is MSG Aurora Patterson, who has held the job since October. Our Phase One cell saw the retirement of MSG Ramos, who moved to Hawaii, and the current Phase One administrator is MSG Peters who will hold that position until attending the next Sergeants Major Course Class 54 in January. We also lost one of our outstanding Battle Room instructors, MSG Stacey Ulep to the academy as a student during class 53 and a future Command Sergeants Major in the engineer field.

## **Major Events**

### **Number of Students and Classes**

Battle Staff last year conducted a total of seven classes, training in excess of 300 students to earn the 2S identifier and moving on to work in a battle staff position. The staff conducted seven classes at the academy, as part of the resident phase.

### **Field Assistance**

We also deployed the first ever Mobile Training Team, headed by SGM Osborn and members from the QAO office, from the Academy to a Combat Zone to train and instruct 106 soldiers from 3rd Army in theater as they prepared to invade Iraq. While this was going on we also sent another instructor MSG Melton to Guantanamo Bay, Cuba to instruct soldiers there on TOC operations and functions. The remaining instructors during this time frame trained the National Guard, 1-107th Armor Battalion, on graphics

and overlays as well as operations orders here at the academy. Throughout the year the resident instructors, on numerous occasions, went TDY to assist the Battle Staff VTT instructors in the conduct of their CPX. The Battle Staff Course also sent a four man team of instructors to JRTC to watch a unit in rotation and see what, if anything, we could do to improve or sustain during our instruction here at the Academy.

### **Improvements in Instruction**

The Battle Staff POI is continuing to improve and we are currently seeking to implement the new doctrine in FM 3-0 and other manuals into the course of instruction. We are working closely with our counter parts in DOTD, SGM Gratton, to improve and refine the POI to bring our instruction more in line with contemporary operations. The trip to JRTC sought to seek out new and better ways of doing this. We brought back and have since implemented the first ever Rock Drill/Sand Table here at the academy. We are currently building four sand pits in the battle staff area in which students will set-up and learn the MDMP process. This has the benefit of helping the students to better understand and get a first hand look at what can and will be expected of them once they return to the field. We have put the new MCS systems into the group rooms and are currently establishing a time line to teach the first pilot MCS digital training course in October 2003.

## **Battle Staff (VTT)**

### **Organization and Staff**

Chief Instructor:	SGM Pearson	SGM Magee Jr
Senior Instructor:	SGM Ordaz	MSG Steven A. Nelson
Instructors:	MSG Counsman	SGM Patrick Finley
	MSG Swisher	MSG Kevin Swisher
	MSG Nelson	MSG Russell Hurley
	MSG Haley	MSG Robert E. Sanchez

The BSNCO-C-VTT section experienced a void in personnel strength during the summer months (June – August) as several instructors changed duty stations. This was a difficult period for the remaining two instructors who had limited time to use leave. However, the BSNCO-C-VTT section continued to successfully conduct course instruction and graduate students

### **Major Events**

#### **Program of Instruction**

a. The Battle Staff Noncommissioned Officer Course – Video Tele-Training (BSNCO-C-VTT) utilized Program of Instruction (POI) dated: June 1998.

### **Number of Students and Classroom Locations**

The number of seats reserved in FY 2002 was for 577 students, of which 432 students actually graduated as part of eight classes.

b. Three distance learning (DL) locations (Fort Richardson, AK, Fort Lewis, WA, and Camp Henry, ROK), were added in FY 2002, increasing the number of DL sites equipped for training from eight to eleven.

### **Echelon Concept for CPX Administration**

With the number of DL locations increasing the number of sites receiving training per class also increased. This resulted in the development of a Five Battle Room (echelon) concept to support the end of the course Command Post Exercise (CPX). This CPX is supported by the USASMA SimCenter (simulation center) BBS which can only support five remote locations. Therefore the BBS cell was pushed to its limit.

# **PROPERTY BOOK OFFICE/S4**

## **Mission and Organization**

The USASMA Property Book Office/S4 is responsible for maintaining accountability of supplies and equipment utilizing proper hand receipt procedures under the Defense Property Accountability System (DPAS), preparing and submitting government purchase requests for contracts in excess of 3 million via PRWeb (the Army's web-based purchase request system), managing a budget in excess of 2 million, monitoring over 700 USASMA travel cards, and purchasing and distributing all supplies with IMPAC credit cards.

LMDC, (the Lesson Material Distribution Center) under S4, is responsible for ordering, updating, inventorying, and copying required publications and all lessons for the CSMC, SMC, NRC, FSC, and BSNCOG courses. The Property Book/S4 Office consists of a Property Book Officer and nine subordinates.

## **Major Accomplishments**

### **Support for World Class Academy initiatives**

The S4 completely renovated the Academy with new classroom and office furniture and replaced outdated computers systems. It established a state of art USASMA Computer Lab and a secure VTC. It also furnished a new Children's Library and eliminated over 5 million dollars worth of excess equipment within six months.

### **Contract and Budget Management**

The S4 completed FY02 contracts and spend 100% of budget during the end-of-year closeout. It also managed the printing budget valued at \$180,000 and over 700 travel cards. The travel card delinquency rate dropped from 30% to 6%.

### **Recycling Award**

LMDC won the Fort Bliss Recycle Advocate Program Award for the second year in a row. During 2002 LMDC recycled 20,000 pounds.

# SCHOOL SECRETARIAT

## **Mission**

The School Secretary manages the academic records, protocol, academic resource, public affairs, and journalistic functions of the academy.

## **Organization and Staff**

CPT Eloy Cuevas served as the School Secretary through June of 2002. CPT Stephan V. Marchesani succeeded him in July. In the interim CPTs Reid from HHC and Miller from the RMO filled in. Subordinate offices to the School Secretary were the Learning Resource Center (LRC), The *NCO Journal* Office, the Public Affairs Officer, Academic Records and the Protocol Office.

## **Major Activities**

### **Personnel Actions**

Personnel actions at the beginning of the year were quite slow because the Army civilian personnel system that handled Ft. Bliss was switching from the Ft. Riley to the South West Civilian Personnel Operations Center (SWCPOC) based at Ft. Huachuca. Another obstacle was the reduction in force undertaken by Ft. Bliss on main post.

Before the year was out the School Secretary was able to upgrade two positions within the school Secretariat in the Academic Records Division. After long delays the academy was able to hold onto its groundskeeper and hire him in a permanent slot. The academy was able to hire a number of training specialists for DOTD and a GS12 for the head of the new External Evaluation Branch within the Quality Assurance Office. The Learning Resource Center hired a new reference librarian, Ms Angie Garcia to replace the retiring Ms Linda Gaunt. The year ended with the beginning of an effort to hire a GS-14 assistant commandant.

### **Revision of the 10-1 Regulation**

CPT Cuevas coordinated and completed a revision of the 10-1 document, which delineated the missions of the various organizations within the academy. The last official revision of the 10-1 had occurred in 1992, and an earlier attempt at revision in 1999 had failed to get approval. This revision was never completed also. CPT Cuevas continued a review of all USASMA memorandums and sought revisions or, in some cases, recession of outdated memorandums.

### **Tuition Assistance Memorandum**

The School Secretary was responsible for drafting the memorandum detailing the new plan to switch from a contract with Park University to provide continuing education

to the use of tuition assistance that would allow students to use a wide variety of schools to fulfill the requirements of their individual education program.

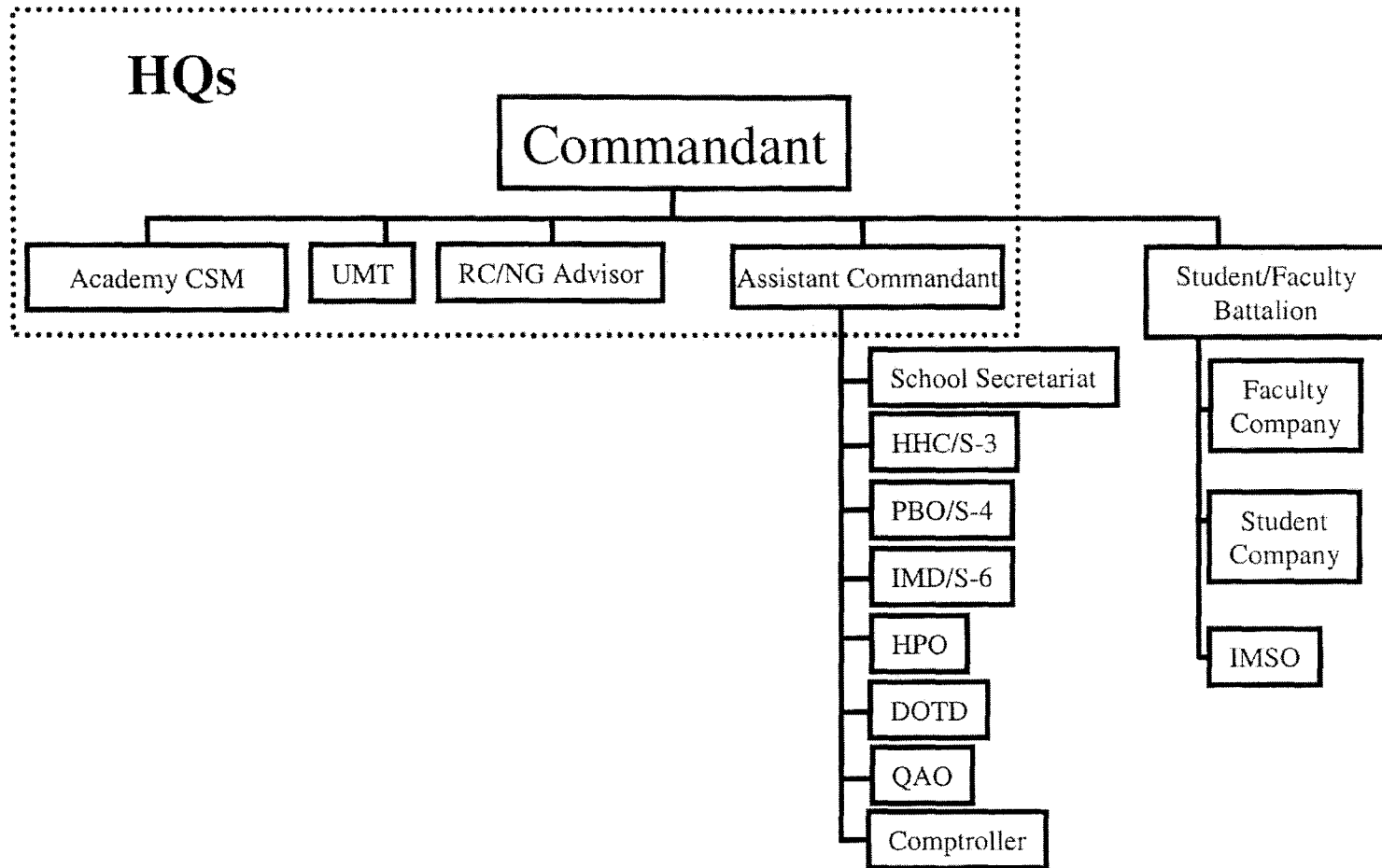
### **Strategic Performance Objectives**

In May CPT Cuevas finalized the School Secretary's Strategic Performance Objective.

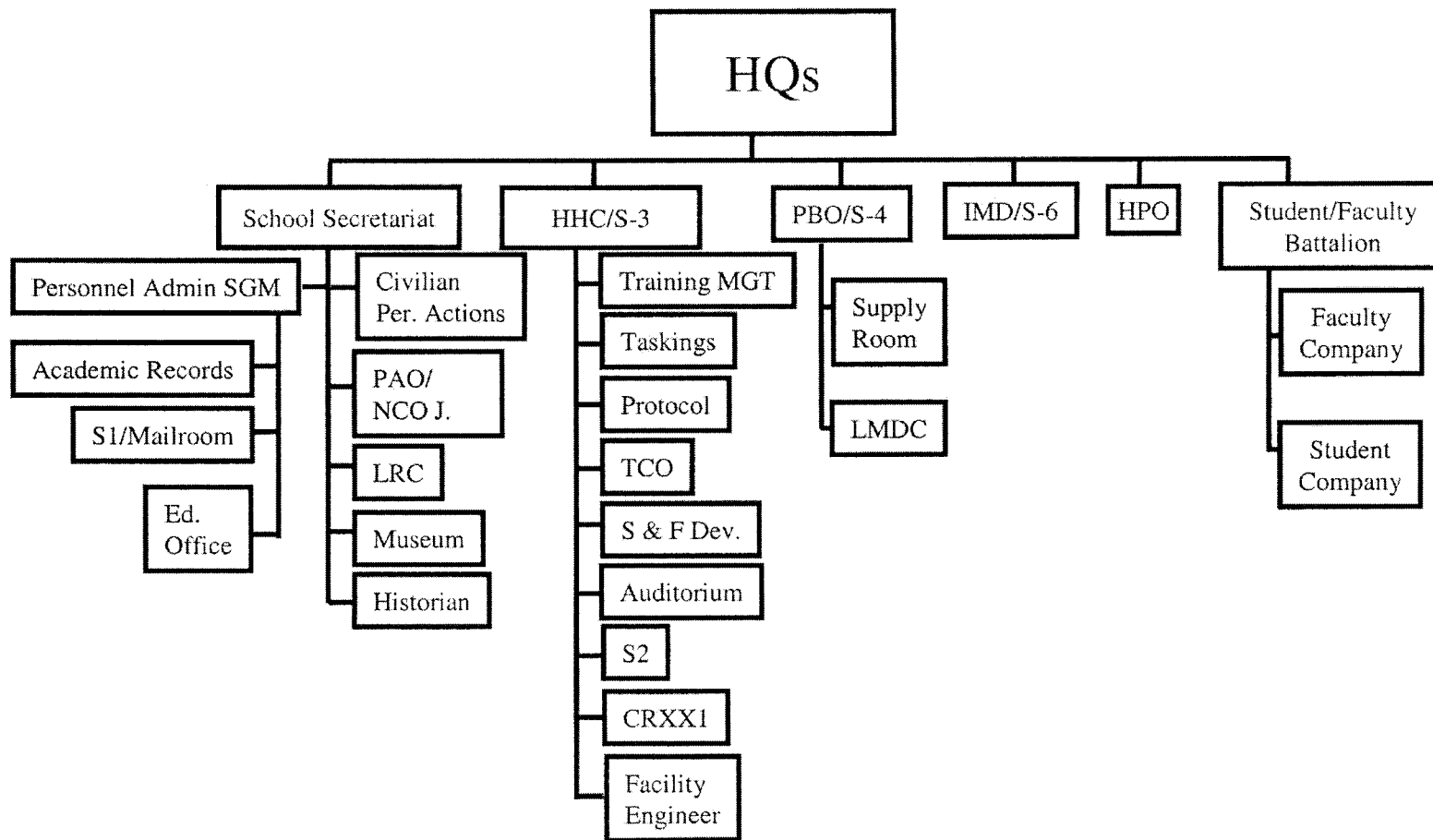
### **Academy Reorganization**

The academy reorganized at the beginning of October 2002. The new organizational structure is reflected in the following two diagrams. The reorganization moved the S-3 under the HHC commander and the Protocol Office moved under the S3. The Battalion Executive Officer, the Mail Room, the Education Office, Historian and NCO Museum all moved under the School Secretary. Office moves brought the Unit Ministry Team into the cross wing of Bldg 11293 to be nearer the students. The Health Promotion Office moved from one end of the first floor of the crossover wing to the other and into larger quarters. At the same time the *NCO Journal* staff moved from Bldg 11274 into Bldg 11291 to be near the School Secretary. IMD moved out from being next to the School Secretary to Bldg 11274 as the two organizations swapped space. The Battalion Commander moved from the headquarters building to the crossover wing of the academic building (Bldg 11293).

# Approved Structure



# Approved Structure



# Academic Records

## Organization and Personnel

The total number of personnel from January through December 2002 was 4. The Chief (Registrar) of Academic Records was Betty Bradford for the entire year. Jeannie Sanchez served as the Administrative Assistant while Specialist Shameka I. Williams was the Administrative Sergeant and Private First Class Yamiley Simeon was the Administrative Specialist.

## Significant Events

### Courses at USASMA

During the year the Registrar's Office handled the records of the following classes:

- a. Graduated 519 SMC Class 52 students.
- b. Graduated 526 NRSMC students in Jun 02.
- c. Graduated 656 FSC resident course students.
- d. Graduated 271 FSC VTT course students.
- e. Graduated 384 BSNCOG resident course students.
- f. Graduated 614 BSNCOG VTT course students.
- g. Graduated 291 CSM course students.
- h. Graduated 109 CSM (Spouse) course students.
- i. Graduated 34 International Pre-course students.
- j. Enrolled 630 SMC Class 53 students.

### **Development of SMC/NRSMC automated student management project with Polar Bear Media.**

(See the Nonresident Course section for information on the Polar Bear Project.)

### **New Printing Software and Printers**

Academic Records purchased software and equipment to reduce the cost of outsourcing major print orders, such as all the course diplomas, certificates, and event programs. The purchase of the software and equipment were designed to save the academy over \$2000.00 annually.

### **Commandant's Boards**

The Academic Records Office was the administration point for all Commandant's Boards for misconduct during a variety of courses taught at USASMA. Seven Commandant's Boards were conducted during 2001. This required many hours of preparing briefs for each board member, recording and transcribing the board proceedings, and preparing the adjudication paperwork, i.e. dismissal, dis-enrollment, or re-instatement.

# Learning Resources Center

## Mission

The Learning Resources Center (LRC) supported the informational, educational, reference and research requirements of students and staff of the academy through provision of a comprehensive collection of multimedia materials and professional library services.

## Organization and Staff

Staff changes began in August when Fort Bliss reduction-in-force actions displaced Mr. David Lawrence from his GS04 Library Technician job. Ms Bobbie Callahan, formerly employed at the Fort Bliss Transportation Branch, DPWL, was assigned to the GS04 position. Mr. Patrick Ochotorena, GS05 Library Technician, was chosen for a GS06 promotion at the Fort Bliss Mickelsen Library and left the LRC on 9 August. In September Mr. David Lawrence was selected to fill the LRC's GS05 vacancy and reported back on 7 October. Ms Linda Gaunt retired on 2 November. She had served as GS09 Reference Librarian since 1985, and had also taken on all of the LRC's information technology workload over the years. By 1995 automation duties took up more than half of her time which resulted in her promotion to GS11 and a new job title of Systems/Reference Librarian. Ms Yvonne Canales continued as the GS06 Library Technician in charge of the periodicals department as well as staff training. The GS11 Supervisory Librarian was Ms Marijean Murray.

## Operations

The LRC's attendance and public service statistics for 2002 showed active use of the facility by students and staff:

ATTENDANCE	ITEMS CHECKED OUT	INFORMATION REQUESTS	RESEARCH PROJECTS
42,219	13,045	14,329	512

## Change in Platform for the Integrated Library System

Year-end funds had been provided in FY02 for migration of the Integrated Library System (ILS) from its Hewlett-Packard UNIX operating system to a WindowsNT platform. The new server was received in February and Linda Gaunt coordinated with the SIRSI Corporation, the USASMA Information Management Directorate and Fort Bliss DOIM to ensure a successful switchover. Prior to the switch she upgraded from SIRSI's 1999 version to the current, 2001 software, installing it on the UNIX system. She copied that database to disk and mailed it to SIRSI on 5 March so they could

complete the data migration. IMD staff helped to set up and test the new server, and worked to resolve initial problems with the equipment. By the end of May the Windows 2000 server was online and the migrated database was in place. Problems with the staff interface portion of the ILS surfaced, and SIRSI re-tested their migration CD. Thanks to excellent support from the SIRSI data management staff and Ms Gaunt's systems skills the interface problems were resolved.

In October SPC Andria Stewart, from USASMA IMD, was assigned to work in the LRC. Linda Gaunt oriented her on the Integrated Library System and the LRC's 17 public access and staff computers. In November SPC Stewart completed the upgrade of ILS software to the 2002 version. She next worked to set up the new computer lab on the mezzanine. Finally, because the LRC's computers were Windows 95 or 97 she began to switch all to WindowsNT in order to meet the end-of-year upgrade deadline.

The ILS circulation module continued in only partial use while the staff worked, as time permitted, to complete such basics as bar coding and data entry. Ms Murray began the bar code clean-up project in March, checking the work of volunteers and staff. Problems were corrected, and the review of the entire collection took 7 months. At the same time she finished bar coding 4000 volumes in the reference section, plus the autographed collection, and all multi-volume sets. By the end of October the three year effort to bar code the entire collection was complete, and had taken 3 years. Linda Gaunt began data entry of the American History class, and completed approximately 40% of the section. Ms Murray began data entry and review of the Military Science collection in August and had completed 60% of that section by October.

## **Facility**

### **Furniture Upgrade**

A six-station, circular oak carrel from the Buckstaff Company was assembled in July. It matched the LRC's furniture received in 2000 and replaced a collection of mismatched tables and chairs formerly used for the CD-ROM network. It measured 9 ½ feet in diameter and was designed to protect the CPUs and hide the unsightly mess of computer cords and wires.

### **Installation of Second Copier**

At the Command's direction, a second copier was installed in the LRC in November. This machine was designated a free copier solely for student use. No limits were set on what could be copied, though students were asked to make every effort to conserve supplies.

### **New Conference Room on the Mezzanine**

The Academy needed a conference room to accommodate 40 to 60 persons and the Command decided to install a state-of-the-art facility on the LRC's west mezzanine.

Work began in November and by the end of December two 15-foot drop-down screens, a sound system, and dual ceiling projectors were in place for use with all types of electronic presentations. Although Army policy is that library facilities will not be used to provide office, work or storage space for functions not specifically related to library services, two small-group study rooms were converted to offices for the Staff & Faculty Development NCO, SGM Athena Velez. SGM Velez took over supervision of the new conference room plus a committee meeting room that seated 12 persons.

### **New Computer Lab**

At the same time the Command established a computer lab on the LRC's east mezzanine. Attractive computer desks and new equipment arrived in November. SPC Stewart set up and certified 15 new computers, 4 printers and 2 scanners. She also set up a computer, printer and scanner in Room 25, the committee meeting room. Unfortunately, in order to make room for the lab, LRC staff had to empty 102 bookcases located on the east mezzanine to prepare them for relocation or discard. They packed 6000 periodical back-issue volumes and re-shelved them when 62 of the bookcases were relocated. The steel frames for 40 bookcases were sent to the Fort Bliss Recycle Center.

### **Discard of Paper Copies of Publications**

Yvonne Canales and David Lawrence discarded approximately 2000 DA/DOD publications formerly shelved on the east mezzanine. They moved another 1200 items into the publications workroom or to the LRC's first floor. This reorganization continued work begun earlier by LRC staff. The final goal, identified in 2000, was for the publications collection to maintain, in paper copy, only those publications that were actively used by students and staff. The publications technician, David Lawrence, continued to access a variety of online military publications websites in order to monitor publications, answer patron questions and download requested items.

# ***NCO JOURNAL***

## **Mission**

The mission of the *NCO Journal* Office was to produce the *NCO Journal* quarterly and distribute it throughout the Army and to other subscribers.

## **Organization and Staff**

At the beginning of 2002, SSG Dave Enders became the Editor-in-Chief with the departure of SSG Donald Sparks earlier in January. SGT Socorro Spooner was reassigned to an ADA brigade in January 2002 and SPC Jimmy Norris arrived in April 2002 to fill the Journalist position she had occupied. *NCO Journal* manning levels increased to five in August 2002 with the arrival of MSG Lisa Hunter as the Editor-in-Chief. Mr. Tegtmeier retained his position as managing editor throughout the year.

SGM Phil Prater, Office of the Chief of Staff, Public Affairs, approved the assignment of a master sergeant as the Editor-in-Chief, bringing the total staff to five in August 2002 with the arrival of MSG Lisa Hunter. The position becomes permanent on the *NCO Journal* TDA on 1 October 2003.

## **Significant Events**

### **Move of Office**

Major projects. In October, the staff moved its offices from Building 11274 to Building 11291 as part of a headquarters-wide reorganization. Shortly thereafter, the staff received new office furniture and two new modern computers, bringing the total of automation systems to five. In early November, the office received a new digital camera that enabled the office to move to virtually print-free operations that promise to cut photo-related costs for the Academy by several hundred dollars annually.

### **New Format for *NCO Journal***

The *NCO Journal* staff increased the size of the publication from 24 to 32 pages, including all pages in full four-color production. The increased size began with the January 2003 edition, published in late December 2002.

# 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 Jared A. Reed served as the HHC Commander throughout most of the year, giving way to CPT Boyce Edwards in December. During the summertime absence of CPT Eloy Cuevas as School Secretary CPT Reed and CPT Duane Miller helped assume School Secretary duties until CPT Marchesani settled in. The 1SGTs were Dwayne G. Young followed by James Sullivan. At the beginning of October the Historical Office and the NCO Museum moved from the responsibility of HHC to the School Secretary.

## **Major Activities**

CPT Reid spent a great deal of time working on the USASMA Strategic Plan and the reorganization plan for the academy. The reorganization took place in the fall.

# 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.

## **Organization and Staffing**

Personnel assigned to the Facility /Engineer's Office during FY2002 included:  
SFC Dale J. Barlow, Facility Engineer (Jul 1998-Feb '03)  
SSG Tommy W Turner, Facility Engineer (Jul '02- )  
Javier Contreras, Groundskeeper (Jul '02- )

## **Major Activities**

### **Heating, Ventilation and Air Conditioning (HVAC) and Electrical Upgrade Project**

The HVAC Project was completed in March 2002. The prime contractor was Beneco General Contractors. While there were over 20 sub-contractors, some that were noteworthy were Garick Mechanical & Electrical, Aush Technologies Inc. and Trane. The project presented many challenges. There were numerous design conflicts that required contract modifications. While no project of this magnitude is without design conflicts and contract modifications, steps should be taken to minimize these conflicts as much as possible in the future. Most important is to have as many eyes on the design reviews as possible to include individuals who are very familiar with the existing infrastructure. The end product is a high quality advanced HVAC system that is necessary for future expansion particularly in the area of classroom automation. The total project cost was \$5 million.

### **New Chapel Roof**

Volunteers from USASMA gave the Chapel Annex a new roof. A total saving of \$5,200 was accomplished by troop construction.

### **Landscape Award**

The groundskeeper (Javier Contreras), along with the inmates from the El Paso Federal Prison Camp has played a crucial role in maintaining a world class appearance for this institution. For their effort, the Academy won the 2002 Ft. Bliss Landscape Award.

### **Biggs Field Housing Replacement**

The project to replace the housing on Biggs Airfield was started in April 2001 in the form of a request for proposals (RPF), advertisement and contract award. This MCA (Major Construction Army) project was an IDIQ (Indefinite Delivery Indefinite Quantity) Design/Build project. The contract was awarded to Hunt Building Corporation on 20 Sep 2001. Construction began in April 2002 and was scheduled for completion in July 2003. Additionally, 150 units were scheduled for demolition under this contract. While this project will only produce 140 new housing units (64 units in Phase I and 76 units in Phase II), the ultimate goal is to replace 800 units that are over 50 years old with 400 new units. The total Project Cost for Phase I & II is \$22,008,812 (contract amount).

### **New Conference Room in the LRC**

A Conference room was added to the 2nd floor of the LRC. Construction began in February and finished in early March.

### **Chapel Annex Outbuildings**

The Chapel Annex has two temporary buildings that are being used for bible study classrooms. Buildings were purchased from King Buildings for \$32,400 and have electrical services as well as A/C.

### **Force Protection Improvements**

USASMA received \$55k for force protection. The measures included 18" rock walls and various fencing with gates. Leftover funds were used to upgrade and/or repair Locks and doors. The walls were installed to prevent vehicles from ramming the buildings. The fences and gates were designed to hinder access to the buildings through the windows.

### **Brick Siding Replacement**

Brick Siding Replacement on Buildings 11332, 11354, 11174, 11175, 11340, 11265, 11266 began in May and finished in February '03. The estimated cost was \$1,252,000. Replacement was necessitated by the continual detachment of the previous brick veneer siding which was also new.



An artist's rendition of the housing construction project at Biggs Army Airfield.

## Construction to begin on Biggs housing

**SGT. SOCORRO A. SPOONER**

*USASMA PAO*

After nearly 50 years, earthmovers and construction workers will begin turning dry ground into 140 new housing units on Biggs Army Airfield beginning in late February or early March.

The contractor, Hunt Building Corporation, was awarded the contract in September.

The new three and four-bedroom units will consist of seven different floor plans and three different color schemes, said Maj. Mike Richey, Army Corps of Engineers.

"This will give the neighborhood some variety," said Richey.

These units will also have brand new amenities such as one-car garages, covered patios, rock walls around all backyards, computer alcoves, ceiling fans and cable and telephone hook-ups throughout the units, said Sgt. 1st Class Dale J. Barlow, United States Army Sergeants Major Academy facility engineer. There are also plans to construct tot lots for the children throughout the area, a neighborhood park and a jogging trail with exercise stations around the new area, said Richey. The park will consist of a volleyball pit, a sheltered picnic area and a basketball court, he said.

The contractor also offered some options which include interior and exterior color schemes, interior

wall configurations and the use of doors or no doors for the computer alcoves. A committee made up of USASMA staff and faculty, Class 51 students and spouses, was assembled to help decide on these options. Once approved, these choices will be incorporated into the design.

The process of awarding this project to a contractor began in March and was finally awarded as a Design Build to the locally-based Hunt Building Corporation in September.

Currently, the project is scheduled for completion in June 2003, when USASMA Class 54 students start to arrive. They will be given priority on the housing list, said Barlow.

# Biggs to offer new housing



Current housing at Biggs Army Airfield.



Photos by Linda Stelter / El Paso Times

**Jesus Martinez, left,** and Mark Antonio Bissuett work on one of the houses going up at Biggs Army Airfield. The project is among many under way at military installations across the nation.

# **US Army Museum of the Noncommissioned Officer**

## **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**

Several significant actions began to take shape during the year. The US Army Sergeants Major Academy adopted a Long Range or Strategic Plan which called for moving the exhibits into the Academy complex. The Army Training Support Center began to develop a script and plan to remake the film, "The History of the NCO" for the Primary Leadership Development Course and other groups. Mr. Arms wrote an article on the Museum for On Point, the newsletter of the Army Historical Foundation. In October the academy shifted supervision of the museum from Headquarters/Headquarters Company to the School Secretary.

### **Proposed Move of Museum collection**

The decision to move the exhibits to the Academy complex offered several challenges. The biggest problem consisted of just where the exhibits would fit into the Academy. After several changes, Academy leaders determined that the exhibits would have a new home in the hallways of the South Wing of Bldg. 11293. They further decided to maintain building 11331 for artifact storage and the storage of other museum resources.

### **History of the NCO Film**

As the year drew to a close efforts were underway to remake the film, "The History of the NCO." Together, Dr. Robert Bouilly, the Academy historian and Mr. Arms, the Museum's curator served as the technical experts and helped guide the film for the Academy. They sought to ensure a high quality film with historical accuracy. In total, things looked promising for the completion of this film in the forthcoming year.

## **Supply Discipline Inspection**

The Museum overcame a major hurdle undergoing the Center of Military History's Command Supply Discipline Inspection in early December. Inspectors went through a very thorough list of questions to ensure the Museum's compliance with public law, Army regulations, and museum standards. They searched the collection and records for anywhere the Museum lacked accountability. The museum encountered no major obstacles in passing the Command Supply Discipline Inspection.

# 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 2002. For much of the year the Historical Office was subordinate to the Headquarters/Headquarters Company Detachment. At the beginning of October there was a reorganization of the academy and the Historical office and NCO Museum left the Headquarters/Headquarters Company Detachment and came under the School Secretary.

## **Major Activities**

### **Annual Histories**

The historian finished the CY 20002 and the CY 2001 USASMA Annual Command Histories.

### **Book Revisions**

The historian spent considerable time helping CSM Dan Elder as he made a major revision to the Center of Military History book entitled. *Sergeant Major of the Army*. Another book revision effort at the Center of Military History involved the book, *The Story of the Noncommissioned Officer*. Dr. Paul Hogan undertook this revision, and the USASMA historian contributed advice and a number of vignettes to the new edition.

### **Video**

SMA Tilley wanted to have a new video outlining the history of the American Army noncommissioned officer. Through the year the Museum curator, Mr. Larry Arms, and the historian worked successively with a script writer and with a camera crew that came to USASMA to film. The film used a number of enlisted personnel from the academy in a couple of scenes and made extensive use of the Museum's exhibits. The film took a long time getting approved as the TRADOC CSM insisted on adding more content to the film. The short, 10 minute to 15 minute film eventually doubled in size. It was used extensively as advertisement and also became a part of the PLDC curriculum.

APPENDIX A(1)  
USASMA STAFF DIRECTORY  
1 AUGUST 2001



**UNITED STATES ARMY SERGEANTS MAJOR ACADE**  
**11291 SGT E. CHURCHILL ST**  
**FORT BLISS, TEXAS 79918-8002**  
**1 AUGUST 2001**

SCHOOL SECRETARIAT		
<b>ATSS-S (Bldg 11291)</b>		
Director	CPT Cuevas	8383
<b>ATSS-SAR (Bldg 11291)</b>		
Chief, ARD	Ms. Bradford	8619
Admin Spec	SPC Bracey	8379
Admin Spec	SPC Renken	8378
Secretary	Ms. Sanchez	8123
<b>ATSS-SL (Bldg 11294)</b>		
Supervisor, LRC	Ms. Murray	8606
Systems/Ref Libn	Ms. Gaunt	8451
Library Tech	Mr. Ochotorena	8462
Library Tech	Ms. Canales	8454
Library Tech	Mr. Lawrence	8614/8176
<b>ATSS-SP (BLDG 11291)</b>		
Chief, Protocol	MSG Fraser	8489
Protocol Spec	SPC Rivera	8055
<b>ATSS-SJ (BLDG 11274)</b>		
Editor-in-Chief	SSG Sparks	9068
Managing Editor	Mr. Tegtmeier	9069
Illustrator	PV2 Stone	9209
PAO	SGT Spooner	9068

COMMAND GROUP		
<b>ATSS-C (Bldg 11291)</b>		
Commandant	COL DeWitt	8292
Admin NCO	SFC Dawson	8009
<b>ATSS-CAC (Bldg 11291)</b>		
Asst Commandant	LTC Murrell	8585
<b>ATSS-CSM (Bldg 11291)</b>		
CSM	CSM Williams	8307
Admin NCO	SGT Brownlee	8193
<b>ATSS-CC (Bldg 11273 &amp; 11275)</b>		
Chaplain	MAJ Barefield	8108
Chaplain Asst	SGT Bondurant	8223
<b>ATSS-CG (Bldg 11291)</b>		
ARNG Advisor	SGM Cappel	8313
<b>ATSS-CR (Bldg 11291)</b>		
USAR Advisor		8304
<b>ATSS-CH (Bldg 11293)</b>		
Health Pro Coord	CPT Boutlier	9403
NCOIC/OPS/MFT	SGM Johnson	8271
<b>ATSS-CRM (Bldg 1, Rm 119)</b>		
Chief, RMO	CPT Miller	8012/8341

FAX-1184

DIRECTORATE OF TRAINING & DOCTRINE		
<b>ATSS-D (Bldg 11291)</b>		
Director	SGM Smith, R.	8633
Deputy Director	Mr. Chase	8274
Analysis	Mr. Verhoff	8877
	Mr. Gulick	8125
	Ms. Davis	8633
<b>ASAT Administrator</b>		
<b>ATSS-DF (Bldg 11291)</b>		
Futures	Mr. Papke	8129
	Mr. Kennedy	569-6716
<b>ATSS-DA (Bldg 11291)</b>		
Admin Ops	Ms. Davis	8633
	SPC Maciel	8744
	PV2 Cedeno	569-6451
<b>ATSS-DC (Bldg 11291)</b>		
Ch, Crs, Dev Div	SGM Mays	8294
<b>ATSS-DCN (Bldg 11291)</b>		
Ch, NCOES	SGM McNair	8296
<b>ATSS-DCP (Bldg 11291)</b>		
Ch, PLDC	SGM Garrett	8218
<b>ATSS-DCA/B (Bldg 11291)</b>		
Ch, ANCOG/BNCOC	SGM Putnam	8680
<b>ATSS-DCS (Bldg 11291)</b>		
Ch, SMC	SGM Carr	8400
<b>ATSS-DCBS (Bldg 11291)</b>		
Ch, BSNCOG	SGM Magee, M.	8331
<b>ATSS-DCF (Bldg 11291)</b>		
Ch, FSC	SGM Knight	8854

HEADQUARTERS COMPANY		
<b>ATSS-H (Bldg 11291)</b>		
CDR	1LT Reid	9875
First SGT	1SG Young	8354
Ops SGT	SFC Hayward	8023
<b>ATSS-HFM (Bldg 11291)</b>		
Facilities Mgr	SFC Barlow	8816
<b>ATSS-HM (Bldg 11331)</b>		
Director, Museum	Mr. Arms	8646
Museum Spec	Ms. Cooper	8609
<b>ATSS-HMH (Bldg 11294)</b>		
Historian	Dr. Bouilly	9978
<b>ATSS-HRE (Bldg 11291)</b>		
Reenlistment NCO	SSG Williams	8885

INFORMATION MANAGEMENT DIRECTORATE		
<b>ATSS-IM (Bldg 11291)</b>		
Chief, IMD	Mr. Ortega	8221
IMD SGM	SGM Lennartz	8210
NCOIC	SFC Galford	8420
Web Admin	SGM Peterson	8391
Supv Mail Ck	Mr. Jacobberger	8335

DIRECTORATE OF EVALUATIONS & STANDARDIZATIONS		
<b>ATSS-E (Bldg 11291)</b>		
Dir, Evaluations	SGM Parker	8455
Evaluator	SGM Landrum	8871
Evaluator	SGM Ridgeway	569-8715
Evaluator	MSG Woodhams	8868
Evaluator	MSG Douglas	8868
Evaluator	MSG Cobb	8868
Evaluator	MSG Peterson	8701

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BATTALION HEADQUARTERS		
<b>ATSS-B (Bldg 11291)</b>		
Commander	CSM Foster	8220
XO	SGM Frazer-Thompson	8222
<b>ATSS-BP (Bldg 11291)</b>		
Per Sgt	SFC Cillo	8237
Asst Per SGT	SGT Quintanar	8827
<b>ATSS-BM (Bldg 11291)</b>		
Chief, LMDC	SFC Busby/SSG Abreu	8366
NCOIC	SGT Malone	8367
<b>ATSS-BL (Bldg 11292)</b>		
Chief, Supply/PBO	MSG Ravenell	8739
Supply SGT	SSG Anderson	8361
<b>ATSS-BS (Bldg 11291)</b>		
Security Manager	SGM Matthews	8362
<b>ATSS-BO (Bldg 11291)</b>		
Opns SGM	SGM Anderson	8305
Asst Opns NCO	SFC Tarango	8552
<b>ATSS-BOC (Bldg 11293)</b>		
Computer Lab	MSG Stearns-Migoni	8915
<b>ATSS-BOL (Bldg 11292)</b>		
Ch, Visual Info		8810
Proj Equip Oper	Ms. Mitsakos	8832
Audio/Visual Tech	SGT Boyd	8316
<b>ATSS-BOD (Bldg 11291)</b>		
Chief, SFDD	SGM Yancy-Tooks	8859
<b>ATSS-BE (Bldg 11293)</b>		
Education Tech	Ms. Taylor	9070
<b>ATSS-BI (Bldg 11293)</b>		
Intl Mil Stu Off	SGM Wagner	9055
<b>ATSS-BA (Bldg 11293)</b>		
Cdr, CO A	CSM Schulz	8785
First SGT	1SG Zamorano	8508
Clerk	SSG Cooper	8567
<b>ATSS-BAR (Bldg 11293)</b>		
CI, SMC	SGM Smith, N.	8881
CT, SMC	SGM Streagle	9208
SI, LD	SGM Harper	8120
SI, RM	SGM Coler	8311
SI, MO	SGM Noyes	8109
<b>ATSS-BAC (Bldg 11293)</b>		
CI, NRC	SGM Cross	8570
<b>ATSS-BB (Bldg 11293)</b>		
Cdr, CO B	CSM Lanier	8011
First SGT	1SG Bleich	9452
Clerk	SGT Hinds	9647
Clerk		8359
<b>ATSS-BBF</b>		
CI, FSC/CSMC	SGM Williamson	8205
SI, FSC	MSG Lovett	8479
SI, VTT	SGM Magee, C.	8303
Phase I Cell	MSG Powe	9690
<b>ATSS-BBB (Bldg 11293)</b>		
CI, BSNCOG	SGM Pearson	9165
SI, Bliss	MSG Vasquez	9194
SI, VTT	SGM Ordaz	8666
Phase I Cell	MSG Ramos	9211

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--- Ron Hillin- 8763

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 SGM Johnson 8572/8569

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APPENDIX A(2)  
USASMA STAFF DIRECTORY  
17 JANUARY 2002



**UNITED STATES ARMY SERGEANTS MAJOR ACADEMY**

**11291 SGT E. CHURCHILL ST  
FORT BLISS, TEXAS 79918-8002**

**17 January 2002**



SCHOOL SECRETARIAT			
ATSS-S (Bldg 11291)			
Director	CPT Cuevas	8383	
ATSS-SAR (Bldg 11291)			
Chief, ARD	Ms. Bradford	8619	
Admin Spec	SPC Williams	8379	
Admin Spec	PFC Simeon	8378	
Secretary	Ms. Sanchez	8123	
ATSS-SL (Bldg 11294)			
Supervisor, LRC	Ms. Murray	8606	
Systems/Ref Libn	Ms. Gaunt	8451	
Library Tech	Mr. Ochotorena	8452	
Library Tech	Ms. Canales	8454	
Library Tech	Mr. Lawrence	8614/8176	
ATSS-SP (BLDG 11291)			
Chief, Protocol	MSG Fraser	8489	
Protocol Spec	SPC Sepulveda	8055	
ATSS-SJ (BLDG 11274)			
Editor-in-Chief	SSG Enders	9068	
Managing Editor	Mr. Tegmeier	9069	
Illustrator	PFC Stone	9209	
PAO	SGT Spooner	9068	

DIRECTORATE OF TRAINING & DOCTRINE			
ATSS-D (Bldg 11291)			
Director	SGM Smith, R.	8633	
Deputy Director/ASAT	Mr. Chase	8274	
Ch, Analysis Div	Mr. King	8294	
	Mr. Verhoff	8877	
	Mr. Gulick	8125	
ATSS-DF (Bldg 11291)			
Futures	Mr. Papke	8129	
ATSS-DA (Bldg 11291)			
Admin Ops	SPC Maciel	8174	
	PFC Cedeno	569-6451	
ATSS-DC (Bldg 11291)			
Ch, Crs, Dev Div	SGM Mays	8405	
ATSS-DCN (Bldg 11291)			
Ch, NCOES	SGM McNair	8296	
ATSS-DCP (Bldg 11291)			
Ch, PLDC	SGM Garrett	8218	
ATSS-DCB/A (Bldg 11291)			
Ch, BNCOC/ANCO	SGM Putnam	8680	
ATSS-DCS (Bldg 11291)			
Ch, SMC	SGM Carr	8400	
ATSS-DCBS (Bldg 11291)			
Ch, BSNCO	SGM Magee, M.	569-8331	
ATSS-DCF (Bldg 11291)			
Ch, FSC	SGM Knight	8854	

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COMMAND GROUP			
ATSS-C (Bldg 11291)			
Commandant	COL DeWitt	8292	
Secretary	Ms. Jackson	8009	
ATSS-CAC (Bldg 11291)			
Asst Commandant	LTC Murrell	8585	
ATSS-CSM (Bldg 11291)			
CSM	CSM West	8307	
Admin NCO	SGT Guzman	8193	
ATSS-CC (Bldg 11273 & 11275)			
Chaplain	MAJ Barefield	8108	
Chaplain Asst	SGT Bondurant	8223	
ATSS-CG (Bldg 11291)			
ARNG Advisor	SGM Cappel	8313	
ATSS-CR (Bldg 11291)			
USAR Advisor		8304	
ATSS-CH (Bldg 11293)			
Health Pro Coor	MAJ Boutlier	9403	
NCOIC/OPS/MFT	SGM Johnson	8271	
ATSS-CRM (Bldg 1, Rm 119)			
Comptroller	CPT Miller	8012/8341	

HEADQUARTERS COMPANY			
ATSS-H (Bldg 11291)			
CDR	CPT Reid	9875	
First SGT	1SG Young	8354	
Opns SGT	PFC Swanson	8023	
ATSS-HFM (Bldg 11291)			
Facilities Mgr	SFC Barlow	8816	
ATSS-HM (Bldg 11331)			
Director, Museum	Mr. Arms	8646	
Museum Spec	Ms. Cooper	8609	
ATSS-HMH (Bldg 11294)			
Historian	Dr. Bouilly	9978	
ATSS-HRE (Bldg 11291)			
Reenlistment NCO	SSG Williams	8885	

INFORMATION MANAGEMENT DIRECTORATE			
ATSS-IM (Bldg 11291)			
Chief, IMD	Mr. Ortega	8221	
IMD SGM	SGM Lennartz	8210	
NCOIC	SFC Gafford	8950	
Web Admin	SGM Peterson	8391	
Supv Mail Clk	Mr. Jacobberger	8335	

DIRECTORATE OF EVALUATIONS & STANDARDIZATIONS			
ATSS-E (Bldg 11291)			
Director	SGM Parker	8455	
Deputy Director	SGM Ridgeway	8871	
Evaluator	SGM Griffin	8868	
Evaluator	SGM Douglas	8868	
Evaluator	MSG Cobb	8340	
Evaluator	MSG Peterson	569-6715	
Evaluator	MSG Torkildson	8701	
Evaluator	SFC Juan	8735	

BATTALION HEADQUARTERS			
ATSS-B (Bldg 11291)			
Commander	CSM Foster	8220	
XO	SGM Frazer-Thompson	8222	
ATSS-BP (Bldg 11291)			
Per Sgt	SFC Cillo	8237	
Asst Per SGT	SGT Quintanar	8827	
ATSS-BM (Bldg 11291)			
Chief, LMDC	SSG Abreu	8366	
NCOIC	SGT Malone	8367	
ATSS-BL (Bldg 11292)			
Chief, Supply/PBO	MSG Corbett	8739	
Supply SGT		8361	
ATSS-BS (Bldg 11291)			
Security Manager	SGM Matthews	8362	
ATSS-BO (Bldg 11291)			
Opns SGM	SGM Anderson	8305	
Asst Opns NCO	SFC Tarango	8552	
ATSS-BOC (Bldg 11293)			
Computer Lab	MSG Stearns-Migonil	8397	
	SGM Moton	8397	
ATSS-BOL (Bldg 11292)			
Proj Equip Oper	Ms. Mitsakos	8832	
Audio/Visual Tech	SGT Boyd	8316	
ATSS-BOD (Bldg 11291)			
Chief, SFDD	MSG Hollis	8859	
ATSS-BE (Bldg 11293)			
Education Tech	Ms. Taylor	9070	
Education Advisor		8915	
ATSS-BI (Bldg 11293)			
Int'l Mil Stu Off	SGM Wagner	9055	
Int'l Mil Spt Off	Mr. Hillin	8763	
ATSS-BA (Bldg 11293)			
Cdr, CO A	CSM Schulz	8785	
First SGT	1SG Zamorano	8508	
Admin	SSG Cooper	8567	
ATSS-BAR (Bldg 11293)			
CI, SMC	SGM Smith, N.	8881	
CT, SMC	SGM Streatle	9208	
SI, LD	SGM Harper	8120	
SI, RM	SGM Cofer	8311	
SI, MO	SGM Noyes	8109	
ATSS-BAC (Bldg 11293)			
CI, NRC	SGM Cross	8570	
Opns SGM	SGM Knapp	8572	
Crs Trainer	SGM Thomas	8297	
ATSS-BB (Bldg 11293)			
Cdr, CO B	CSM Smith	8011	
First SGT	1SG Bleich	9452	
Clerk	SGT Hinds/	9647	
	SGT Martinez	9647	
ATSS-BBF			
CI, FSC/CSMC	SGM Williamson	8205	
SI, FSC	MSG Lovett	8479	
SI, VTT	SGM Magee, C.	8303	
Phase I Cell	MSG Powe	9690	
ATSS-BBB (Bldg 11293)			
CI, BSNCO	SGM Pearson	9165	
SI, Bliss	MSG Campbell	9194	
SI, VTT	SGM Ordaz	8666	
Phase I Cell	MSG Ramos	9211	

APPENDIX A(3)  
USASMA STAFF DIRECTORY  
1 JULY 2002

**UNITED STATES ARMY SERGEANTS MAJOR ACADEMY**

**11291 SGT E. CHURCHILL ST**

**FORT BLISS, TEXAS 79918-8002**

**1 July 2002**

SCHOOL SECRETARIAT		
<b>ATSS-S (Bldg 11291)</b>		
Director	CPT Marchesani	8383
<b>ATSS-SAR (Bldg 11291)</b>		
Chief, ARD	Ms. Bradford	8619
Admin Spec	SPC Williams	8379
Admin Spec	PFC Simeon	8378
Secretary	Ms. Sanchez	8123
<b>ATSS-SL (Bldg 11294)</b>		
Supervisor, LRC	Ms. Murray	8606
Systems/Ref Libn	Ms. Gaunt	8451
Library Tech	Mr. Ochotorena	8462
Library Tech	Ms. Canales	8454
Library Tech	Mr. Lawrence	8614/8176
<b>ATSS-SP (BLDG 11291)</b>		
Chief, Protocol	MSG Fraser	8489
Protocol Spec	SPC Sepulveda	8448
<b>ATSS-SJ (BLDG 11274)</b>		
Editor-in-Chief/PAO	SSG Enders	9068
Managing Editor	Mr. Tegmeier	9069
Illustrator	PFC Stone	9209
Photo Journalist	SPC Norris	9068

COMMAND GROUP		
<b>ATSS-C (Bldg 11291)</b>		
Commandant	COL Enneking	8292
Admin NCO	SGT Hinds	8009
<b>ATSS-CAC (Bldg 11291)</b>		
Asst Commandant	LTC Murrell	8585
<b>ATSS-CSM (Bldg 11291)</b>		
CSM	CSM West	8307
Admin NCO	SGT Guzman	8193
<b>ATSS-CC (Bldg 11273 &amp; 11275)</b>		
Chaplain	MAJ Zust	8108
Chaplain Asst	SGT Bondurant	8223
<b>ATSS-CG (Bldg 11291)</b>		
ARNG Advisor	SGM Cappel	8313
<b>ATSS-CR (Bldg 11291)</b>		
USAR Advisor		8304
<b>ATSS-CH (Bldg 11293)</b>		
Health Pro Coor	MAJ Boutillier	9403
NCOIC/OPS/MFT	SGM Knox	8271
<b>ATSS-CRM (Bldg 1, Rm 119)</b>		
Comptroller	Ms. Clay	8612/8241

DIRECTORATE OF TRAINING & DOCTRINE		
<b>ATSS-D (Bldg 11291)</b>		
Director	SGM Smith, R.	8633
Deputy Director/ASAT	Mr. Bucher	8274
Ch, Analysis Div	Mr. King	8294
	Mr. Verhoff	8877
	Mr. Gulick	8125
<b>ATSS-DF (Bldg 11291)</b>		
Futures		
<b>ATSS-DA (Bldg 11291)</b>		
Admin Ops	SPC Maciel	8174
	PFC Cedeno	8332
<b>ATSS-DCP (Bldg 11291)</b>		
Ch, PLDC	SGM Garrett	8218
<b>ATSS-DCA (Bldg 11291)</b>		
Ch, ANCOG	SGM Lawson	8358
<b>ATSS-DCB (Bldg 11291)</b>		
Ch, BNCOC	SGM Mays	8400
<b>ATSS-DCS (Bldg 11291)</b>		
Ch, SMC	SGM Carr	2661
<b>ATSS-DCBS (Bldg 11291)</b>		
Ch, BSNCOG	SGM Magee, M.	8331
<b>ATSS-DCF (Bldg 11291)</b>		
Ch, FSC	SGM Mayo	8854

HEADQUARTERS COMPANY		
<b>ATSS-H (Bldg 11291)</b>		
CDR	CPT Reid	9875
First SGT	1SG Sullivan	8354
Opns SGT	PFC Swanson	8023
<b>ATSS-HFM (Bldg 11291)</b>		
Facilities Mgr	SFC Barlow	8816
<b>ATSS-HM (Bldg 11331)</b>		
Director, Museum	Mr. Arms	8646
Museum Spec	Ms. Cooper	8609
<b>ATSS-HMH (Bldg 11294)</b>		
Historian	Dr. Bouilly	9978
<b>ATSS-HRE (Bldg 11291)</b>		
Reenlistment NCO	SSG Williams	8885

INFORMATION MANAGEMENT DIRECTORATE		
<b>ATSS-IM (Bldg 11291)</b>		
Chief, IMD	Mr. Ortega	8221
IMD SGM	SGM Lennartz/SGM Moriarity	8210
NCOIC	SFC Gafford	8950
Web Admin	SGM Phillips	8391
Supv Mail Clk	Mr. Jacobberger	8335

QUALITY ASSURANCE OFFICE		
<b>ATSS-E (Bldg 11291)</b>		
Director	SGM Putnam	8455
Deputy Director	SGM Griffin	8871
Evaluator	MSG Torkildson	8868
Evaluator	SGM Simmons	8868
Evaluator	MSG Cobb	8340
Evaluator	SGM Peterson	569-6715
Evaluator	SFC Juan	8735

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**BATTALION HEADQUARTERS**

<b>ATSS-B (Bldg 11291)</b>		
Commander	CSM Green	8220
XO	SGM Vega	8222
<b>ATSS-BP (Bldg 11291)</b>		
Per Sgt	SSG Stewart	8237
Asst Per SGT	SGT Quintanar	8827
<b>ATSS-BM (Bldg 11291)</b>		
Chief, LMDC	SSG Abreu	8366
NCOIC	SPC Kendall	8367
<b>ATSS-BL (Bldg 11292)</b>		
Chief, Supply/PBO	MSG Corbett	8739
Supply SGT	SGT Anderson	8361
<b>ATSS-BS (Bldg 11291)</b>		
Security Manager	SSG Cooper	8362
<b>ATSS-BO (Bldg 11291)</b>		
Opns SGM	SGM Anderson	8305
Asst Opns NCO	SFC Isham	8552
<b>ATSS-BOC (Bldg 11293)</b>		
Computer Lab	SGM Kilpatrick	8397
	SGM Hammond	8397
<b>ATSS-BOL (Bldg 11292)</b>		
Proj Equip Oper	Ms. Mitsakos	8832
Audio/Visual Tech	SGT Boyd	8316
<b>ATSS-BOD (Bldg 11291)</b>		
Chief, SFDD	SGM Velez	8859
<b>ATSS-BE (Bldg 11293)</b>		
Education Tech	Ms. Taylor	9070
Education Advisor	MSG Stearns-Migoni	8915
<b>ATSS-BI (Bldg 11293)</b>		
Int'l Mil Stu Off	SGM Wagner	9055
Int'l Mil Spt Off	Mr. Hillin	8763
<b>ATSS-BA (Bldg 11293)</b>		
Cdr, CO A	CSM Schulz	8785
First SGT	1SG Zamorano	8508
Admin	SPC Michela	8567
<b>ATSS-BAR (Bldg 11293)</b>		
CI, SMC	SGM Smith, N.	8881
CT, SMC	SGM Mainor	9208
SI, LD	SGM Jackson	8120
SI, RM	SGM Flores	8311
SI, MO	SGM Harper	8109
<b>ATSS-BAC (Bldg 11293)</b>		
CI, NRC	SGM Cross	8570
Opns SGM		8572
Crs Trainer	SGM Thomas	8297
<b>ATSS-BB (Bldg 11293)</b>		
Cdr, CO B	CSM Smith	8011
First SGT	1SG Baker	9452
Clerk	SGT Martinez	9647
<b>ATSS-BBF</b>		
CI, FSC/CSMC	SGM Adams	8205
SI, FSC	MSG Lovett	8479
SI, VTT	SGM Magee, C.	8303
Phase I Cell	MSG Weber	9690
<b>ATSS-BBB (Bldg 11293)</b>		
CI, BSNCOG	SGM Pearson	9165
SI, Bliss	MSG Prince	9194
SI, VTT	MSG Counsman	8666
Phase I Cell	MSG Ramos	9211

APPENDIX B

KEY PERSONNEL

1 Jan – 31 Dec 2001

Commandant	COL Charles R. DeWitt	1 Jan – 31 May 02
	COL Michael Enneking	14 Jun – 31 Dec 02
CSM	Clifford R. West	17 Nov – 31 Dec 02
Asst. Cmdt.	LTC Richard J. Murrell	1 Jan – Sep 02
	LTC John K. Kirby	1 Oct – 31 Dec 02
School Sec.	CPT Eloy E. Cuevas	Jan – 5 Apr 02
	CPT Stephen V. Marchesani	20 May -- 31 Dec 02
Dir. of Training	SGM Rickey E. Smith	1 Jan -- 31 Jun 02
	SGM Henry K. Garrett	1 Jul.--.31 Dec 02
Deputy Dir. of Training	Mr Stephen L. Chase	1 Jan – May 02
	Mr. George V. Bucher	1 Jun -- 31 Dec 02
Dir. of Eval. and Standardization/QAO	SGM Anthony L. Parker	1 Jan – Apr 02
	SGM David D. Putnam	Apr – 31 Dec 02
Student and Faculty Battalion	CSM Thomas H. Foster, III	1 Jan – 31 Dec 02
A Co. commander	CSM Roger B. Schulz	1 Jan – 31 Dec 02
B Co. Commander	CSM Sylvester L. Smith	1 Jan – 31 Dec 02
Headquarters and HQ Co.	CPT Jared A. Reid	1 Jan – Oct 02
	CPT Boyce Edwards	5 Oct – 31 Dec 02
Facilities	SFC Dale J. Barlow	1 Jan – Feb 02
	SSG Tommy Turner	Jul – 31 Dec 02
Chaplain	MAJ William O. Barfield	1 Jan – 31 May 02
	MAJ Jeffrey L. Zust	1 Jun – 31 Dec 02
Health Promotion	CPT Brian E. Boutilier	1 Jan – 31 Dec 02

Information Mgt. Directorate	Mr. Victor M.Ortega	1 Jan – 31 Dec 02
ARNG Sen. Enlisted Advisor	SGM Frank A. Cappel	1 Jan – 31 Dec 02
RMO	CPT Duane Miller CPT Charles St. Clair	1 Jan – Jul 02 Aug – 31 Dec 02

Colonel Charles R. DeWitt  
Commandant, United States Army Sergeants Major Academy

Colonel Charles R. DeWitt, a graduate of the University of Maryland, College Park, Maryland, was commissioned as a Second Lieutenant in Air Defense Artillery in 1972. His initial assignment with the 1st Battalion (C/V) (SP), 62nd Air Defense Artillery, 25th Infantry Division in Hawaii was followed by an assignment with 1st Battalion (C/V) (SP), 55th Air Defense Artillery, 5th Mechanized Division at Fort Bliss, Texas, where he commanded Battery C. His staff assignments include S-4 of 1st Battalion, 2nd Air Defense Artillery, 38th Brigade in Korea; Operations Officer, 1st Corps Support Command at Fort Bragg, North Carolina; Battalion S-3 and Executive Officer of Special Troops Battalion, 1st Corps Support Command, Fort Bragg; and the Battalion S-3 and Executive Officer of the 4th Battalion (C/V) (SP), 1st Air Defense Artillery Brigade at Fort Bliss, Texas. During his last assignment at Fort Bliss he also served as the Installation Inspector General. He assumed command of 2nd Battalion, 44th Air Defense Artillery, 101st Airborne Division (Air Assault) at Fort Campbell, Kentucky in 1989 and served in Operations Desert Shield and Desert Storm. Following this assignment, he completed a joint duty tour at U.S. Space Command where he served as a Ballistic Missile Plans and Requirements Officer in the J-5. Colonel DeWitt subsequently commanded the 108th Air Defense Artillery Brigade at Fort Polk, LA. Prior to his current assignment, he served as the Chief of Staff for United States Army Alaska. Colonel DeWitt is a graduate of the Field Artillery Officer Candidate School, the Air Defense Basic and Advanced Courses, the U.S. Army Command and General Staff College and the U.S. Army War College. Additionally, he earned a Master Degree from Shippensburg University in Public Administration.

His military awards and decorations include the Legion of Merit (1st Oak Leaf Cluster), the Bronze Star Medal, the Meritorious Service Medal (3rd Oak Leaf Cluster), the Army Commendation Medal (1st Oak Leaf Cluster), the Army Achievement Medal, the National Defense Service Ribbon, the Southwest Asia Service Ribbon, the Saudi Arabian Kuwait Liberation Medal and the Kuwait Liberation Medal. He has been awarded the Air Assault Badge, Parachutist Badge, Ranger Tab and the Space Badge.



Colonel Michael D. Enneking

Colonel Michael D. Enneking assumed the position of the Thirteenth Commandant of the United States Army Sergeants Major Academy in June 2002.



Colonel Enneking entered the United States Army in April 1972 and underwent Basic Training at Fort Leonard Wood, MO and 13E Advanced Individual Training at Fort Sill, OK. Upon completion of Officer Candidate School, he was commissioned in the Field Artillery in 1981. He was initially assigned to the 82nd Airborne Division and served as a Fire Support Team Chief for an infantry company, Battalion Fire Support Officer for the 68th Armor Battalion, and Firing Battery Executive Officer. Colonel Enneking has commanded B Battery, 1st Battalion, 319th Field Artillery, 82nd Airborne Division, and 2nd Battalion, 2nd Field Artillery at Fort Sill, OK.

His staff assignments include S1, 4th Battalion, 9th Field Artillery (Pershing) and Adjutant General, 56th Field Artillery Command (Pershing) in Germany. Following the Command and General Staff College, Colonel Enneking was assigned to J6, United States Atlantic Command, Norfolk, VA where he served as Chief, Computer Hardware Maintenance. In 1994, Colonel Enneking was assigned to the 10th Mountain Division, Fort Drum, NY, where he served as Assistant DIVARTY S3, Battalion Executive Officer, 3rd Battalion, 6th Field Artillery, and Division Artillery Executive Officer. At Fort Sill, OK, he served as Chief, Cannon Division in the Gunnery Department as well as, Director, Plans, Training, and Mobilization. Prior to his current assignment, Colonel Enneking was a student at the U.S. Army War College.

Colonel Enneking is a graduate of the Primary Leadership Course, Drill Sergeant School, the Noncommissioned Officer Basic and Advanced Courses, Officer Candidate School, the Field Artillery Officer Basic and Advanced Courses, the Combined Arms Staff and Services School, the U.S. Army Command and General Staff College, the Armed Forces Staff College, and the U.S. Army War College. Additionally, he earned a Masters Degree from the Army War College in Strategic Studies.

His military awards and decorations include the Bronze Star Medal, the Defense Meritorious Service Medal, the Meritorious Service Medal (3rd Oak Leaf Cluster), the Army Commendation Medal (4th Oak Leaf Cluster), the Army Achievement Medal (6th Oak Leaf Cluster), the Army Good Conduct Medal (Third Award), the National Defense Service Medal (with 2 Bronze Stars), the Armed Forces Expeditionary Medal (with Bronze Star), the Humanitarian Service Medal, and the Noncommissioned Officer Development Ribbon (Numeral Three). He has been awarded the Master Parachutist Badge, Ranger Tab and the Drill Sergeant Badge.

CSM Clifford R. West  
Command Sergeant Major, United States Army Sergeants Major Academy

Command Sergeant Major Clifford R. West entered the United States Army in November 1971 and underwent Basic Training at Fort Knox, Kentucky. On January 5, 2002 Command Sergeant Major West became the 20th Command Sergeant Major of the United States Army Sergeants Major Academy, Fort Bliss, Texas.

Command Sergeant Major West has served in every level of enlisted leadership. His duties and assignments include: Crewman on 106MM Recoilless Rifle and Tow Weapons System with 1st Battalion, 325th Airborne Infantry at Fort Bragg; Gunner with 3rd Battalion, 187th Infantry (Rakkasans) at Fort Campbell, Kentucky; Team Leader and Squad Leader with the 1st Battalion, 16th Infantry stationed in Germany; Drill Sergeant with the 5th Battalion, 3rd Basic Training Brigade at Fort Dix, New Jersey; and Platoon Sergeant and First Sergeant with C Company, 5th Battalion, 327th Infantry (Airborne) at Fort Richardson, Alaska. In 1988, was selected as a Military Science Instructor at the University of Colorado, assigned to the 4th ROTC region, Fort Lewis, Washington.



Command Sergeant Major West's assignments as a Sergeant Major include the Joint Readiness Training Center; Operations Sergeant Major for 1st Brigade, 327th Infantry Regiment and Command Sergeant Major of the 2nd Battalion, 327th Infantry Regiment at Fort Campbell, Kentucky; Brigade Command Sergeant Major of the Ranger Training Brigade and Infantry School Command Sergeant Major, Fort Benning, Georgia; and the Command Sergeant Major of the 3rd Brigade, 187th Infantry Regiment (Rakkasans) at Fort Campbell, Kentucky, and 101st Air Assault Division Command Sergeant Major, Fort Campbell, KY.

He has graduated from numerous military schools and courses. Key among these include The Air Assault School, Basic Airborne Course, Drill Sergeant School, Ranger School (Honor Graduate), Jumpmaster Course, and the Master Fitness Course. He has nearly completed a Bachelors Degree in Business from Columbia State College in Missouri.

Command Sergeant Major West's awards include: the Legion of Merit (with two Oak Leaf Clusters), the Meritorious Service Medal (with five Oak Leaf Clusters), the Army Commendation Medal (with two Oak Leaf Clusters), the Army Achievement Medal (with three Oak Leaf Clusters), the National Defense Service Medal (with Bronze Star), the Non-Commissioned Officer Development Ribbon (Fourth numeral), the Army

Good Conduct Medal (Ninth Award), the Overseas Service Ribbon (Second Award), the Expert Infantryman's Badge, Ranger Tab, Air Assault Badge, Master Parachutist Badge, and the Drill Sergeant Badge.

He was awarded the National Infantryman's Association Order of Saint Maurice in the rank of Primicerius

## ACRONYMS

AAR	after action review
ABCS	Army Battle Command System
AC	Active Component
ADSW	active duty for special work
AER	Army Emergency Relief
AFB	Air Force Base
AGR	Active Guard/Reserve
ANCOC	Advanced Noncommissioned Officer Course
APFRI	Army Physical Fitness Research Institute
APFT	Army Physical Fitness Test
AR	Army Reserve, Army regulation
ARI	Army Research Institute
ARNG	Army National Guard
ATLDP	Army Training and Leadership Development Plan
ATM	asynchronous transfer mode (switch)
ATRRS	Army Training Requirements Resources System
ATSC	Army Training Support Center
AWC	Army War College
BBS	bulletin board service
BDE	brigade
BN	battalion
BSC	Battle Simulation Center
BNCOC	Basic Noncommissioned Officer Course
BSNCO	Battle Staff Noncommissioned Officer Course
C4C	coaching for commitment
CAC	Combined Arms Command (Ft. Leavenworth, KS)
CAD	course administration data
CAT-IV	category 4
CD	compact disc
CFC	Combined Federal Campaign
CGSC	Command and General Staff College
CH	chaplain
CL	class
Cmdt	commandant
CO	Company
COA	course of action
COE	contemporary operating environment
COL	Colonel
COSCOM	Corps Support Command
CPT	Captain
CPU	central processing unit
CPX	command post exercise
CRXXI	Classroom 21 (21 <sup>st</sup> century)

C/V	Chaparral/Vulcan
CR	classroom
CSA	Chief of Staff of the Army
CSM	Command Sergeant Major
CSM-D	Command Sergeant Major-Designate
CSMSS	Command Sergeants Major Spouses' Seminar
CY	calendar year
DA	Department of the Army
DD	Department of Defense
DISA	Defense Systems Information Agency
DL	distance learning
DOES	Directorate of Evaluation and Standards
DOIM	Directorate of Information Management
DOTD	Directorate of Training and Doctrine
DPAS	Defense Property Accountability System
DPWL	Directorate of Public Works and Logistics
DOTE	Directorate of Training and Evaluation
DRM	Directorate of Resource Management
DTAC	Division Tactical Command (Post)
ELO	enabling learning objective
EOCC	end of course critique
EPSQ	electronic personnel security questionnaire
ETS	expiration of term of service
FA	faculty advisor
FAC	Family Assistance Center
FAMSEG	Field Artillery Missile Systems Evaluation Group
FAQ	frequently asked questions
FIG	Fort Indiantown Gap
FM	field manual
FORSCOM	Forces Command
FSC	First Sergeant Course
FY	fiscal year
GS	general service
HHC	Headquarters and Headquarters Company
HP	Hewlett-Packard
HPO	Health Promotion Office
HRA	health risk assessment
HQ	headquarters
HVAC	heating, ventilation and air conditioning
IAW	in accordance with
IDEP	individual development plan
IDIQ	indefinite delivery, indefinite quantity
IMD	Information Management Directorate
IMPAC	international merchant purchase authorization card
IMSO	International Military Student Officer
IP	Information Program

ITC	Instructor Training Course
ITP	individual training plan
JSAT	Joint Security Assistance Training
K	kilometer
kVA	kilovolt ampere
LAN	local area network
LMDC	Lesson Material Distribution Center
LRC	Learning Resource Center
LT	Lieutenant
LTC	Lieutenant Colonel
LTG	Lieutenant general
M-day	Mobilization day
mbs	million bits per second
MCS	Maneuver Control System
MCS-L	Maneuver Control System-Light
MFTB	Multi-functional Training Brigade
MG	Major General
Mil-Ops	Military Operations Division
MIMIC	Military Interactive Multimedia Instruction Center (Camp Dodge, IA [Des Moines])
MLRS	Multiple Launch Rocket System
MOA	memorandum of agreement
MOS	mission-oriented skill
MOU	memorandum of understanding
MS/A	Microsoft computer hardware training
MSG	Master Sergeant
MTN	mountain
NBC	nuclear, biological and chemical
NCO	noncommissioned officer
NCOA	noncommissioned officer academies
NCOES	Noncommissioned Officer Education System
NDU	National Defense University
NLT	not later than
NRC	Nonresident (Sergeants Major) Course
NSA	national security assistance
OC	observer/controller
OCM	observer/controller/mentor
OOTW	operations other than war
OMA	Operations and Maintenance, Army
OPORD	operations order
OPTEMPO	operations tempo
OSHA	Occupational Safety and Health Administration
PAO	public affairs officer
PBAC	Program Budget Analysis Committee
PCS	permanent change of station
PDF	portable document format

PERSCOM	Personnel Command
PFC	Private First Class
PLDC	Primary Leadership Development Course
POC	point of contact
POI	program of instruction
PVT	private
QAO	Quality Assurance Office
(R)	retired
RA	Regular Army
RC	Reserve Component
RFP	request for proposals
RMO	Resource Management Officer
ROM	readout memory
S&F	store and forward; staff and faculty
SAAC	stand alone common core
SAT	systems approach to training
SATFA	Security Assistance Training Field Activity
SATP	Security Assistance Training Program
SFC	Sergeant First Class
SGITC	Small Group Instructor Training Course
SGM	Sergeant Major
SIRSI	a library information management system corporation based in Phoenix, AZ
SLDC	Spouses' Leadership Development Course
SGL	small group leader
SMA	Sergeant Major of the Army
SMC	Sergeants Major Course
SME	subject matter expert
SNOC	Senior Non-commissioned Officer Course (proposed)
SP	self-propelled
SPC	Specialist
SSG	Staff Sergeant
TAD	Training and Analysis Division (DOTD)
TASS	The Army School System; formerly the Total Army School System
TATS	The Army Training System
TCO	test control officer
TD	training development
TDA	table of distribution and allowances
TDY	temporary duty
TLO	terminal learning objective
TNET	television network
TOC	tactical operations center
TRADOC	Training and Doctrine Command
TSP	training support package
TVT	television training
UFR	un-financed request

UMR	Unit Manning Requirement
UNIX	an operating system developed by Bell Laboratories
USAEUR	United States Army Europe
USAR	United States Army Reserve
USASMA	United States Army Sergeants Major Academy
VTC	vinyl composite tile
VTT	Video Tele-training
WBMAC	William Beaumont Army Medical Center