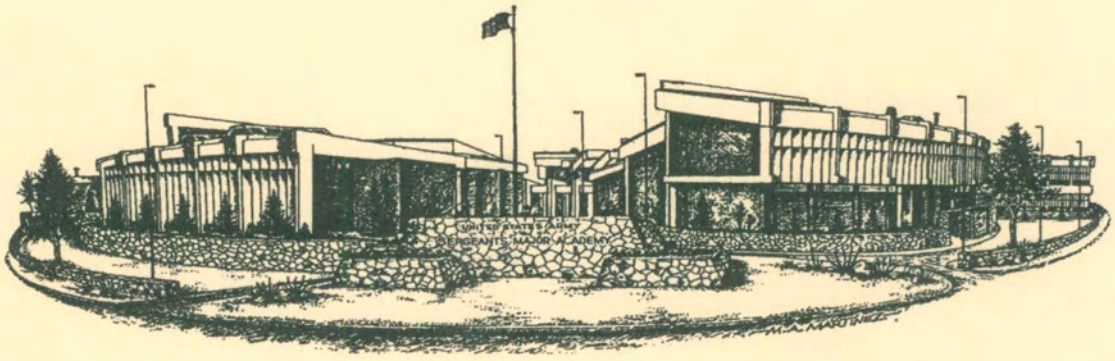
USASMA
ANNUAL COMMAND HISTORY (U)
1 January 2006 to 31 December 2006



SERGEANTS MAJOR ACADEMY
FORT BLISS, TEXAS

US ARMY SERGEANTS MAJOR ACADEMY

ANNUAL COMMAND HISTORY

(RCS CHIS-6 (R3))

By Dr. Robert H. Bouilly

Historian

US Army Sergeants Major Academy

Fort Bliss, Texas

March 2007

COLONEL DAVID J. ABRAMOWITZ



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

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

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

Afghanistan in support of Operation Enduring Freedom. His most recent assignment was as the Commander, 17th Aviation Brigade in Korea.

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

COMMAND SERGEANT MAJOR JAMES E. DALE



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

CSM Dale has served in numerous leadership positions from Tank Commander to Command Sergeant Major and in various staff positions from Operations Specialist to Brigade Master Gunner. He has served three tours in Europe and in numerous stateside assignments, from Fort Bliss, Texas, to Fort Drum, N.Y. His training assignments include duty as an instructor/course writer for the Master Gunner Course; the NCOIC of

the Gun Training and Doctrine Branch; Chief of the Basic Noncommissioned Officer Course; and Assistant Commandant, NCO Academy at the Armor Center. As an instructor at the Master Gunner Course, he was selected as the Instructor of the Quarter. CSM Dale served as the Exchange Instructor at the Air Force Senior Noncommissioned Officer Academy and earned the Occupational Instructor Certification from the Community College of the Air Force. Before coming to the Sergeants Major Academy, CSM, Dale was the Command Sergeant for the United States Army Cadet Command.

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

COMMANDANT'S SUMMARY

The year began with an emphasis on communication. COL Abramowitz directed that the academy's webpage be radically upgraded by November 2005. It was, but only in early 2006 did it hit its stride. The purpose of the upgrade was to better communicate to the field. The intent was that incoming students could learn much about the academy before they got here and this would have the added bonus of lessening the workload of the various offices at the academy. From all feedback the website has done just that.

Enhancement of communications continued to be a major focus. The NCO Net is another website sponsored by the academy to enhance a "community of practice" for NCOs. During 2006 the academy worked to make the website faster and easier to use through use of improved software and connections to the Army Knowledge Network. It sought to build its user base beyond 16,000 through adding features to the site. Senior NCOs and Reserve Component NCOS were especially targeted. The recruiting branch asked for a niche on the site in the hopes of helping recruiters across the country. COL Abramowitz also used the old fashioned letter to tell the NCO community what USASMA was doing through a series of emails to the field beginning in November 2005 and ending in February 2007.

Communication of another sort began the year and ended it. In the spring USASMA sponsored an Army Career Day designed to showcase the Army as an attractive career for young people. Attendance was both large and enthusiastic. On a much different note the Chaplain and the Academy held a remembrance ceremony at the chapel on Veterans Day. Especially invited were area family members of soldiers lost in the wars in Iraq and Afghanistan. The ceremony was USASMA's way to reach out to the community and to those who especially sacrificed for their country.

Improvement in the physical plant came largely through important, but hardly flashy, projects. The constantly increasing demand for electricity and electrical communication led the academy to put in raised flooring in the classroom in 2005 to accommodate the added wiring not anticipated when the academy was built. In 2006 it was the turn of the Directorate of Training and Doctrine to get a similar upgrade. Added equipment produced added capabilities during the year. Two more Battle Staff classrooms were equipped to export the course through video tele-training. The addition of plasma television screens in the Sergeants Major Course classrooms complemented the academy's new capability to use streaming video. More flashy, was the complete renovation of the chapel and the adjacent recreation hall at the beginning of the year. The year closed out with the start of a major overhaul of the AAFES "bookstore." The eating facility was completely redone into a Subway which opened just after the first of the year in 2007. To complement this move to a more healthy food selection, the academy began to build a food court just outside the building to accommodate more patrons.

USASMA was successful in 2006 in its efforts to plan for future expansion of the Academy. The academy has grown in staff and in mission since the current buildings were constructed. We needed another building. Planning, obtaining funding, and getting a construction project started is complicated and lengthy. CSM Dale got the effort going in 2005 through a series of meetings to determine requirements. Coordination with the Corps of Engineer, Houston and a contractor produced a plan, and in 2006 the academy got the 1391 form completed and approved. This put the academy in a position to ask for money. The current funding climate is not conducive to immediate funding, but the academy is now in a position to get funding when the opportunity arrives.

The primary mission of the academy is to teach. To this end the academy brought considerable improvement during the year. Much of the effort was devoted to "Transformation." The Bush Administration and Secretary of Defense Donald Rumsfeld sought to transform the military; to make it less cumbersome, more quickly responsive to crises. In time this meant to the TRADOC community an attempt to provide new curriculum, delivered in new ways to a student body that often would not be in a centralized classroom. The result in NCOES has been the introduction into the curriculum of such diverse courses as the Warrior Leader Course and the Sergeants Major Course such lessons as Improvised Explosive Device-Defeat, and Every Soldier a Sensor (ES2). The Directorate of Training and Doctrine began the process of introducing interactive media Instruction (IMI) and the new GEL (guided experiential learning) process into their curriculum development. Soon the Nonresident Sergeants Major Course will have 100 hours of IMI instruction with considerably more to come. On a more conventional level the academy introduced a CPX into the Nonresident SMC for the first time and revamped the Military History Lesson in the Resident SMC.

The academy enjoyed a number of successes as a teaching institution in 2006. It successfully underwent re-accreditation. It was able to arrange for graduate credit from three schools for students taking the SMC. This is important because more and more students are in a position to undertake graduate work as they look toward a career beyond their military service.
The introduction of a new academic tracking system called ATLAS with "blackboard" offered the prospect of a much more efficient administration of the classes.

It was a busy and productive year.

OFFICE OF
THE COMMANDANT

COL David J. Abramowitz
Aviation

FOREWORD

The 2006 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 and a list of key personnel.

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

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

Dr. Robert H. Bouilly
USASMA Historian

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BRIEF HISTORY OF THE US ARMY SERGEANTS MAJOR ACADEMY

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

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

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

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

In 1980 and again in 1986 and 1989 the Academy began to teach new courses. These had to be taught in additional buildings, some of them temporary structures. By 1995 the Academy had obtained approval to build a new academic wing to house the First Sergeant Course and the Battle Staff Noncommissioned Officer Course. The new wing was completed in 1997. In 2001 the Academy substantially improved its physical plant through the "World Class Academy" initiative. The Initiative replaced "swamp cooler" cooling with refrigerated air and a heat pump system. Other improvements included a substantial upgrade in the electrical system to support new classroom automation and the inaugural use of a couple of the new Classroom XXIs.

The academy's role in the NOCES and senior NCO educational program grew substantially in the 1980's. What was originally intended to be an academy for a single, senior-level course for NOCES grew to encompass not only the Sergeants Major Course, but also several non-NCOES courses designed for senior NCOs. The academy staff also became responsible for all or portions of several other NCOES courses taught elsewhere. Beginning in 1994 the academy developed exportable versions of its courses that could be taught at remote locations. In 1981 the academy opened a museum that depicted the history of the noncommissioned officer from 1771 to the present.

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. Students occupied these new homes beginning in 2001. Further construction or replacement housing began in 2005. Changing roles for Fort Bliss in 2005 meant that an armored brigade came to the fort and began to move onto Biggs Field. The old remaining house in Aero Vista became housing for young enlisted soldiers of the brigade. Meanwhile GMH Corporation took over control of the newer houses on Biggs Field as part of the Army's initiative to turn over housing to private contractors.

THE NONCOMMISSIONED OFFICER EDUCATION SYSTEM

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

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

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

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

In 1989 the academy also became responsible for "common core" instruction lessons in the Advanced Noncommissioned Officer Course (ANCOC). By 2003 the Army Leadership Group at the Combined Arms Command located at Ft. Leavenworth became convinced there was nor further need for common core instruction in ANCOC and got the Training and Doctrine Command to agree to drop the training. A couple of years later the Army Leadership Group reversed their position and asked that the

common core instruction be re-established. In 2006 the Training and Doctrine Directorate at USASMA began to reconstitute and update the common core curriculum.

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. At the beginning of the new century the Army sought to "transform" itself. Transformation began throughout NCOES. In the Sergeants Major Course it meant changes in lessons; contingency plans to offer the course with more than one start each year and ambitious plans to introduce interactive media instruction (IMI) into the nonresident version of the course.

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 ceased offering the course in 1989 leaving USASMA as the only site offering d the course. It was an eight week, temporary duty course designed to stress training. Beginning with class 1-91, which started at the end of November 1990, the course was shortened to five weeks. In 2000 the course changed again as the academy split into a resident and a nonresident phase. The resident phase became three weeks in length. In 2006 the first international students attended and matriculated from the course.

On 23 December 1988 the Army Chief of Staff, General Carl Vuono, initiated the Command Sergeants Major Course. The intent of this course was to train the Command Sergeants Major for their initial assignment as battalion command sergeants major (CSMs). The pilot course was conducted at the academy in May 1989. Associated with this course was the Spouse Seminar offered to spouses who could accompany their spouse to the training site. Until 2005 the training was located at USASMA. However, the Army believed that the CSM training should be collocated with training for newly appointed brigade commanders at Ft. Leavenworth. The thought was that the new brigade commander and the new command sergeant major would benefit from training together before taking command. Instruction of the course moved to Ft. Leavenworth as a pilot in 2005 and moved there permanently in 2006. Responsibility for administration of the course moved to the Combined Arms Command at Ft. Leavenworth. Responsibility for development and maintenance of the curriculum remained at USASMA.

STAFF AND FACULTY

Numbers

The military and civilian staff remained relatively stable throughout 2006. At the start of the year USASMA had an actual permanent party of 165 against an authorization of 145. It had six CSM(D)s available who were awaiting assignment. Military staff assigned to HHC were 82 (97 authorized), to A Co. were 70 (76 authorized) and to B Co. were 34 (37 authorized). Seven ARNG soldiers and six Reservists were assigned to the academy. There were five officers authorized and seven assigned. On board were the commandant (06), two majors and four captains.

At the end of the year the civilian staff consisted of 60 people against an authorization of 60. This was an increase of two civilian employees and brought the actual number of employees up to the same number as authorizations. This was part of the Army's move to get soldiers into the field and out of offices as the Iraq and Afghanistan Wars put pressure on the Army's military personnel resources. Five attached civilian personnel further added to the civilian workforce. There were also a number of contractor personnel provided by several contract companies. Most worked for either The Edge Corporation or Cubic. Most worked in DOTD while a few others worked in the Sergeants Major Course and in Company B.

At the end of the year there were seven officers assigned and 150 active Army enlisted personnel at USASMA against an authorization of 146 enlisted and five officers. The extra officers were CPT Hernandez who was brought in to help stabilize the S4 and CPT Dana Marchand who came to help bolster the budget and procurement processes at the Academy. Of the active enlisted three was attached and nine detached. There were six CSM(D)s available against an authorization of 0. The staff included 14 USAR and ARNG soldiers against an authorization of 19. The number of military personnel assigned to the academy rose minimally during the year. The number of officers remained at seven while the number of enlisted assigned personnel rose from 147 to 150.

United States Army Sergeants Major Academy

PERSONNEL STRENGTHS

1 February 2006

Unit	Auth	Asgn	Atch	Det	% Fill	Avail	% Avail
ACTIVE OFFICER	5	7			140%	7	120%
ACTIVE-ENL	146	147	3	9	101%	135	92%
CSM(D)	0	6			100%	6	100%
ARNG	11	7		1	64%	6	55%
USAR	8	6			75%	7	88%
EAD	5	5			100%	5	100%
CIV	60	58	5		97%	65	108%
COTTAD	0	0			0%	0	0%
EXCHANGE FAs	0	6			100%	6	100%

United States Army Sergeants Major Academy

PERSONNEL STRENGTHS

4 January 2007

Unit	Auth	Asgn	Atch	Det	% Fill	Avail	% Avail
ACTIVE OFFICER	5	7			140%	7	120%
ACTIVE-ENL	146	150	3	9	103%	138	95%
CSM(D)	0	6			100%	6	100%
ARNG	11	7		1	64%	6	55%
USAR	8	7			88%	7	88%
EAD	5	5			100%	5	100%
CIV	60	60	5		100%	65	108%
COTTAD	0	0			0%	0	0%
EXCHANGE FAs	0	6			100%	6	100%

HOUSING AND PROPOSED CONSTRUCTION

As a result of the BRAC (Base Realignment and Closure) process Ft. Bliss received the news that it would be the recipient of a number of added units including the 4th Brigade Combat Team of the 1st Cavalry Division. The Brigade Combat Team would be placed on Biggs Airfield. The academy found that it would soon be surrounded by other units and there would be increased competition for housing near the academy. The remaining "Flintstone" housing in Aero Vista would be turned over to the brigade and USASMA students would be housed in newly constructed housing. A private contractor, GMH got the contract to build and maintain new houses all along the southern side of Sergeant's Major Boulevard. This included the demolished areas of the old Aero Vista housing and previous desert areas extending west to Airway Street. The following articles give added details. While the construction was not the responsibility of USASMA it greatly affected the housing of its students. It also forced the academy to stake a claim as to its present and future grounds.

With plans for an added building in the near future the academy mapped out its territory. By the end of the year USASMA had gotten the all-important 1391 form filled out and approved. The form made the added building project official and allowed the academy to compete for money through the appropriations process. The current budget prospects for such a building are not bright. However, the front end work on planning and obtaining approval for the construction project were finished. The project sits on the shelf awaiting an appropriate time for funding.

'Longknife' brigade village set for May completion

SGT. PAULA TAYLOR
4th BCT, 1st Cav. Div. Public Affairs

When many Soldiers change duty stations, their new workplace usually comes with a desk, phone lines and Internet capability. There is also usually a person being replaced who trains the Soldier and ensures they are properly integrated into an office that has been established for years.

But for Soldiers of the 4th Brigade Combat Team, 1st Cavalry Division, that is far from what happened when they arrived here last summer. Fortunately, they are flexible enough to adapt and have progressed a long way since their arrival and activation in October.

Housing for the cavalry troops was addressed by Fort Bliss officials as early as summer 2004. To house the troops, Fort Bliss had to re-designate the Aero Vista housing area on Biggs Army Airfield, said Sgt. Maj. Lisa Hunter, U.S. Army Sergeants Major Academy public affairs chief. This re-designation meant the sergeants major who were occupying that area had to be relocated.

"We are still in a temporary solution as far as facilities," said Command Sgt. Maj. Stephan Frennier, 4-1's Bde. command sergeant major. "That will change with the completion of our village in phases. Phase I is due to be complete 21 February."

Phase I consists of barracks space for 500 troops, brigade headquarters buildings and battalion and company-level office areas. Phases II and III will include additional office space, five motor pools and the remainder of the barracks. The project is scheduled to be completed in May, said Brad Hartell, resident engineer, U.S. Army Corps of Engineers, Fort Worth District.

"The current state of the brigade is that we are approximately 70 percent up on manpower," said Frennier.

By the end of this week they will have 2,600 Soldiers assigned to the BCT. Frennier expects to be fully manned and 95 percent equipped by May.

"We should be fully manned and fully equipped with the exception of a few high-technology items that may come a little later, and we understand that because the priority is the war," said Frennier. "We have begun small-arms training. The end result after next week will be that everyone that has arrived here up until a week ago will be fully qualified with their personally assigned weapon.

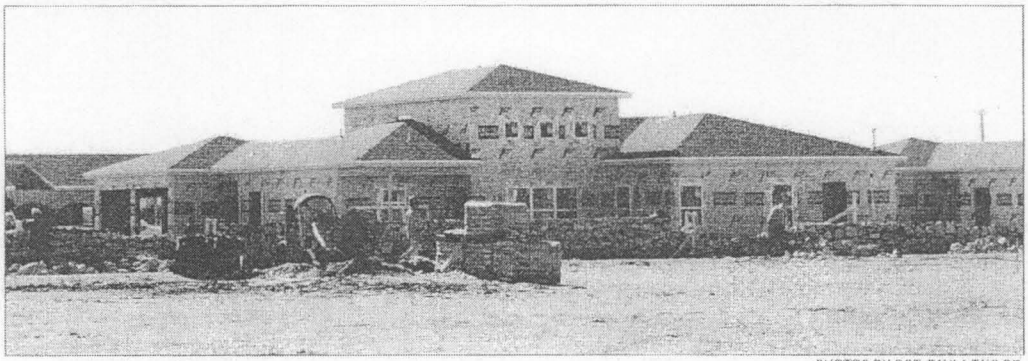
"It's very challenging for them right now," he added. "Up until a couple of months ago, it was real tough for them. We didn't even have small arms to start the qualification and weapons handling. It's getting better now."

Frennier said the brigade will ensure the troops are ready to deploy by training them.

"It all starts with basic rifle marksmanship," he said. "That's our top priority and will remain our top priority. Knowing who can shoot well and who needs more work is something the leadership is looking at."

The unit has also received its initial set of Bradley fighting vehicles and is expecting its first tanks to arrive next month, said Frennier.

"The equipment has arrived when it was scheduled to arrive," he said. "We started NET training last week with our first unit, the 2-7 Cav. That's a continuous process that will go on for the next several months."



PHOTOS BY SGT. PAULA TAYLOR

Construction of new housing for troops continues at Biggs Army Airfield.

Ft. Bliss *Monitor* 26 January 2006, p. 5

GMH Military Housing ribbon cutting ceremony

SPECIAL TO THE MONITOR

Fort Bliss and GMH will have a ribbon cutting ceremony for the new Fort Bliss Residential Communities Initiative privatized military family homes at Biggs Army Airfield Wednesday at 9 a.m.

This ceremony is an opportunity to focus the public and resident's attention on the quality changes being made to housing for military families at the installation. GMH Military Housing (the managing member) with partners, the Benham Companies (Architect-Engineering) and Centex Construction are in the process of development, construction, restoration and renovation of existing and proposed family housing at Fort Bliss for a period of 50 years. GMH is also the property manager for existing and planned future housing.

GMH Military Housing is responsible for new construction, renovations, historical restoration and general community upgrades. About 1,449 existing homes will be demolished, 1,659 new state-of-the-art homes will be constructed and 1,163 renovations to existing homes, including restoration of 206 historic buildings.

GMH developed 22 different house plans based upon grade and bedrooms types, providing three and four-bedroom units. Junior enlisted homes feature a single-car garage with two additional off-street parking spaces, while senior enlisted and officer homes feature two-car garages with two additional off-street parking spaces.

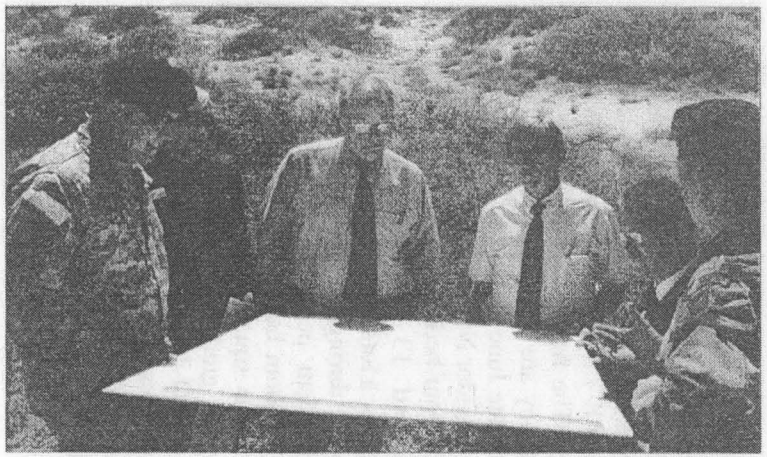
In addition, a new community center with a large swimming pool and basketball court will be built along with four neighborhood centers. Each center features a spacious facility with large rooms for social gatherings such as receptions, parties, conferences and neighborhood meetings. The project also features recreation areas, specifically a total of five sport courts, 55 tot lots, five misted playgrounds and five walking paths.

About $322 million in private sector debt and equity will be spent within the first six-year period of development.

Current construction status

Aero Vista Neighborhood will contain 89 four-bedroom, 296 three-bedroom and 20 mobility-impaired accessible homes for a total of 405 new homes. These homes are about 1,768 to 1,965 square feet. Senior Noncommissioned Officers in the ranks of E-7 to E-9 will reside in these homes. The first homes available for occupancy are scheduled for completion in late June.

Corregidor Neighborhood will contain 53 four-bedroom, 185 three-bedroom and 13 handicap-accessible homes for a total of 251 new homes to be built during the six-year initial development period. The three and four-bedroom homes are about 1,760 and 2,080 square feet, respectively. Company grade officers in the ranks of O-1 to O-3 and WO-1 to CW-3 will occupy these homes. The first homes in this neighborhood are scheduled for completion in late June.



SPC. ERNESTO ALVARADO

Keith E. Eastin, third from the left, assistant secretary of the Army for Installations and Environment, looks over the future construction plans May 23 at Biggs Army Airfield during his visit.



VIRGINIA REZA

Members in the audience at the Aero Vista ribbon cutting ceremony participate in the cutting of the ribbon May 24 at Biggs Army Airfield.

GMH cuts ribbon, Bliss Soldiers get new housing

VIRGINIA REZA

Monitor Staff

Keith E. Eastin, assistant secretary of the Army for Installations and Environment, visited Fort Bliss to participate in the Aero Vista Ribbon Cutting ceremony May 24 at Biggs Army Airfield, where the first four completed senior noncommissioned officers' homes were unveiled.

"[Command] Sgt. Maj. [Stanley L.] Davis is about to retire, but I think after we look through a couple of these houses, he may change his mind," joked Maj. Gen. Robert P. Lennox, Fort Bliss commanding general.

Eastin, who is in charge of the entire Army's Residential Communities Initiative program, visited the different Fort Bliss housing sites currently under construction and served as the honorary speaker at the ceremony.

Eastin said it was important for Soldiers to know their families are well taken care of in top quality housing when they deploy.

"When [Soldiers] are deployed, it is important they concentrate on the task at hand," said Eastin. "They do not need to be under the barrel of their rifle figuring out whether their wives and children are safe back here. This new housing is what shows the Army cares about the families."

The Army competes for what is known as the military construction dollars, or MILCON.

MILCON funds are used for housing, barracks, headquarters, training ranges, aircraft hangers, depot maintenance facilities and other training programs. Due to the current combat needs, the Army decided to partner with GMH Military Housing and through a 50-year partnership they were able to finance the construction and renovation of all military housing here, according to Eastin.

"So what we have here is a way to put very high quality homes together for our Soldiers and their families without taking precious military construction dollars," said Eastin.

"We are taking care of Soldiers and their families, and that says it all," said Bruce Robinson, GMH Military Housing president. "What we see here today is something we can be proud of."

After the ribbon cutting, guests had the opportunity to walk through the contemporary furnished model homes and enjoy a spread of appetizers and refreshments.

Ft. Bliss *Monitor* 1 June 2006, p. 3

HONORS

In August Command Sergeant Major James E. Dale received a singular honor when he accepted the Blacks in Government Meritorious Service Award in New York City. The award is given annually to a military person and a civilian government employee of each service. It is a prestigious award. CSM Dale received it on the basis of his work in successfully creating and implementing equal opportunity policies at the academy.



COURTESY PHOTO

Dale, Durr receive BIG Award

DEPARTMENT OF THE ARMY
PUBLIC AFFAIRS

WASHINGTON D.C. - Command Sgt. Major James E. Dale and Maj. Alfranda Durr received this year's Blacks In Government 2006 Meritorious Service Award at the New York City Hilton Hotel Aug. 18.

The award was presented by Clarence A. Johnson, director, Civilian Equal Opportunity, Office of Diversity Management and Equal Opportunity, Office of the Under Secretary of Defense (Personnel and Readiness).

The award is given out annually to outstanding military and civilians members from each branch, including the National Guard, for "significant contributions to their service, the advancement of African Americans, and the promotion of diversity and equal opportunity in the Department of Defense and the African American community," according to BIG.

Dale was given the award for creating and implementing equal opportunity policies for the U.S. Army Sergeants Major Academy at Fort Bliss.

Durr, of the Army National Guard Readiness Center, received the award for his efforts in reducing the number of equal employment opportunity complaints for servicemembers and civilians alike.

Blacks In Government, formed in 1975, focuses on government employee issues at state and local levels, and aims to "promote equity in all aspects of American life, excellence in public service, and opportunity for all Americans."

Left to right: Clarence A. Johnson, director, Civilian Equal Opportunity Office of the Under Secretary of Defense, (Personnel and Readiness), Col. Jonathan Jaffin, senior Army representative, Command Sgt. Maj. James E. Dale and Darlene H. Young, president, Blacks in Government.

Academy CSM earns national government recognition

MASTER SGT. ERIC PILGRIM
USASMA

It would seem a coincidence that black iron depictions of the Army's two highest enlisted ranks rising above a white block with the word "CARING" etched on it sit just outside Command Sgt. Maj. James E. Dale's office at the U.S. Army Sergeants Major Academy. It would seem coincidental for somebody who doesn't know Dale.

The academy's senior noncommissioned officer influences the curriculum taught at all levels of the Noncommissioned Officer Education System throughout the Army. In this position, Dale is considered the right man for the job – a quiet-spoken, humble Soldier who fully believes in taking care of Soldiers.

It should come as no surprise, then, when late last week he was named as the 2006 Blacks In Government Meritorious Service Award recipient, a highly prestigious national honor bestowed upon only one African American Soldier in the entire Army each year. Dale was pleasantly surprised.

"I was shocked," Dale said. "I'm excited about being selected, but I don't think I do anything above and beyond what any leader should do. I'm still at a loss for words."

Col. David Abramowitz, commandant of the school who nominated Dale for the honor a few months ago, was not at a loss for words.

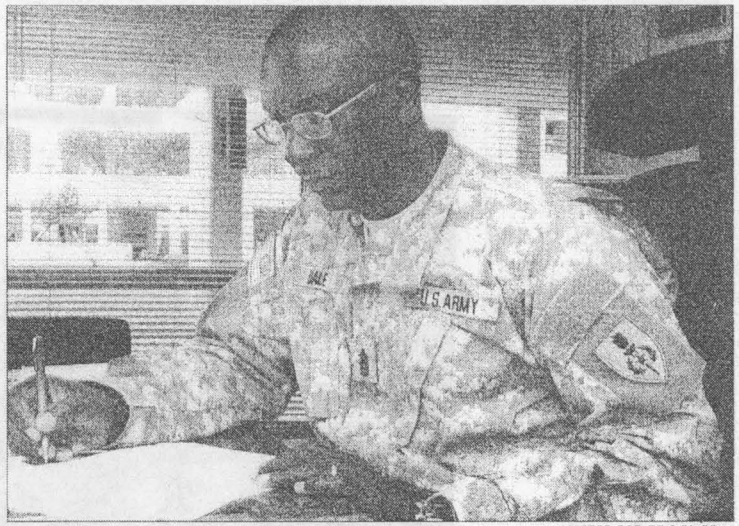
"To me, it was pretty obvious; we're USASMA, we're the keystone of NCO education and he's the noncommissioned officer in charge of that," Abramowitz said. "I thought he was absolutely the right person to be nominated for this award and I thought for sure he would win because when you take a look at the requirements for Blacks In Government, it's a leader, an educator, a role model – he's all three."

Dale traveled to the Hilton Hotel in New York City Wednesday where he will receive his award Friday. While there, he said he hopes to proudly represent the academy and the entire noncommissioned officer corps.

"This award is about people and helping people who need help more than it is about Dale," he said, while sitting in his office Monday afternoon. "The one thing I kept thinking about when I was out running this morning was how I can give back to others."

Blacks In Government began in 1975, according to its Web site, as a response to "a wide assortment of racially motivated problems faced by the [Department of Health, Education and Welfare] Black employees in Rockville, [Maryland.]" The organization originally focused on federal employee issues but quickly spread to encompass government employees at the state and local levels.

Dale said he is proud to be counted among BIG's ranks and attributes his desire to help others to his parents and grandparents, who he said taught him the value of helping others, even when they don't appreciate it.



MASTER SGT. ERIC PILGRIM

Command Sgt. Maj. James E. Dale sorts through office paperwork at the U.S. Army Sergeants Major Academy. The top enlisted Soldier at the academy was named the recipient of the Blacks In Government 2006 Meritorious Service Award, presented to only one Soldier each year. Dale will pick up his award at a banquet in New York City Friday.

As a youngster, Dale watched as company bosses and others in Eufaula, Ala., falsely accused his father of stealing union monies during a strike. His father served as the union representative at the time, assigned to help protect the rights of union members. He was later found innocent of the charges, but the stigma remained.

Despite being falsely accused, "to this day neither my parents nor my grandparents have ever had a bad word to say about any of his accusers," Dale said.

"That's what they taught me; to help people no matter what. This organization is about helping people, which is not bad. It's never bad."

STRATEGIC INITIATIVES GROUP

Mission

The mission of the Strategic Initiatives Group was to provide the USASMA leadership with information, proposals, and strategies designed to enable the academy to adapt to the future needs of the Army. The group derived its mission from the last bullet of the NCO Corps Vision: "Adapts to a changing world." Part of its mission overlapped and supported that of the Directorate of Training and Doctrine; to develop future strategies for NCOES training. In April 2006 the group also became responsible for the creation and maintenance of the command brief.

Organization and Staff

The Strategic Initiatives Group was a member of the Command Group and operated under the supervision of the Assistant Commandant, although it receives guidance directly from the Commandant and the Command Sergeant Major. It was authorized on the TDA (Table of Distributions and Allowances) under paragraph 526 of the Strategic Plan. In addition to its primary mission, it was also responsible for acquiring information that would enable management to achieve the mission, vision, and goals of the organization, and develop the strategies for achieving those goals.

..... Key Personnel: On 17 April, Mr. Sylvester Smith reported to work as the Director for the Strategic Initiatives Group (GS-12). Mr. Sylvester "Smitty" Smith was a Department of the Army Civilian (DAC). Mr. Wilbert "Holi" Holifield, also a Department of the Army Civilian served as the Strategic Planning Action Officer (Strategic Planner).

Functions, Goals and Objectives

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

Significant Events and Major Changes

Budgetary Contributions

On 30 January, completed and submitted the annual ATRM-159 (Military Occupational Specialty/Foreign Military Sales Training Costs) Report. This report identifies training costs for both US and foreign students.

On 3 March, SIG completed work with the Assistant Commandant on the Management Decision Packages (MDEPs) to support the Program Objective Memorandum (POM) 08-13 Requirements for the TSMA (designation for the Sergeants Major Academy) and TSGT (designation for NCO Professional Development) MDEPs.

The SIG Office, working with the Fort Bliss Budget Analyst assigned to USASMA, prepared and submitted the annual Military Occupational Specialty/Foreign Military Sales Training Costs Report (RCS ATRM-159). This report was required by Headquarters TRADOC for development of military occupational specialty (MOS) and functional type training costs for both US and foreign students.

Change from Proponent to Executive Agent

On 7 February, the US Army Combined Arms Center published its new TRADOC Regulation 10-5-4. This changed USASMA's mission from being the TRADOC proponent for NCOES to read "Serves as the TRADOC lead for the NCOES...." The new regulation did not really change day-to-day operations at USASMA. The academy had been operating as the executive agent for years. The new regulation just spelled out existing operations.

NCOES Transformation Campaign Plan

The SIG Office designed and developed marketing products (Brochure, Magazine, and Video) to explain USASMA's plan for transforming the NCO Education System and Functional Courses developed and taught by USASMA. On 26 January, completed development of a tri-fold marketing brochure outlining actions USASMA was taking to complete the Noncommissioned Officer Education System (NCOES) Transformation, and explaining the impact on Army NCO training. (Attached) On 16 May, completed work on and submitted for printing an NCOES Transformation Magazine that detailed how the Sergeants Major Academy was transforming the NCO Education System to ensure quality training, education, and professional development for the NCO Corps, and to ensure we become a more relevant and ready campaign-quality Army with a joint and expeditionary mindset. The magazine outlines the Sergeants Major Academy's NCOES Transformation Campaign Plan. On 26 July, completed work on an NCOES Transformation Video that detailed how the Sergeants Major Academy was transforming the NCO Education System to ensure quality training, education, and professional development for the NCO Corps, and to ensure we become a more relevant and ready campaign-quality Army with a joint and expeditionary mindset. The video outlines the

Sergeants Major Academy's NCOES Transformation Campaign Plan, and supports the Magazine and the tri-fold brochure.

Commandant's Conference

On 1 thru 3 May the SIG assisted DOTD with the Commandant's Conference. The SIG Office facilitated a work group discussion on NCOES Future Needs. The goal was to determine products, processes and services that will develop future leaders and produce NCOs with the mental agility necessary for future operations.

NCOES Status Slide

The SIG Office developed a slide for HQ, TRADOC showing the impact of the Global War on Terror on the NCOES Education System. It reflected NCOES before OEF/OIF and after OEF/OIF.

Strategic Plan

Work continued on development of a Strategic Plan that would capture future resource requirements and help lay the groundwork and design for the future of USASMA. It laid the foundation for building on USASMA's World Class Academy Initiative, and depicted USASMA's plans for transformation and modernization in support of TRADOC and Army Transformation. The plan contained USASMA's resource requirements in the Program Objective Memorandum (POM) and Military Construction Army (MCA) processes.

The SIG Office planned and conducted the 4th Annual Strategic Planning Offsite Conference 29 November-1 December. On 29 November, departed for Cloudcroft, New Mexico where the Strategic Initiatives Group conducted its fourth annual Strategic Planning Conference (Offsite) 29 November - 1 December. It was held at The Lodge Resort in Cloudcroft, New Mexico. Over 40 members of the USASMA Leadership and Management Team reviewed and validated the Strategic Plan; developed Action Plans to complete the Strategic Performance Objectives; and worked on improving working relationships between offices.

Instead of reviewing and updating the Strategic Plan on an annual basis, the group decided to bring the Leadership and Management Team together on a quarterly basis and have the Work Groups brief their progress on the Strategic Performance Objectives Action Plans. The scheduled the quarterly updates for 2007 were 23 February 2007, 24 May 2007, and 30 August 2007.

Area Development Plan

The Strategic Initiatives Group continued work on the USASMA Area Development Plan, which is an effort to expand the Academy. The intent was to build more space to accommodate the increase in functions and personnel at the Academy.

HPO Expansion

The SIG Office initiated an Unspecified Minor Military Construction (UMMCA) Project Request (DD Form 1391) to construct a building for the Health Promotions Office that would serve as an Army Physical Fitness Research Institute (APFRI) Annex supporting the senior leader Health and Fitness Program. The request was approved through Fort Bliss DPW and forwarded to Assistant Chief of Staff for Installation Management (DAIM-FD) at the Pentagon.

Remembrance Ceremony

On 9 November, assisted with the first ever Remembrance Ceremony at the Biggs Chapel organized by the USASMA Chaplain to remember those Soldiers, Sailors, Marines, and Airmen from El Paso who made the ultimate sacrifice during Operations Enduring Freedom and Operation Iraqi Freedom (OEF/OIF).

Feasibility Study for Bulgaria

The Director, SIG in support of a CG, TRADOC tasker (CG109139), coordinated a Feasibility Study to determine the feasibility of USASMA conducting a future Staff Assistance Visit (SAV) to assist the Bulgarian Land Forces in developing the roles, responsibilities, tasks, etc., of the Bulgarian NCO Corps, at all levels from Sergeant to Command Sergeant Major.

Re-flagging Biggs Chapel

The Strategic Initiatives Group continued to work with the Chaplain's Office to get the Biggs Chapel re-designated as USASMA Chapel.

Feedback Boxes and Vision Statement

In an effort to improve the quality of the Academy and capture student, staff, and faculty feedback, the SIG Office is working to establish feedback boxes throughout the Academy complex. In an effort to get the entire student, staff and faculty body involved and focused on working towards the Academy's vision, the SIG Office posted the vision statement throughout the Academy campus.

Move to SharePoint

The SIG Office moved all its shared documents from the shared "P" and "Y" drives to SharePoint.

DIRECTORATE OF TRAINING & DOCTRINE (DOTD)

Mission

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

DOTD's **Vision Statement**:

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

DOTD's specific mission essential tasks were to:

Conduct courses critical task selection boards.

Provide Non-commissioned officer education and training processes, products, and services to the Army. USASMA is the "Executive Agent" for the Noncommissioned Officer Education System.

Embed Lessons Learned and emerge Doctrine into courseware.

Perform Critical Literature Review due to changing doctrine.

Leverage emerging technological advancements coupled with teaching strategies into curricula.

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

Courses Worked On

DOTD designed, developed, and ensured relevancy in curriculums for the following NCOES Courses:

a. Warrior Leader Course (WLC)
b. Basic Noncommissioned Officer Course (BNCOC)
c. Advanced Noncommissioned Officer Course (ANCOC)
d. Sergeants Major Course – Resident (SMC)
e. Sergeants Major Course – Nonresident (SMNRC)

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

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

DOTD developed and maintained curriculum for the following miscellaneous courses:

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

Learning Outcomes

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

a. Developed NCO education, training strategies and initiatives for the Army and Training and Doctrine Command's (TRADOC's) transformation policies to include new doctrine that was compatible with the Contemporary Operational Environment (COE) and the Army Force Generation (ARFORGEN) Model.

b. Designed and Developed 10 programs of instruction (POI) containing 513 Training Support Packages (TSPs) totaling 3228 academic hours that covered the entire NCO strength of the Army. We developed these courses as distributive learning, distance learning, resident training, non-resident training, and Video Tele-training (VTT).

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

Organization and Staff as of 31 December 2006:

Dr. Mack H. Vereen	Director
SGM William C. Grimes	Operations SGM
Ms. Sharonne (Joy) Jacobs	Chief, Distance Learning
SGM Agnes D. Bennett-Green	Chief, Course Management Development Division
SGM Richard S. Rosen	Chief, SGM Course
SGM Richard Quintero	Chief, BNCOC/ANCOC
CSM(D) Peter L. Smith	Chief, WLC and NCOACC
MSG Mark Nissen	Chief, First Sergeants Course
SGM Raymond Todd	Chief, Battle Staff NCO Course

Human Resources:

1. Civil Service Positions Gained:

None

U.S. Army Military Personnel Arrivals:

1) MSG John P. Hines, BNCOC, June
2) SGM Carrie F. Stevenson, Analysis Cell, July
3) SGM Ronald Cook, Analysis Cell, July
4) MSG Cortez, SMC, July
5) CSM(D) Patrick Akuna, Analysis Cell, July
6) CSM(D) Evert Clark, Analysis Cell, July
7) MSG Victor Garza, WLC, July
8) MSG Heriberto Quintana, ANCOC/BNCOC, September
9) SGM Richard Quintero, Chief, ANCOC/BNCOC, September

U.S. Army Military Personnel Departures:

1) MSG John P. Hines to Bravo Company, USASMA, July
2) CSM Patrick Akuna to Germany, September
3) CSM Evert Clark to Germany, September
4) CSM Ronald Cook to Iraq, September
5) MSG Patrick McMullen, October

Department of the Army Civilians Arrivals

1) Mr. Arturo Salcido, February
2) Mr. Dave Darby, SMC, April

Civil Service Employee Departures:

1) Mr. Roy Sanchez, Promoted to position on Fort Bliss, December

2. Awards:

a. LOM, SGM Victor LeGloahec (Retirement Award)
b. MSM, SGM William C. Grimes (Previous CSM assignment, 5th Brigade, 95th Division)
c. MSM, MSG Patrick McMullen (Retirement Award)

3. Promotions.

a. *Civil Service:* None

b. *Military:*

1) SFC to MSG Simonetta (PCS to Washington, D.C.)

Contractors

Contractors continued to supplement the workforce. Throughout the year, DOTD received resources to hire additional contract training developers to develop products for NCOES and the Functional Courses. These contracts were coordinated by Dr. Vereen, SGM Grimes, MSG Bryan; Mr. Rick McDowell of RMO, and CPT Abel Hernandez of the S-4. Effective 31 December 2006, DOTD had 9 contractors employed with The Edge Research & Development, 3 contractors employed with AllSource Global Inc., 2 contractors employed by CUBIC Inc., 2 contractors employed by MPRI and 2 contractors employed with CSM Solutions working in DOTD; totaling 18 contractors.

Arrivals:

1) Mr. Mark Offutt, Edge Research & Development, SMC, April
2) Mr. Raymond S. Gould, MPRI - L2I Contractor, August
3) Mr. Colin Anderson, MPRI - L2I Contractor, August
4) Mr. Raphael Garcia, AGM, LLC, September
5) Mr. Edgar Garcia, AGM, LLC, September
6) William Poole, AGM, LLC, October
7) Mr. Mainor, CUBIC, SMC-NRC, October
8) Mr. Mays, CUBIC, SMC-NRC, October
9) Ms. McNair (Hackett), CUBIC, SMC-NRC, November

Departures:

1) Ms. Cheryl Gerdes, Edge Research & Development, September
2) Mr. Sergio Archuleta, Edge Research & Development, September

3) Mr. Michael Faison, Edge Research & Development, September
4) Mr. Raphael Garcia, Edge Research & Development, September
5) Mr. Vincent Thomas, Edge Research & Development, September
6) Ms. Rebecca Meldrum, Edge Research & Development, September
7) Mr. Mark Offutt, Edge Research & Development, September
8) Mr. Michael Grady, Edge Research & Development, September
9) Ms. Lorna Isaac, Edge Research & Development, September
10) Ms. Patricia McNair (Hackett), Edge Research & Development, September
11) Ms. McNair (Hackett), CUBIC, SMC-NRC, November

Creation of Cell for Battle Staff and First Sergeant Courses

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

Staff Development

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

Critical Literature Review Teams

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

DOTD Chronological Accomplishments 2006:

a. January 2006:

1) Dr. Vereen prepared and assisted the Commandant during the monthly CAC/TRADOC NCOES Battle Rhythm VTC briefing conducted, 6 January.

2) DOTD, in concert with Combined Arms Center (CAC) SGM Cross, hosted a Joint Professional Military Education (JPME) Working Group Session, 9-11 January to develop an NCOES brief focused on the implementation plans for Joint Enlisted Professional Military Education (JEPME) for the Joint Chiefs of Staff's 31 January Enlisted Military Education Review Council Working Group (EME RC WG) Meeting. Areas addressed were current Professional Military Education (PME) programs; changes envisioned with a proposed timeline; proposed curricula to cover the Joint Learning Activities (JLAs) and Joint Learning Outcomes (JLOs); information sharing initiatives; and anticipated funding shortfalls.

3) Completed on 6 January a critical literature review of the proposed Field Manual (FM) 6-22, Army Leadership with input from Alpha Company faculty and Class 56 Soldiers.

4) Warrior Leader Course – site visit to the Noncommissioned Officer Academy (NCOA) Korea by USASMA Commandant and Dr. Vereen during 17-22 January.

5) Reviewed material and provided input to the Improvised Explosive Device (IED) Defeat Integrated Concept Development Team (ICDT) in a VTC on 20 January.

6) Provided input to CAC for cultural understanding and language proficiency standards development in a VTC on 20 January.

7) Completed the FY06 staff and faculty training data call input to TRADOC on 20 January.

8) SGM Grimes and Mr. Stevens went TDY during 24-26 January to the 84th U.S. Army Regional Readiness Training Center (USARRTC) at Fort McCoy, WI as subject matter experts in NCOES coordination and transformation. All the U.S. Army Reserve (USAR) NCOA commandants were there for a focus group meeting to discuss Reserve specific issues, changes and concerns.

9) MSG Bryan went TDY during 25-27 January to the U.S. Army Soldier Support Institute (USASSI) at Fort Jackson for an "Every Soldier is a Sensor" (ES2) conference to discuss its integration into Basic Training and Advanced Individual Training. Eventually it will be incorporated into all Professional Military Education (PME) under NCOES Transformation.

10) Completed TRADOC Task # 1190, OPSEC Training Guidance, suspense 12 January and 30 January.

11) Dr. Vereen produced and provided NCO Roles and Responsibility slides to COL S.M. Jones, Director, Leader Development Directorate (LDD), at TRADOC on 31 January.

12) Completed Incorporation of Counterinsurgency Operations (COIN) into all NCOES lessons in January.

13) The distributed Learning (dL) Instructor Contact Hours (ICH) policy was approved for implementation during the FY08/09/10 Structure and Manning Decision Review (SMDR) held in October 2005. The dL ICH strategy/model established distributed learning instructor resource requirements that could compete for authorization during the SMDR process. As a result, schools will be able to gain required resources for dL courses/course phases. USASMA submitted an information paper on dL during the SMDR to support dL implementation in January.

b. February 2006:

1) Dr. Vereen prepared and assisted the commandant during the monthly CAC/TRADOC NCOES Battle Rhythm VTC briefing conducted, 3 February.

2) DOTD Operations submitted on 9 February the initial concept plan for the 2006 USASMA NCOES Commandants Workshop scheduled for 1-3 May to the commandant. The 2006 workshop focused 80% of the participating academy commandants' time on working group issues that were briefed on the final day to the commandant of USASMA. A questionnaire was prepared for distribution to the field and sent out at the end of February on issues that affected the field NCO Academies (NCOAs). Issues the panels addressed consisted of: ARFORGEN/COE and PME, PME/Self-Guided Development, Counter-Insurgency Training in PME, Cultural Awareness Training in PME, Counter-Radio Electronic Warfare (CREW)/Improvised Explosive Device Defeat (IED-D) training in PME, and a new course specifically designed for newly-appointed NCOA commandants.

3) Six (6) contractors returned to work on 13 February when an interim 60 day contract for was approved. A new, long-term contract for five years that consists of a one-year base with four one-year options was prepared with a proposed starting date of 3 April. Ms. Van Ens from the Fort Bliss Contracting Office assisted USASMA with contractual procedures in order to eliminate any future issues that could possibly arise. A new Performance Work Statement (PWS), Performance Metrics and Evaluation Criteria for the new contract was developed and submitted by SGM Grimes.

4) A 19-page 2005 DOTD Annual Achievements and Accomplishments reports was prepared by Dr. Vereen, SGM Grimes and sent to the Commandant and the USAMA Historian in 14 February.

5) DOTD published a Memorandum of Instruction (MOI) for the 2006 USASMA NCOES Commandants Workshop scheduled for 1-3 May for attendees on 22 February.

6) DOTD submitted a critical literature review on 23 February covering FMI 3-34.119, IED-Defeat to the proponent school, Fort Leonard Wood, Missouri.

7) Reviewed and provided input to the Every Soldier as a Sensor (ES2) Leader Training lesson plans for NCOES. Suspense for completion was 1 October 2006, pending completion of the proposed Training Analysis Report (TAR) and the Training Support Package (TSP) from CAC and the U.S. Army Intelligence Center and Fort Huachuca (USAIC&FH).

c. March 2006:

1) Dr. Vereen prepared and assisted the Commandant during the monthly CAC/TRADOC NCOES Battle Rhythm VTC briefing conducted 3 March.

2) Attended the Management Decision Evaluation Package (MDEP): TSMA / TSGT planning meeting on 13 March and the follow-on TRADOC / CAC MDEP VTC on 15 March.

3) Provided input to Command and General Staff College (CGSC) on NCOES Transformation and its effects on the ARFORGEN Planning Guidance, 17 March.

4) Conduct a functional review of the Army National Guard Title 10 Workforce assigned to DOTD to National Guard Bureau (NGB) on 21 March.

5) The Liaison Officer (LNO) Lessons Learned Integration (L2I) Professional Military Education (PME) "Lite" implementation plan and cell configuration to support USASMA was approved on 21 March. The L2I collection and analysis activity was designed to rapidly integrate emerging, high-value, relevant Observations, Insights and Lessons (OIL) with - applicable training, doctrine, battle command, leader development and PME programs at the TRADOC centers and schools. Functional and operational training strategies were developed to meet unit home station and unit deployed training requirements, and such highly-focused pre-deployment training initiatives as Foreign Security Force (FSF) training. DOTD planned to set up a cell to develop the program.

6) SGM Bennett-Green and Ms. Jacobs represented USASMA at the TRADOC/ Army Training Support Center (ATSC) Distance Learning (DL) Workshop and Courseware Prioritization Board. The workshop was an excellent forum for exchange of dialog over conversion, funding requirements and milestones.

7) Mr. Comer from the Center of Lessons Learned / Army Battle Command Knowledge System (ABCKS) visited DOTD on 7 March and met with representatives of all the cells and QAO to discuss how we can both benefit from each other, now and in the future. Mr. Comer will return to address all the attendees in May at the 2006 USASMA Commandants workshop.

8) Completed the FY06 Sergeant Major of the Army (SMA) Appropriation TRADOC Budget Guidance (ATBG) Phasing Plan for CPT Marchand the USASMA Resource Management Officer.

9) Conducted an integration team critical literature review of FMI 5-0.1 entitled *The Operations Process*, which applies to Army headquarters, from battalion to corps.

10) Conducted a review and provided input to the implementation order for Every Soldier is a Sensor (ES2) on 3 March. As a subset of the Warrior Ethos, all Soldiers will be required to understand their role in developing situational awareness and understanding. In today's Contemporary Operational Environment (COE) every Soldier must collect information in the battle space and contribute to their unit's ability to fully understand their operational environment. USASMA intended to complete ES2 implementation across Doctrine, Organization, Training, Materiel, Leadership, Education, Personnel, and Facilities (DOTMLPF) for the institutional training domains. USASMA, in coordination with CAC and USAIC&FH, planned to review and provide input to the ES2 leader training lesson plans as they pertain to NCOES by 1 October 2006. Additionally, in coordination with CAC, the academy intended to conduct the analysis and refinement of current NCOES POIs to ensure ES2 leader requirements are integrated into NCOES curricula by January 2007.

11) Conducted initial planning meeting with Ms. Van Ens, Fort Bliss Contracting who assisted USASMA in contractual procedures. The initial FY07 contract-planning meeting was conducted on 21 March. Additionally, the Performance Work Statement (PWS), Performance Metrics and Evaluation Criteria for a new contract for five training developers and one editor were completed. A selection board for the award of the new contract took place on 24 March. Three subject matter experts from DOTD sat on the board and reviewed six proposals. The contract was awarded on 9 April.

12) The proposed WLC 15-Day (RC) POI was approved by Office Chief Army Reserve (OCAR) and National Guard Bureau (NGB). Distribution of the new POI was made at the end of March. SGM Bennett-Green provided coordination with TRADOC and FORSCOM.

13) SGM Bennett-Green, Ms. Jacobs and Ms. Beamon attended the 28-30 March, Joint dL Conference, Norfolk, Virginia.

d. April 2006:

1) Completed a biennial review and verification for U.S. Army Human Resources Command on 10 April. The review and verification covered Additional Skill Identifiers (ASI) and enlisted Special Qualification Identifiers (SQI) for the FSC and BSNCO Courses.

2) Mr. McLaughlin, of the SMC cell, represented USASMA at the TRADOC Deputy Chief of Staff for Intelligence (DCSINT) Contemporary Operational Environment (COE) "Train the Trainer" Course at Fort Leavenworth, Kansas, during 10-14 April. The training consisted of a 40-hour block of instruction including lecture and practical exercises designed to train the trainer. The class continued to be five-full days in length with one of those days devoted to a participatory practical exercise. The class content was modified and no longer used the earlier COE Opposing Forces (OPFOR) doctrine to train the trainers. The focus was less on pure military capabilities and more on the entire span of COE variables. Military capabilities will still be taught, but emphasis on warfighting functions was replaced with expanded instruction on paramilitary and nonmilitary actors, information warfare, demographics, and adaptive tactics. The exercise design was also a major component of the instruction. The intent of this COI was to train a limited number of personnel who would return to their installation and/or command to present the material to others.

3) Authored a memorandum to the DA G3 which addressed the problem of combatant commanders receiving nonresident course sergeants major who are not 2S ASI qualified. The memorandum proposed a solution to rectify the issue with the Sergeants Major Branch of PERSCOM in the acquisition and assignment of fully qualified sergeants major to 2S ASI positions.

4) Completed the PWS for training developers and Interactive Multimedia Instruction (IMI) developers and submitted it to the Fort Bliss Contracting Officer for Fiscal Year (FY) 2007. Contracted Advisory and Assistance Service (CAAS) packets were submitted to Brigadier General (BG) Lennox, Fort Bliss for approval.

5) Dr. Vereen authored information papers addressing current, near-term (remainder of FY), and long-range actions/strategies to meet CG, TRADOC directives.

- Issue: Are there opportunities in the Warrior Leader Course for additional training opportunities on leadership and instructor related tasks. Our young Soldiers are involved in training Iraqi and Afghani soldiers.. (USASMA had the lead).

- Issue: Ensure we have integrated C-IED Battle Staff Training in the Battle Staff NCO Course. (USASMA had the task and the lead).

6) Briefed CSM Heiko Schulze, CSM, NATO Allied Joint Force Command at Naples, Italy. All Course Chiefs covered their respective areas for NCOES

Transformation. CSM Schulze was responsible for the standardization for training the Noncommissioned Officer Corps for 26 countries in NATO's southern area. He was especially interested in the standardization of instructors for NATO academies and intended to coordinate his efforts with USASMA in the future. CSM Schulze wanted to create an open dialog between NATO and USASMA on NCOES training initiatives. NATO training for NCOs was conducted at three levels: Basic-Advanced-Senior.

7) On 7 April a working discussion group meeting was held in the Gordon Conference room referencing CADs/POIs/and upcoming NCOES Transformation efforts with the command group at USASMA.

8) Received a TRADOC two phase tasking on 25 April to provide the latest Tactics, Techniques and Procedures (TTPs) for skill levels 2, 3, and 4 common training tasks related to tactical questioning, patrol reports, link and pattern analysis, sensitive site exploitation, intelligence preparation of the battlefield, operations with indigenous forces, and detainee operations. DOTD responded on 28 April. Additionally, USASMA was directed to evaluated the Warrior Leader Course POI to see if opportunities existed to include leader and instructor tasks to support Soldiers who had constant interaction with the Iraqi Army (IA)/Afghanistan National Army (ANA) soldiers.

9) TRADOC's DCSOPS&T Personnel Proponent Office asserted that, "The commandant isn't an authorized position title in the official standardized Army grading table." Consequently, the US Army Force Management Support Agency (USAFMSA) intended to re-title this position as "Command Sergeant Major." In response, Dr. Vereen authored a position paper on Implementation of the Commandant Line of Duty Position for Noncommissioned Officer Academies (NCOA's) with the standard grade of Command Sergeant Major (CSM). Dr. Vereen contended that from a doctrinal, historical, and command perspective, USASMA endorsed the CSM in an NCOA duty position as commandant. Preliminary results indicated that USASMA's position would be adopted and a regulatory change made.

10) Dr. Vereen went TDY to CAC during 24-28 April to work with the Command Sergeants Major Course.

11) Completed coordination with the Army Continuing Education System (ACES)-American Council on Education (ACE) On-Site Course Evaluations, for USASMA 6-7 June. POI updates were sent to ACES on 28 April.

e. May 2006:

1) Received a tasking from the CAC G3 on 27 April to review a set of collection objectives that, in part, would feed into the ES2 Method of Evaluation (MOE). These collection objectives were designed to assist the Center of Army Lessons Learned (CALL) in collecting ES2-specific observations to feed the L2I process and provide

feedback to the institution and operational forces. USASMA's feedback for the ES2 working group was submitted on 1 May.

2) The USASMA 2006 NCOES Commandants Workshop was conduct between 1-3 May at Fort Bliss. Commandants and key leaders from 67 noncommissioned officer academies (NCOAs) worldwide were in attendance. Representatives from DA, FORSCOM, TRADOC CSM and CAC also attended. A total of 187 people attended.

3) DOTD conducted a Performance Analysis Board for the Sergeants Major Course on 2, 4, 9 and 11 May in the DOTD conference room. Board members were SGM Gratton, B Company; SGM Mahany, SMC NRC; SGM Rosen/Mr. Roy Sanchez, DOTD; Senior Trainers: SGM Trevino, SGM Lamar and SGM Martinez, A Company; and SGM Estrada NCOES Chief Instructor for USASMA.

4) On 11 May the directorate submitted an assessment to SGM Cross of the Center of Army Leadership (CAL), on Joint instruction in EJPME. It was used in for the Enlisted Military Education Review Council (EMERC) meeting conducted on 24 May.

5) On 12 May we submitted updated slides and authored an information paper on the status of COIN subject matter integration into NCOES courses to LTC Taylor of CAC. DOTD continued to insert COIN lessons learned and COIN learning activities into NCOES curriculums to support efforts against insurgency operations. The WLC will incorporate force protection against moveable IEDs, field discipline against insurgent tactics, and safety environment which will be trained and reinforced in the 96-hour STX. The WLC course included cultural learning activities on interpersonal skills, negotiating techniques, and the proper handling of insurgents. BNCOC squad leaders are being trained to visualize insurgency operations and describe counterinsurgencies stemming from offense, defense, stability, and reconstruction operations, and to act appropriately. Soldiers understand terminology and knowledge of specific details about insurgents, procedural knowledge for protecting people from insurgent violence, and means to separate them from insurgent control. ANCOC students review CALL, select a COIN related topic, lead a discussion, employ the Principles of Training in training counterinsurgency troops, and create a formula using the Principles of War to train as we fight. SMC students reference the Combat Studies Institute, which draws national and international historical experiences in their National Security Affairs (NSA) research and presentation. They understand Foreign Internal Defense (FID) responsibilities and their connection to the Armed Forces. They must also prepare a plan for crisis response engagements designed to deter insurgency activities.

6) Reviewed a draft and provided a comprehensive review of cultural awareness training material for the Professional Military Education (PME) levels in WLC, BNCOC and ANCOC. The terminal Learning Objectives for all four levels covered: (1) What is Culture? (2) What is American/Military Culture? and, (3) What is

the Contemporary Operating Environment Culture? The training focused on Iraq and Afghanistan. The review was completed on 10 May.

7) Submitted an analysis on 16 May to CAC for TRADOC on what Foreign Internal Defense (FID) instruction was currently being taught or being developed in NCOES and Functional Courses.

8) On 23 May directorate personnel participated and provided feedback on CAC OPORD 06-129A at a CAC Pre-Brief VTC. Additionally, USASMA assisted the CAC G3 in the development and refinement of their information paper on "COIN Principles and Techniques." The directorate authored an information paper on the review of COIN instruction in the SMC to determine if we needed to increase COIN instruction in the curriculum. The paper included the current number of hours of COIN instruction taught in the SMC. We assisted CAC-T in the development and refinement of their "Preparatory Tasks" information paper and briefing.

9) CAC hosted a Battle Staff training conference during 22–24 May at Fort Leavenworth to determine how to address common battle staff training gaps and deficiencies. Dr. Vereen, SGM Todd and SGM Rosen represented USASMA at the conference. As a result of the conference, TRADOC's subject matter experts (SMEs) sought to determine what needs would be taught in BSNCOC to better prepare leaders to be part of a high-performing staff.

10) TRADOC Phase 2 TTPs: TRADOC proponents were tasked to provide skill level 2 through 4 Terminal Learning Objectives (TLOs) for the TTPs to U.S. Army Training Support Center (USATSC) (info DCSOPS&T POC) for inclusion in a re-publication of STP 21-24. USASMA's response was submitted on 31 May.

11) Authored an information paper sent to CAC on current programs of instruction, concerning leader/instructor tasks that would support interaction with Iraqi Army or ANA (Afghan Army) soldiers. Fort Huachuca has developed some lessons (Question Plan Development and Use of an Interpreter) for the Skill Level 1 TSP for Every Soldier is a Sensor (ES2). These tasks would support the requirement for addressing the Contemporary Operational Environment (COE). These tasks will be folded into the Skill level 2 – 4 tasks for the ES2 leader, with a targeted implementation of January 2007.

12) Assisted the Maneuver Support Center (MANSCEN) with IED defeat training strategy development by providing recommendations on IED-related staff planning tasks for all NCOES and USASMA courses. At a minimum, we considered integration of IED-Defeat tasks into pattern analysis, targeting, Intelligence Preparation of the Battlefield (IPB), MDMP, Intelligence, Surveillance, and Reconnaissance (ISR) planning, battle tracking, and C2 system training. Additionally, we determined requirements and made recommendations for more Cultural Appreciation / Understanding instruction in NCOES and USASMA courses.

13) Received a short suspense tasking from CG CAC on 31 May with a suspense (same day) at 1600 hrs CST. Our mission was to provide information on instruction in all PME courses that addressed the reinforcement of Army Values and the obligations Soldiers have to insure the proper treatment of civilians in a theater of war regardless of circumstances, and to report such potential abuse in a timely manner. USASMA provided a lengthy report on the instruction already provided in the WLC, BNCOC/ANCOC, SMC, BSNCOC and 1SG courses common core phase. USASMA's response was sent through CAC to DA.

14) On 31 May DOTD provided feedback and a concurrence on TRADOC courses identified for either suspension or cancellation in FY07 based on an October 2005 action tasking.

f. June 2006:

1) On 1 June directorate personnel briefed GEN Wallace via VTC on NCOES status, as pertaining to OPORD 06-129A COIN Principles and Techniques.

2) The NCOES Battle Rhythm VTC, was held at USASMA, Room 605 with TRADOC and CAC personnel on. 2 June. The commandant, Dr. Vereen, SGM Grimes, Mr. Sanchez, Mr. King, SGM Todd, Ms. Wilson, MSG McMullen, Mr. Dills, Mr. Williams, Mr. Stevens, Mr. Fuentez, Ms. Jacobs, SGM Bennett-Green attended.

3) On 5 June, Mr. Fuentez attended the TRADOC Army-Wide Mandatory Training TD2 Update VTC. The VTC focused on completing the FY06 TD (training development) workload, The FY07 TD workload, FY08-13 workload update, FY 08-13 POM Build, TD2 & resource management and the TD2 system updates. The VTC was held in conjunction with TRADOC Task Order IN000377. The suspense for the system updates was 28 July.

4) On 6 June, the Army Continuing Education System (ACES)-American Council on Education (ACE) conducted their on-site course evaluations, for USASMA. USASMA received excellent comments from the team and recommendations on how to make even better improvements.

5) Mr. Stevens represented USASMA at the Region F, NCOA workshop at Camp Cook, LA 7-9 June. A major concern for the Reserve Component was that if ANCOC/BNCOC Common Core instruction were integrated into proponent training, they would not be able to execute under their current configuration. Many reserve component schoolhouses were set up and resourced to teach common core instruction only. Also, the Army School System (TASS) battalion proponent schoolhouses were not resourced to facilitate common-core training.

6) On 8 June, COL Reider and SGM Cross from the Center for Army Leadership conducted a site-visit to USASMA and spent two (2) hours with all the

DOTD course chiefs. The meeting was an excellent opportunity to share ideas, initiatives and future development for NCOES.

7) The Director of DOTD, Dr. Vereen, conducted a site visit to the NCO Academy, at Fort Polk, LA on 8-11 June. He went to observe conduct of the Warrior Leader Course.

8) On 13 June, Mr. Fuentez and MSG Bryan attended the Army-Wide monthly ASAT VTC with the ADA School.

9) DOTD received a phone call and email from the DA G3/5/7, SGM Lamb. He discussed a possible site visit to share information on Chief of Staff Army's Rosetta Stone language training initiative. The contract team from Rosetta Stone was available to come and demo its capabilities. Rosetta Stone was basically an S-D language learning program capable of developing almost any international language. DAG3 TRI wanted to have the team provide an overview to the SMC Class 57 early in their course in the hope of encouraging students to use the program while attending USASMA. The benefit to both students and their future organization with engaging this technology could be endless.

10) Received a request on 14 June from LTC Troy Smith of the Collective Training Directorate at CAC to conduct a Revision Focus Group to facilitate open and candid discussion on what needed to be included in FM 7-0/7-1. The focus group would consist of 15-17 senior NCOs from HHC, Alpha, and Bravo Companies at USASMA. LTC Smith provided DOTD with CAC's concept, an AKO collaboration site map, focus group plan, directions, an extensive group survey, and two (2) issue papers. CAC's goal was to place FM 7-0 on the web by NLT 1 September 2006 and to have FM 7-1 available NLT 1 September 2007. DOTD prepared a memorandum for support and coordination through the USASMA S3.

11) Dr. Vereen (15 June) and Ms. Jacobs (13-15 June) attended the Lifelong Learning Centers (LLC) Working Group and Council of Colonels (CoC) VTC. LLC intended to use the new Army Learning Model (nALM) and Lesson-Based Development for dL products. Due to budget constraints the following LLC functions would be consolidated: End-User Support, Staff & Faculty Support, Application Management, and System Administration. System administration functions were to be moved from the schoolhouses and positioned at Mission Service Support Centers (MSSCs). The MSSCs were to be located at Ft. Eustis and Ft. Leavenworth. The remaining functions were to become the responsibility of the staff and faculty. In June 2006 the Council of Colonels (CoC) intended to discuss and vote on the issues and concerns presented by the working group.

12) WARNO 1 to CAC OPORD 06-160C (the follow-up to the May 06 AC/DOT Conference) was published on 9 June. A VTC was scheduled for 24 August. CAC would host the VTC for TRADOC Schools & Centers in order to provide participants an update on the May 06 AC/DOT Conference due-outs and to address other

AC/DOT issues. USASMA was tasked to work directly with MANCEN and other proponent schools on the analysis and execution plan for IED-Defeat instruction in both the BSNCOC and the SMC.

13) In June DOTD Operations personnel posted the following Army Battle Command Knowledge System documents for the staff and faculty to the USASMA shared drive:

- Tactics, Techniques and Procedures Stability/Support Operations Army and USMC
- CALL Newsletter 03-4 Small Unit Leaders Guide to Urban Operations
- FM 3-06 Urban Operations
- Joint Lessons Learned Report
- Call Newsletter 03-32 Weapons Effects in Urban Operations
- JP 3-06 Doctrine for Joint Urban Operations
- MANSCEN Lessons Learned Integration Fact Sheet
- Battle Command Development Functions
- Urban Operations (two-hour) Video (all DOTD Developers needed to view this)

g. July 2006:

1) OPORD 06-160 and OPORD 06-160C IED-Defeat (IEDD) Training Strategy and IED Battle Staff Planning continued to be a major focus for DOTD. The training strategy document was received on 30 June, from the Maneuver Support Center (MANCEN). SGM Rosen and SGM Todd completed the review of two, recently-authored IED Training Support Packages (TSPs) by MANSCEN for possible use in NCOES and provided their input. Both sergeants major attended the 18-19 July, Force-Wide IED-Defeat Training Strategy Development Conference at Fort Leavenworth. The conference focused on: a proposed IED-Defeat Training Strategy; CENTCOM IEDD Training; Counter Explosive Hazard Center Common/Mandatory IED-Defeat Training; Combat Training Center IED-Defeat Training; FORSCOM/1A IED-Defeat Training; IED-Defeat Training in the Individual Institutional Training Base; and the IED-Defeat Knowledge System. Attendees discussed the IEDD Battle Staff framework. The framework centered on a series of questions: 1) What specific IED-Defeat training was being conducted? 2) What IED-Defeat Battle Staff training was being conducted? 3) Why or by whose directive was the training being conducted? 4) How was this training kept current? 5) How did the organization decide what new IED-Defeat training to add or delete? Sub-working groups concentrated on: Operational IED-Defeat Training Strategy, Institutional/Self-Developmental IED-Defeat Training Strategy, IED-Defeat Battle Staff Training Support Package Development.

2) DOTD personnel provided assistance to LTC Taylor, CAC on Task # G06160103 WARLOCK-DUKE/CREW-2, AN/VLQ-12 on their training needs analysis. USASMA provided comments to refine the WARLOCK-DUKE training needs analysis. The comments sought to enable a mission analysis, job analysis, collective task analysis and individual task analysis IAW TRADOC Regulation 350-70. MSG Bryan

went TDY during 13-15 July to the Fort Huachuca, Military Intelligence (MI) School at the invitation of CPT Foster, OIC, Counter Remote Control IED Electronic Warfare (CREW) to view and video their CREW training and discuss how to integrate it into the various Professional Military Education (PME) levels of NCOES. Additionally, MSG Bryan met with the Cultural Awareness developers at the MI School to work issues for all-level integration training into NCOES.

3) Reviewed and provided pre-tasking comment to LTC Taylor of the CAC G3, on Combat Identification and Detection (CID) for inclusion in BNCOC (4 TSPs) and the WLC (2 TSPs). The intent was not to lengthen these courses but to include the training in existing PME events. The tasking eventually came. It asked for recommended changes to FM 7-15, "Army Universal Task List." DOTD recommended changes to incorporate tasks to support Combat Identification (CID) as spelled out in FM 3-10, "Protection: Combat Identification Detection; Target Identification; Target Engagement Decision; Engage Hostile Target; and Target Engagement Assessment."

4) Responded to a request received on 21 June from the Combined Arms Doctrine Directorate to provide a review and comments on Personnel Recovery Training and Evaluation Outlines (T&EOs) for addition into the Division Battle Command Staff Task list.

5) The Army Battle Command Knowledge System Documents posted for the staff and faculty to the USASMA shared drive by DOTD Operations in July were:

- L2I Net Instructions (Step-by-step procedures on system usage and access)
- DOTMLPF Issues OPORD update v6 (required proponent level review)
- DOTMPPF Annex B L2I Issues Nomination format
- Updated Issues List 071106 (Document covered 44 Army Priorities and Issues)
- Extended Range Communications DCR paper
- A004 AWV Armor Issue (Tactical Wheeled Vehicle "add on" Armor)
- Downloaded 22 files that support the FRAGO to OPORD 05-046B Lessons Learned Integration

6) Completed a Critical Literature Review on the final draft of FM 3-24, "Counterinsurgency" per CAC OPORD 0606-002 on 17 July. This Army/Marine publication established operational-level doctrine. The development of this publication drew upon the experiences and reflections of field commanders and of many other leaders, scholars, and practitioners regarding insurgency and counterinsurgency.

7) Ms. Willer, a DOTD editor, completed Task Order IN000426a which asked for a critical literature review of DA Pam 25-XX. Ms. Willer submitted a 10-page written review that received superlative comments from the Army Publishing Directorate for Policy, Plans and Programs Office, responsible for the "Army Writing and Editing Style Manual" on her thoroughness and insight into military writing. This pamphlet will be the guidebook for all future Army publications.

8) SGM Bennett-Green and Ms. Beamon went TDY on 17-21 July to represent USASMA at the World-wide Education Symposium (Joint + Colleges). Additionally, the CSM/SGM and Service members Opportunity Colleges Army Degrees (SOCAD) Advisory Committee meet as part of the Symposium. The symposium objective was to explore strategies to effectively deliver voluntary education programs that meet the changing needs of the military to: increase cooperation between DoD education personnel and academic institution personnel; form joint service education partnerships to meet changing and declining resources to provide career development opportunities for education personnel; to stimulate creative thoughts about current educational issues; address quality issues in continuing education.

9) Participated in the Pre-Structure and Manning Decision Review (SMDR) VTC on 20 July. Due to the rapidly changing environment TRADOC began engaging schools and staffs earlier and more frequently in preparation for the current year's SMDR. This was TRADOC's first attempt this year to explain some of the new SMDR changes and to listen to the school's concerns. The VTC laid the groundwork for the 2006 SMDR. The agenda addressed was: Course Growth; SMDR Timelines/Milestones and TRAS Status; SMDR Procedural Changes (HQDA & HQ TRADOC Pre-SMDR meetings; Conduct of Pre-SMDRs) - BRAC/COE Impacts; DCSRM Issues. SGM Bennett-Green met with the fort Bliss DCSRM (Deputy Chief of Staff for Resource Management) on 2 August to work on-going issues prior to meeting with USASMA leadership.

10) Completed the Critical Literature review of FM 3-90.100, "Army SOP Procedures" on 21 July. CSM(D) Akuna and CSM(D) Clark, who reviewed the document, both stated it is an excellent publication that would be extremely helpful to the field.

11) Mr. Stevens and Ms. Jacobs represented USASMA on 25-27 July at the Automation Advancements in the WLC and BNCOC Workshop at Camp Ashland, Nebraska. The workshop focused on equipment specifications, network architecture, classroom management, cost analysis, courseware conversion, and test control automation features implemented and utilized by the 209th Regiment, Nebraska National Guard.

12) The Sergeants Major Course (SMC), First Sergeants Course (FSC), Battle Staff NCO Course (BSNCOC), Warrior Leader Course (WLC) and Distributive Learning (dL)/Interactive Multimedia Instruction (IMI) cells provided the commandant with a quarterly update between 17 July and 4 August on accomplishments and status for meeting NCOES Transformation milestones.

13) The directorate was requested to examine and prioritize all training development products TRADOC organizations could realistically produce for FY07. All TRADOC training development directorates were to project their workloads into the Training and Doctrine Development Management (TD2) System prior to the FY08-13 POM build. The process included identifying priority/high risk TD products that were

unfunded. DOTD completed the task on 28 July as it completed the FY07 TD Workload, the FY07-13 Workload Update, FY 08-13 POM Build, TD2 & Resource Management and TD2 System Updates.

h. August 2006:

1) Completed TRADOC TASK # IN 000393, dated 13 June - Rapid Fielding Initiative (RFI) Equipment Required to Execute Warrior Tasks and Battle Drills (WTBD). This initiative was part of Soldier as a System (SaaS). The United States Army Infantry School (USAIS), with coordination with proponent schools, sought to determine what RFI equipment was required to execute WTBD in order to facilitate training in TRADOC Centers and Schools. DOTD completed its task on 7 August.

2) Completed review and provided input on the USASMA Commandant's FY07 Annual Training Guidance to the S3 on 4 August.

3) The NCOES Battle Rhythm VTC with TRADOC/CAC occurred on 7 August. In attendance were the commandant, SGM Grimes, CSM(D) Smith, SGM Rosen, SGM Todd, MSG McMullen, Mr. Stevens, Mr. Sanchez, Mr. King, and Mr. Williams.

4) The ANCOC/BNCOC Cell provided the commandant with a quarterly update on 8 August. The update covered the cell's accomplishments and the NCOES Transformation milestones.

5) We continued to provide information to Mr. Blaise Cornelldechert, (Contractor) of the Wexford Group based on our 18 August meeting. The Army Critical Task List and WLC 15/30 day Program of Instruction (POI) were sent to him. Additionally, we began to provide WLC start dates and locations for Forts Stewart, Benning, Knox and Lewis.

6) OPORD 06-160 and OPORD 06-160C IED-Defeat (IEDD) Training Strategy and IED Battle Staff Planning continued to be a major focus for DOTD. Both sergeants major went TDY to the 18-19 July, Force-Wide IED-Defeat Training Strategy Development Conference at Fort Leavenworth. SGM Rosen completed two due out information papers and sent them to CAC on 16 August in preparation for the 24 August VTC. SGM Rosen, SGM Todd and Mr. Gould (L2I) attended the 24 August VTC and provided input for NCOES's role in this initiative.

7) The Combined Arms Center (CAC) Lessons Learned Integration (L2I) Program personnel arrived in DOTD. Mr. Gould attended his initial train-up at CAC on 15-17 August and reported in on 18 August. Mr. Anderson attended his initial train-up at CAC on 22-24 August and reported to DOTD on 25 August.

8) An initial meeting with Mike Lockamy, DPW and USASMA command group personnel on issues presented by the upcoming raised floor/infrastructure project in DOTD took place on 25 August.

9) Directorate personnel continued to work on the FRAGO to OPORD 05-046B Lessons Learned Integration (LLI). Forty-two issues were identified, of which eight (8) directly affected NCOES and Transformation. LTG Petraeus had asked that they be identified. The Center for Army Lessons Learned (CALL) had developed an initial Doctrine, Organization, Training, Materiel, Leadership, Personnel, Facilities (DOTMPF) issues list reflecting current field input and Observations, Insights, and Lessons (OIL). DOTD framed the proponent-level review, feedback and validity of the problem statements for further discussions at the DOT conference on 24 August attended by Dr. Vereen. Mr. Gould, L2I reviewed the documents for DOTD.

10) LTC Troy Smith of the Collective Training Directorate at CAC conducted a revision focus group to discuss what needs to be included in FM 7-0/7-1 from the NCO perspective. The focus group met on 29-30 August.

i. September 2006:

1) The directorate continued to provide information to Mr. Blaise Cornelldechert (Contractor) of the Wexford Group based on our 18 August meeting. We downloaded and sent class schedules for the targeted WLC locations for FY07. Additionally, we prepared a point of contact list (mailing/phone and email) for each academy and sent them to Mr. Blaise Cornelldechert on 5 September.

2) Provided an analysis of Stability Operations training in NCOES and Functional Course to LTC Taylor, CAC, G3 and SGM Cross, CAL on 11-12 September in preparation for a visit by Dr. Nadener of DASD to CAC on 13-14 September. The purpose of Dr. Nadener's visit was to demonstrate how CAC used lessons learned to identify OIL and integrate OIL requirements into leader development, professional military and civilian education, institutional and collective training, functional training, training support, battle command and doctrine. He also hoped to show how CAC provided oversight to improve counterinsurgency capabilities and adjust the mindset of the force.

3) CSM(D) Smith, Chief of the Warrior Leader Course (WLC) cell went TDY (6-11 September) to the 7th Army NCO Academy in Germany.

4) Directorate personnel revised the Performance Work Statement (PWS) for the re-write for Field Manual 7-22.7, "The NCO Guide" and the Field Manual 7-21.13, "The Soldiers Guide." Work on the project was scheduled to begin in late September. They responded to several inquiries from contracting to make refinements to the PWS.

5) Continued to work the pre-SMDR issues. Due to the rapidly changing environment TRADOC began to engage subordinate schools and staffs earlier and more frequently in preparation for this year's SMDR. SGM Bennett-Green continued follow-up meetings with the fort Bliss DCSRM (Deputy Chief of Staff Resource Management) to work on-going issues. We conducted a Pre-SMDR with the USASMA leadership and responsible staff directorates on 11 September.

6) Met with Mike Lockamy, DPW and the USASMA leadership on the raised floor/infrastructure issues in DOTD on 25 August. Since the initial meeting representatives from Laser Tech Innovative Solutions, Robinet & Ramos, Mechanical and Electrical Design and Border Electric Company have come to DOTD to look around and discuss our needs. Mr. Martin from IMD participated in the meetings to discuss data lines and telephone configurations. The electrical engineers planned to run an additional 1200-amp service into DOTD to eliminate the current our power shortages.

7) SGM Grimes and MSG Bryan authored DOTD's "Awards Standard Operating Procedures" completed on 12 September. They requested and received the CAC and USAMA policy guidance and directives from SFC Robles, USASMA S-1.

8) The raised floor/infrastructure contract was awarded 26 September by DPW/Contracting. The companies involved in this award were Laser Tech Innovative Solutions, Robinet & Ramos, Mechanical and Electrical Design and the Border Electric Company.

9) On 27 September CSM Solutions received the contract award to re-write Field Manual 7-22.7, "The NCO Guide" and Field Manual 7-21.13, "The Soldiers Guide."

10) A contract was awarded to AllSource Global Management, LLC, for the supply of three Interactive Multimedia Instruction specialists on 27 September.

11) A contract was awarded to UNITECH-CUBIC for revision of the SMC-NRC on 29 September.

12) The QAO TRADOC/CAC Accreditation was completed on 25-29 September. All areas under review received accreditation.

13) Conducted the SMDR via VTC with DA, TRADOC and the USASMA leadership and responsible staff directorates on 25 September.

14) Started analysis of FRAGO 3 of OPORD 05-123A (NCOES Transformation) received on 12 September. The FRAGO moved forward implementation dates for ANCOC/BNCOC from the 1 October 2007 to 31 March 2007.

15) OPORD 06-160 and OPORD 06-160C IED-Defeat (IEDD) Training Strategy and IED Battle Staff Planning continued to be a major focus for DOTD. The directorate received nine TSPs from MANSCEN on IED-Defeat. SGMs Todd and Rosen began to review them.

16) The directorate sent a request for Class #57 students to perform a critical review of merging doctrine and design exercises for the Sergeants Major Course (SMC) and Battle Staff NCO Course (BSNCOC). The students were to meet every Tuesday and Thursday, though out their time at the Academy.

17) Dr. Vereen authored a point paper on 29 April 2005 on vehicle assignments for CSMs in Infantry, Heavy, and Stryker Brigade Combat Teams. USASMA recommended that senior NCOs in Infantry, Heavy, and Stryker BCTs be assigned a vehicle that could provide increased protection from attack and the ability to defeat or deter attacks. CSM McCarty of CAC, further expanded the recommendation to include all senior NCOs Army-wide. The CG, CAC approved the assignment (with driver) in September 2006.

j. October 2006:

1) SGM Stevenson went TDY to DA, 02-28 October. SGM Stevenson was selected to be a panel member for her proponent promotion selection board.

2) Received the NCOES dL Redesign Program on 3 October in preparation for the 13 October VTC on BNCOC/ANCOC Proponentcy Training Integration. The redesign affected the response to the FRAGO 3 of OPORD 05-123A (NCOES Transformation).

3) Personnel continued to work on the Class #57 Student request to perform a critical review of merging doctrine and design exercises for the Sergeants Major Course (SMC) and Battle Staff NCO Course (BSNCOC).

4) The raised floor/infrastructure contract was awarded on 26 SEP by DPW/Contracting. Commercial Environments, Inc. received a Notice to Proceed on 18 October. Work was projected to start on 28 October.

5) Provide input on CAC Task G06290103, The Escalation of Force (EoF) TSP developed by the U.S. Army Infantry Center (USAIC) on 20 OCT.

6) Responded to TRADOC Task IN000657, Training Development and Delivery Directorate (TDADD), DCSOPS&T, HQ TRADOC list of mandated training requirements at TRADOC schools on 26 October.

7) On 27 October we provided information on the Sergeants Major Course for CAC Task S06289105. The request came from the CG TRADOC's questions

designed to facilitate CAL's preparation of an executive summary of Non-government Organization (NGO) and interagency training currently being conducted by TRADOC Schools and Centers.

8) The FY07 TRADOC Commander's Training Guidance (CTG), paragraph 3, directed USASMA to review feasibility of establishing additional starts of the Sergeants Major Course (SMC) to support the manning or ARFORGEN units. TRADOC directed a review of the feasibility of additional starts to support ARFORGEN. USASMA submitted its report to CAC on 27 October. USASMA said it could support additional starts.

9) Center for Army Leadership (CAL) designated USASMA as the lead for Enlisted Joint Professional Military Education (EJPME) for NCOES. On 31 October, the directorate received a Draft Task Order for comment prior to it being issuing through the CAC G3. CAL designated CGSC, LTC Market to assist USASMA. USASMA prepared to deliver a detailed training strategy and implementation plan to the Chairman of the Joint Chiefs of Staff's EJPME Committee in December 2006.

10) A request was sent to Alpha Company for several Class #57 Students to perform a critical review of merging doctrine and design exercises for the Sergeants Major Course (SMC) and Battle Staff NCO Course (BSNCOC). The work was scheduled to start 14 November.

11) Coordinated for eight (8) Class #57 Students to form a focus group for the NCO/Soldiers Guide re-write/revision during Christmas Exodus, with 1SG Clowser, Alpha Company.

k. November 2006:

1) Completed the final review of the Irregular Warfare (IW) Execution Roadmap (ERM) Task 2.6.8 (Plan for IW Strategists and Campaign Planners). USASMA was selected to provide a review and comments in order to ensure accuracy of the document. USASMA provided the comments on 6 November to CAC G3 for consolidation and forwarding to DAMO-SS.

2) Performed a critical literature review and provided input on 6 November to update the recently released FMI 3-34.119/MCIP 3-17.01. These publications incorporated all applicable new or revised doctrine, the current operational environment, new technology, new material, new organizations, lessons learned/observations and validated concepts. This manual was projected to serve as a reference document for force commanders and staff, training developers, and doctrine developers throughout the Army. This publication was offered by the Army and Marine Corps to other services for consideration as a Service-wide doctrinal manual for IED-Defeat.

3) DOTD prepared critical literature revisions to DA PAM 350-58 on 9 November. This pamphlet outlined Army leader development policy – what it was and how it was executed for Active Army and Reserve Component officers, warrant officers, noncommissioned officers, and Department of the Army civilians. The concepts and procedures associated with this policy formed the foundation upon which commanders and supervisors could establish leader development guidelines.

4) Conducted a review and provided comments on 14 November to the U.S. Army Military Intelligence School on the Follow-On System Training Plan (STRAP) for the Counter Radio Controlled Improvised Explosive Device (RCIED) Electronic Warfare (CREW) System. Question addressed included:

- What is your organizations area of responsibility as it relates to CREW training?
- What courses do you currently offer that are or will be effected?
- What is your plan for CREW Training integration into your area?
- What are your critical assumptions or "things" you must have to make your plan work?
- What is preventing you from accomplishing this mission today?
- What support do you need to mitigate these constraints?
- What are the potential future risks to your plan?
- What can be done to mitigate these risks?

5) TRADOC contracted the University of South California (USC) Institute for Creative Technologies and Center for Cognitive Technologies (CCT) to develop and present two three-day workshops on GEL design for 10 to 15 TRADOC training developers. The first of the two workshops was conducted at USASMA 13-15 November. The USC instructional team led by Dr. Richard Clark delivered workshop attendees training according to GEL principles.

6) On 14 November ten Class #57 Students began to perform a critical review of merging doctrine and design exercises for the Sergeants Major Course (SMC) and Battle Staff NCO Course (BSNCOC). Their mission was to:

- Conduct a performance analysis to identify gaps in the existing exercises
- Contrast and compare Battle Staff NCO Course (BSNCOC) to military operations taught in the Captain Career Course (CCC), Intermediate Level of Education (ILE), and the Command and General Staff Course (CGSC)
- Illustrate the requirements for determining the relationship between Doctrine, Organization, Training and Education, Materials, Leadership, People, and Facility (DOTMLPF) for NCOES
- Structure the individual training strategy for exercises
- Ensure vertical, horizontal integration of tasks and hierarchical learning between BSC and the SMC.

7) Conducted a VTC IPR on 16 November with Cubic (contractor at Leavenworth) with the USASMA commandant, CSM, and key DOTD personnel on the status of re-designed of SGM NRC courseware into IMI training products.

8) OPORD 06-160 and OPORD 06-160C IED-Defeat (IEDD) Training Strategy and IED Battle Staff Planning continued to be a major focus for DOTD. MANCEN requested a December due-out to complete and send to the field through CAC. This delayed the update for Class #57 and moved TSP changes to Class #58. SMC planned to use a guest speaker from JIEDDO and IED-D team this year to up-date Class #57.

9) Coordinated a L2I Lessons Learned Integration meeting between the USASMA commandant and COL Crossley of CALL on 17 November.

10) In mid-November DOTD provided an update and corrections to the Training Development and Delivery Directorate (TDADD), DCSOPS&T, HQ TRADOC list of mandated training requirements the TRADOC schools were required to teach in various courses. In Phase 1, TDADD developed an initial list of mandated training tasks, based upon information provided by the schools and the Army Accessions Command.

11) Received a tasking 28 November with a 15 January 2007 Suspense as CAC's lead for EJPME. DOTD provided a detailed EJMPE Training Strategy and Implementation Plan through CAL to HQs, CAC describing how the Army would deliver JLOs to the Enlisted Corps. CAL, as staff manager, would coordinate with USASMA to develop an EJPME Training Strategy based upon the May 2006 EJPME Implementation Brief and the November 2006 Draft EJPME Information Paper. USASMA, as the lead, would develop a briefing to communicate what joint instruction has been included in NCOES in the past, and the training strategy to implement EPMEP requirements at the next EMERC. CGSC would assist USASMA by providing copies of Officer JPME training materials as references to USASMA, act as an SME if requested by USASMA, and provide a level of review of USASMA EJPME products to ensure doctrinal consistency.

12) On 27 November SGM Rosen, the SGM Course Chief was tasked to review updates to the Individual Explosive Device-Defeat (IED-D) Individual & Collective shared tasks from the U.S. Army Engineer School.

13) Received a request on 27 November with a same-day suspense to submit an update to the Allied Doctrine Division (JADD), ARCIC, and the Combined Arms Doctrine Directorate (CADD), CAC, IAW TR 25-36 chapter 5, paragraph 5-1a and Appendix F. The update was submitted on 27 November.

l. December 2006:

1) Strategic-Off Site Planning Workshop, USASMA was conducted 29 November – 1 December at The Lodge, Cloudcroft, New Mexico. Representatives from DOTD included: Dr. Vereen, SGM Grimes, SGM Bennett-Green, SGM Quintero, SGM Smith, SGM Todd, MSG Nissen, Ms. Jacobs, Ms. Beamon, and Mr. Sanchez.

2) Finalized the FY07 funding priorities and re-verify FY08/FY 09 nominations IAW ATSC/TRADOC guidance, 4 December. FY 07 priorities will be used for funding execution. TRADOC will consolidate FY 08/09 nominations and present them during the annual spring dL CW Prioritization Workshop.

3) Warrior Leader Course (WLC) Equivalence Training List was last updated in TRADOC Regulation 350-10, dated August 2002. USASMA, through coordination with our sister service senior NCO academies we have completed our review and submitted our recommendations for WLC Credit (both constructive and equivalent) Training List to TRADOC on 6 December. The intent is to synchronize all documents to ensure WLC Equivalence Training Lists are standardized across all publications. DA G3/5/7 is in the process of publishing our recommended changes to the field.

4) All GS9-12 Annual Ratings completed in December and submitted to Civilian Personnel Office, Fort Bliss.

5) CAC Operations Orders and TRADOC task# 1190 directed schools and centers to implement the following mandated tasks into Professional Military Education (PME): ES2, OPSEC, CA, PR, and IED-D. To validate compliance, CAL requests Schools and Centers provide their implementation status for the five mandated tasks, by NLT 15 December; response sent 7 December.

6) Provided input to S3 for the Commandant's Year-In-Review briefing on 7 December to the Staff and Faculty scheduled for 15 December Briefing.

7) SGM Grimes, DOTD Ops SGM pulled Courts-Martial duty 12-15 December.

8) FRAGO 1 to CAC OPORT 06-313A, received 11 December, with replay due NLT 5 January 2007 to submit an information paper to the CAC G3 IED-D POC that provides outlines how the Battle Staff IED-Defeat TSP will be integrated into the POI of the Battle Staff NCO Course and the Sergeant Major Course by 3rd quarter of FY 07. Information paper to include: implementation timelines, considerations for foreign students, and selected modular TSPs or sections of modular TSPs. BPT brief your integration and implementation plan to CG, CAC at AC/DOT Conf, 17-18 January 2007.

9) Raised floor/infrastructure contract awarded 26 September by DPW/Contracting, finally started mid-December with an 18 January 2007 projected completion date. Electrical power up-grade and computer line issue finally adjudicated, which caused the delayed.

Course Management Development Division (CMDD)

1. **NCOES Courses**:

a. *General:*

1) Represents USASMA at the Department of the Army NCO monthly planning meetings, as TDY and VTT mode, January-December.

2) Updated/Developed and submitted 23 separate Course Administrative Data (CAD) documents In Accordance With (IAW) the published Memorandum of Instruction (MOI) from TRADOC on 3 January.

3) Completed input of a two-month initiative of Training Development/ Developers into Data Call (TD2) for all courses in January.

4) Mr. John Beauford, TRADOC DCSOPS&T performed site assistance visit with DOTD Course Chiefs and Training developers and performed a complete CAD and Program Of Instruction (POI) scrub, 9-10 January to ensure all data is current and relevant.

5) SGM Bennett-Green TDY to DA for the February NCOES meeting. Top issue at the meeting was the WLC 15-Day POI. The proposed WLC (RC) 15-Day POI was submitted to Office Chief Army Reserve (OCAR) and National Guard Bureau (NGB) for approval. All indications were positive that it would be adopted and approved for distribution by March 2006.

6) Mail-graham published and sent to all the academies on 23 February, highlighting course development across the full-spectrum of enlisted professional military education. Mail-graham has created a significant improvement in field-to-USASMA communications.

7) SGM Bennett-Green attended initial orientation and integration meeting with Class 56 Soldiers targeted for assignment to DOTD, 28 February.

8) Conducted a working group performance-based management / way ahead planning meeting on 8 March at the Centennial NCO club with all members of DOTD. Commandant addressed the group in the final hour. SGM Helsham from the Sergeant Major of the Army Advisory/NCOES Initiative Team was also in attendance and spent 6-10 March working with the individual NCOES cells.

9) SGM Bennett-Green represented USASMA at the TRADOC/ATSC Distance Learning Workshop and Courseware Prioritization Board, March.

10) SGM Bennett-Green and Ms. Beamon went TDY 17-21 July to represent USASMA at the World Wide Education Symposium (Joint + Colleges).

11) SGM Bennett-Green and Mr. Stevens participated in the Pre-Structure and Manning Decision Review (SMDR) VTC 20 July. Due to the rapidly changing environment TRADOC is engaging schools and staffs earlier and more frequently in preparation for this year's SMDR.

12) 2006's yearly focus was on designing training products that prepares the Noncommissioned Officers to perform their unit's War Time Mission. Additionally, these products train and grow leader to support an "Army at War" and educate and train NCOs to train other Soldiers, Crews, and Small Units.

13) Most significant focus area for CMDD, DOTD continues to be Operations Order 05-165A, NCOES Transformation, 25 July 2005 to the present.

b. ***Warrior Leaders Course (WLC)*:**

1) MSG Bryan was selected in early February as the new WLC, Course Chief replacing retiring SGM LeGloahec. On 15 February he delivered his initial WLC Briefing to the Commandant. Briefing agenda included: NCOES Transformation Goals, Warrior Leader Course Proposed Goals and Learning Outcomes, Assessment and Priorities of Work for FY 06 and beyond.

2) Completed the course individual training plan, 24 March.

3) MSG Bryan prepared and delivered the WLC overview at the Title XI workshop, March.

4) MSG Bryan, TDY in support of TASS Battalion Commandants Conference (28-31 March) Memphis, Tennessee with SGM Mayo to cover WLC 15 Day (RC) POI.

5) Basic Rifle Marksmanship (BRM) nine (9) hour TSP completed, May.

6) Converting 13 hours of resident Cultural Knowledge instruction to 2 hours of Independent Study in May.

7) Prepared Courseware for ATSC for delivery to ATSC, 14 July.

8) Asked the IMI Cell to look at Cultural Knowledge TSPs for possible conversion to an IMI product in June.

9) Cell reviewed the new Warrior Task 40 and the 11 Battle Drills for implementation into the 96 Hour STX in August.

10) Working new lessons required by TRADOC: Personnel Recovery (96 Hour STX) COIN (96 Hour STX); Detainees Operations (96 Hour STX); Culture Terrain (Independent Study (IS) (96 Hour STX); Every Soldier is a Sensor (Jan 07) (96 Hour STX). New lesson required by DOTD Director Basic Rifle Marksmanship (BRM). Other new lessons under consideration are: Spiritual Fitness LSA into Commandant Orientation, Combat Identification Detection (CID) (96 Hour STX); Rewrite History of the NCO Training Support Package (TSP); NCOER TSP; and Casualty Evacuation (96 Hour STX) in August.

11) Add BRM, Casualty Evacuation, Combat Reports (Independent Study) and IEDs (Independent Study) to both the 15-Day and 30-Day POIs in October for January 2007 review, with implementation date for AC October 2007 and RC January 2008.

12) Land Navigation Course hours dropped from 16 to 14.5 hours and Physical Fitness, Train the Trainer hours dropped from 10 to 6 hours, changed in October.

13) Briefed Commandant on 1ST QTR FY 07 Quarterly Training in November.

14) SGM Smith and MSG Garza attended a Jewish middle school for veteran day and gave a class on etiquette of the US Flag and the meaning of Veterans Day.

15) Three SGMs from Class #57 (November-December) working on STX scenarios and DA mandated task integration into the STX

16) Briefed CSM Johnson who will be replacing CSM Mingo, who will retire in February 2007, as the Commandant NCOA 8th Army, Korea.

17) Army Leadership TSP with editors for December completion.

18) Processed over 40 WLC equivalency Waivers for AC, NG and RC Soldiers Army wide, January-December 2006.

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

1) Mr. Dills, BNCOC and Ms. Jacobs, IMI went TDY 17-18 January to TRADOC to coordinate and resolve BNCOC On-Line Testing. Resolution reached and testing will be accomplished using the Army Learning Management System (ALMS).

2) Conducted a Critical Task and Site Selection Board Integration Team Support 7-16 February using Class 56 (5 Soldiers) and Bravo Company (2 Staff Sergeants).

3) MSG McMullen delivered the initial quarterly briefing to the Commandant on 1 March. Briefing agenda included: NCOES Transformation Goals, Learning Outcomes, Assessment and Priorities of Work for FY 06 and beyond.

4) On 5 April, a three-hour Special Forces Advanced Noncommissioned Officers Course (ANCOC) Online Studies Initiative Common Core briefing was presented. CSM William C. Eckert and SGM Stanford briefed USASMA. They went into detail on their implementation of their common core into their technical phase.

5) Submitted the Training Requirements Analysis System (TRAS) documents to TRADOC, 30 April.

6) On 21 April the BNCOC distributive learning (dL) Program of Instruction (POI) was signed by the Commandant and sent to Training Operations Management Activity (TOMA), Assistant Deputy Chief of Staff – Training, TRADOC.

7) Submitted corrections for the BNCOC dL POI per request from Mr. Beaufort at TOMA in May.

8) On 7 July scanned copies of the signed MOT (2 pages) for the BNCOC dL POI, and the dL supplement sheet and sent them to TOMA. In addition, the POI transfer database [600-BNCOC(dL)] from ASAT was exported and inserted into the USASMA Website folder on the Facility Training Program (FTP) site.

9) Completed 12 Practical Exercises for the validation process for the lesson plan outlines for BNCOC in July.

10) Reviewed FM 5-19, Composite Risk Management and its effects on the current Risk Management lesson in August.

11) Completed 24 Practical Exercises that are in the validation process for the lesson plan outlines in September.

12) Submitted change sheet 2 for Implement a Total Fitness Program, Squad Tactical Operations, and Training Management at the Squad Level for posting to the USASMA web site in September.

13) Attended the NCOES Redesign VTC with TRADOC in October.

14) Reviewed FM 5-19, Composite Risk Management and its effects on the current Risk Management lesson in October.

15) SGM Richard Quintero replaced MSG McMullen as B/ANCOC Course Chief in October.

16) Submitted change sheets for: Implement a Total Fitness Program; Squad Tactical Operations; and Training Management at the Squad Level, to be posted to the web site in October.

17) Submitted late-November the proposed CTL for BNCOC to CAC for their review.

18) Fielded two (2) new performance based examinations to all the NCOAs for implementation in December.

19) January-December 2006 processed over 500 Instructor Training Course (ITC) certificates for BNCOC field academy instructors and 300 Instructor-Student Ratio waivers for AC, NG and RC NCOAs, January-December 2006.

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

1) Completed CG 108798 tasking, proposed common core for ANCOC, dL/lifelong learning and Resident Phase course design.

2) MSG McMullen delivered the initial quarterly briefing to the Commandant on 1 March. Briefing agenda included: NCOES Transformation Goals, Learning Outcomes, Assessment and Priorities of Work for FY 06 and beyond.

3) Submitted the Training Requirements Analysis System (TRAS) documents to TRADOC, 30 April.

4) Completed review tasking on proposed ANCOC common. Also, review data calls for other COE areas and provide an update on each. Identify where Military Decision Making Process (MDMP) is taught in ANCOC Common Core in April.

5) On 2 June we held a productive VTC with TRADOC and CAC reference our CAD and POI submission methods. VTCs with them will now continue on a quarterly basis.

6) Developed 17 lesson outlines for ANCOC in September.

7) SGM Richard Quintero replaced MSG McMullen as B/ANCOC Course Chief in October.

8) Developed 7 additional lesson outlines for ANCOC in November.

9) Submitted late-November the proposed CTL for ANCOC to CAC for their review.

10) SGM Quintero and Mr. Dills participated in a TRADOC/CAC ANCOC synchronization VTC, on 14 December.

11) January-December 2006 processed over 200 Instructor Training Course (ITC) certificates for ANCOC field academy instructors.

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

1) Conducted the initial quarterly SMC USASMA Commandant briefing on 12 January to provide an up-date on NCOES Transformation progress.

2) January 2006: Refined the Logistic and Deployment Lessons; developed new Test Design and Grade Plan; publishing Student Evaluation for Class 57; conducted analysis, design, and validate training management writing lesson; Military History Program Analysis and Redesign; refined National Security Affairs (NSA) Briefing to incorporate COE variables; and removed outdated and irrelevant vignettes from lesson material.

3) SGM Rosen, Mr. Sanchez, and Mr. McLaughlin TDY 27 February – 3 March to CAC, Fort Leavenworth to coordinate the Military History Program with LTC Sarabia.

4) Mr. McLaughlin, SMC represented USASMA at the TRADOC DCSINT Contemporary Operational Environment (COE) "Train the Trainer" Course of Instruction (COI) at Fort Leavenworth, Kansas, 10-14 April.

5) Coordinated train-up dates for Military History Program with DOTD and A Company Faculty Advisors, 23 – 25 May.

6) Completed POI for SMC NRC and submitted to TOMA on 14 April.

7) Conducted analysis, design and develop for Class #57 lessons: Writing Lessons – Review the Army Writing Style, Write a Point Paper, Write an Executive Summary Report and Detail Evaluation; Physical Fitness Lesson – Insert Medical Evaluation Board (MEB), Performance Evaluation Board (PEB) into Physical Performance Evaluation System (AR 600-60), Standard of Physicals (AR 40-501), and Manage convalescing of Soldiers; Drill & Ceremonies – Colors (FM 3-21.5 and AR 840-10); Change of Responsibilities and Change of Command (FM 3-21.5); Institute warfighting function cells within Class #57; and Staff Study methodologies to produce better learning outcomes.

8) Student reader material for Military History Program sent to LMDC for printing in April.

9) Attended VTC with I Corps CSM and reviewed DARWARS project currently in use at Ft. Lewis. During analysis phase of course review, team will look at the possibility of incorporating into SGM Course.

10) Personal Experience Paper received Commandant approved 15 May and will be migrated into Class 57 in FY07.

11) Completed Foreign Internal Defense task list review for the SMC. Submitted suggested tasks list for approval in May.

12) SGM Rosen attended Battle Staff Gap Analysis Conference at CAC, 21–25 May.

13) LTC Sarabia conducted first iteration of faculty advisor train-up for improved Military History Program, 22–24 May.

14) Mr. Sanchez attended the Weapons of Mass Destruction Proliferation Workshop for Educators, 6-9 June hosted by the Air Force in Atlanta, Georgia.

15) Submitted a critical literature review of FMI 4-93.2, Sustainment Brigade to Dr. Vereen in June.

16) Completed Combatives TSP, will implement with Class 57 in June.

17) The following lessons are under development for implementation into Class 57: Detainee Operations; Knowledge Management; Cultural Awareness; Personnel Recovery; IED-Defeat; Information Operations; and Joint Enlisted Professional Military Education in June.

18) SGM Rosen attended the IED-Defeat Conference, Fort Leavenworth, 17-19 July.

19) Completed Joint Enlisted Professional Military Education (JEPME) TSP in July.

20) Coordinated train-up dates for Military History Program for A Company Faculty Advisors, 1-4 August.

21) LTC Sarabia and LTC Linhart from the Combat Studies Institute conducted train-up for the Alpha Company Faculty Advisors military history lesson program, 1-4 August.

22) Completed the four ASAT TSPs for the Military History Program, lessons H101 and H102 are posted, lessons three and four are out for review and signature in September.

23) Received final book required for the Military History Program lesson four and was posted to the course reader on 29 September.

24) Received the senior leaders Sexual Assault Prevention and Response training from Fort Jackson to implement into the Sergeants Major Course. The latest training provides for three different training methods to fit the need of all senior level courses in September.

25) Received IED-D Strategy TSP from CAC for implementation into Sergeants Major Course. This training will be implementation during the Warfighter Phase in September.

26) Briefed the commandant on the 1ST QTR FY 07 Quarterly Training in October.

27) Cultural Awareness – completed 17 October.

28) Leadership Analysis – completed 17 October.

29) Cell completed seven (7) ASAT TSPs for the Military History Program in November, with three (3) waiting final input from LTC Sarabia.

30) Received IED-D Strategy TSP from CAC in November for implementation into Sergeants Major Course. Because of multiple delays, implementation for this training will have to move to Class 58. SMC will use guest speaker from JIEDDO and IED-D team this year to up-date Class 57.

31) Completed the final three (3) ASAT TSPs for the Military History Program in December.

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

1) January 2006: Validated LOGEX and DEPEX and designed and coordinate the recording of guest speakers for posting to website for SMC NRC.

2) Phase One Class 33 TSPs completed for distribution to NRC for upload to Blackboard completed 15 March.

3) Oral and Written Rubrics for NRC 1-06 completed on 15 March and approved on 15 May.

4) Personal Experience Paper received Commandant approved 15 May for implementation into the NRC resident phase in June.

5) Final TSP for NRC (Warfighter, CPX) turned into to LMDC for reproduction and issue in May.

6) Submitted 325 hours of potential IMI products for NRC to Ms. Jacobs to submit a Performance Work Statement (PWS) to ATSC in June.

7) Supported successful completion of the NRC Class 1-06 resident phase 16-30 June.

8) Worked with QAO on SMC-NRC-CSMC crosswalk update in July.

9) Briefed Command Group on the SMC-NRC Phase I beginning 1 April 2007 and NRC Phase II Class 1-07 in September.

10) Mr. Sanchez attended the Post Award Meeting at Ft. Eustis for the 100.5 hours of IMI work that is assigned to the NRC in October.

11) Mr. Mainor, Mr. Mays, and Ms. McNair joined SMC to work the IMI products for the NRC IN October.

12) Conducted VTC IPR on 16 November with Cubic (Leavenworth) and USASMA Key Leaders and Staff.

13) Finished the Conversion of all six lessons for NRC Phase 1 from Phase 2 in December.

14) Received Course Map approval in December for NRC Class 34 and Phase II for June 2007. Working with NRC to ensure course products are delivered in time for a good validation prior to going live in April 2007.

2. **Functional Courses**:

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

1) SGM Rosen and Mr. Sanchez conducted audit and 360 Degree Assessment in conjunction with Pre-Command Course (PCC) with COL(R) Hunter 27 February – 3 March at Fort Leavenworth, Kansas.

2) Site visit scheduled for mid-to-late February 2007.

b. ***Noncommissioned Officer Academy Commandants Course (NCOACC):***

1) A Decision Paper was submitted by Dr. Vereen on 28 February to the Commandant, to Institute a Noncommissioned Officer Academy (NCOA) Commandants Course (NCOACC) at United States Army Sergeants Major Academy (USASMA). This was the first triggering action need to obtain approval for the NCOACC.

2) Dr. Vereen authored a Point Paper on the NCOACC on 28 March. Purpose: To inform the Training and Doctrine Command (TRADOC) and the Combined Arms Training Center (CAC) of USASMA's intent to institute a Commandants Course and to provide information supporting the implementation of such a course.

3) Decision paper was submitted on 31 March to the CG, CAC for approval to design a course to provide CSMs assigned to command a NCOA with requisite education and training for enabling them to execute their duties.

4) Dr. Vereen authored a position paper, 21 April, for the Implementation of the Commandants Line of Duty Position for Noncommissioned Officer Academies with the standard grade, Command Sergeant Major (CSM). Commandant's Line of Duty Position was subsequently approved by U.S. Army Force Management Support Agency (USAFMSA), DA.

5) Dr. Vereen, facilitated the NCOACC working group, 2-3 May at the 2006 NCOES Commandant's workshop to formulate and provide input for the course design, which was then presented to USASMA Leadership and attendees at the workshop.

6) Commandant of a Noncommissioned Officer Academy (NCOA) Job Description and the Commandants Course Individual Training Strategy (ITS) authored and submitted by Dr. Vereen on 9 May.

7) Approval for the creation of the Commandant Course was received from DA/TRADOC/CAC in May.

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

1) FSC initial quarterly briefing to USASMA Commandant was conducted on 31 January.

2) FSC, Completed update of the Sexual Assault Prevention and Response lesson for inclusion in current FSC dL course. Joe Pratt, webmaster posting it to the web. Send information paper to ATSC that informs the students to go to the USASMA webpage and complete the SAPR lesson on the net. Students were instructed

to disregard the lesson sent with their CD from ATSC. ATSC will include the info paper in all courseware shipped to the students. The info paper explains procedure to access the lesson.

3) Phase I and II of the FSC for International Students completed in February.

4) Updated lessons in ASAT for the Video Tele-Training VTT dL POI. The POI now incorporates Force XXI Battle Command Brigade and Below (FBCB2) training in March.

5) Mr. Billy Williams assigned to the 1SG course cell as the incoming Course manager in April.

6) Updated 3 Phase 1 TSPs (Military Appearance, Military Customs and Courtesies, Monitor Unit and Individual Fitness Training) and continued work on the POIs/CADs for TRADDOC in April.

7) Shipped Phase 1 course material for FY 07 to ATCS for reproduction and distribution in April.

8) Completed the Analysis Report (TAR) for review during the Critical Task Site Selection Board in April.

9) FSC, IAW with input from Dr. Damewood, changed the Phase I CAD for the International Military Students (IMS) to three weeks which includes the lessons taught by Mr. Salas and the Phase II lessons taught by Bravo Company (three weeks) in April.

10) Prepared Course Critical Task List for distribution to MACOM CSMs in May.

11) Sent out the virtual task selection worksheet for the new First Sergeant Course to MACOM CSMs for comments and recommendations in July.

12) Compiling TARs for the on site CTSSB in July.

13) Continue to collect data received from the virtual task selection worksheet in preparation for the critical task site selection board that will be held at USASMA in September in August.

14) Complete Individual Training Strategy for the new FSC in August.

15) Working NCOER TSP to incorporate the new digital authentication process in September.

16) CTSSB was conducted between 12-26 September using seven (7) Soldiers from Class #57.

17) Updated the Stress Management TSP based on new Army Regulation change in September.

18) Updated the Risk Management TSP (Regulation changed) and the FY06 Examination for Distribution in October.

19) Working support (December) for first validation of IMI Phase 1 product for last week in January 2007 with USASMA S3 and G3 Fort Bliss.

d. ***Battle Staff Noncommissioned Officer Course (BSNCOC):***

1) Completed the Training Course Design Process and Requirements for BSNCOC – Training Sequence / Course Length / Outline / Resources / Delivery / Evaluation/Map / Test Design, 18 January.

2) BSNCOC initial quarterly briefing to USASMA Commandant was conducted on 31 January.

3) Courseware validation conducted for 5 Phase 1 IMI products with Northrop Grumman and 10 Non-performers from Fort Bliss and 5 BSC Instructors Performers and Northrop Grumman at USASMA, 4-7 April.

4) Completed review tasking on proposed battle staff tasks that will be taught at E7 level. Also, review data calls for other COE areas and provide an update on each. Identify where MDMP is taught in the Battle Staff Course in April.

5) Briefed USASMA Commandant on course redesign progress in April.

6) Completed Personnel Recovery and OPSEC TSPs in May.

7) Completed 12 lessons outline for the course redesign in May.

8) SGM Todd attended CAC Battle Staff Conference 22-24 May.

9) Northrop Grumman validated five (5) new lessons 6-9 June.

10) Submitted requested through USASMA Operations to task 10 Soldiers (Non-Performers) for 14-18 August 2006 for validation of seven (7) more IMI products in June.

11) Ordered IRAQ maps for CPX – and delivered to Bravo Company on 11 July.

12) Working development with Bravo Company on the Baghdad CPX scenario in July.

13) Northrop Grumman validated the following IMI Phase I products from 14-18 August: Course of Action Development, Course of Action Analysis, Course of Action Comparison, Orders production, Rehearsals, Rules of Engagement-Rules of Interaction, Battle Tracking and NBC Operations. Under Development by Northrop Grumman are the following Lessons, MCS, Personnel Recovery, Staff Battle Tasks and The Operations Process. Phase I lesson validation complete except for NBC Operations; NBC Operations development delayed by release of new NBC FM.

14) Working on document that will allow FIG to run BSNCOC and award the 2S identifier in September.

15) Submitted documentation to TRADOC DCSOPS&T to allow FIG to award the 2SI Identifier, September 2006.

16) Working cognitive analysis on Phase II for implementation as pilot course (GEL) in October.

17) Developed Risk Management TSP (Staffing for signature) in October.

18) Developing scenario for Gel Training 13-15 November in October.

19) Participated in a VTC with TRADOC and CAC on 16 October, reference implementation of GEL into Battle Staff as a pilot program; IPR conducted 18 October.

20) Developing and coordinating update with Bravo Company on the Baghdad CPX scenario (Working for integration utilizing the Gel format) in October.

21) Working cognitive analysis on Phase II for implementation as pilot course (GEL) in October.

22) Developed in October the scenario for Gel Training scheduled for 14-16 November.

23) Continue to develop strategies for implementation of the Guided Experiential Learning into Battle Staff as a pilot. Under development and refinement is the timeline in November with CAC and TRADOC for implementation.

24) Establish in November a battle rhythm for future IPRs on Gel Process.

3. **Miscellaneous Courses**:

a. Sergeants Major International Fellows Pre-Course (SMIFPC).

b. Command Sergeant Major Spouses Seminar (CSMSS).

c. Sergeants Major Spouses Course (SMSC).

1) Began development of lessons for the lesson outlines of the SMSC Senior Leadership Development Course (SLDC) in July.

2) Received mission guidance to begin developing the Spouses Leadership Development Course for First Sergeant Spouses in August. Second priority is the SLDC for the SMC.

3) Due to the loss of training developers, the SLDC and FSC SLDC lost priority until all lessons for the SMC resident and non-resident are completed.

d. Commandants Course.

1) Priority of lessons, established at the 2006 Commandants Workshop, Working Group, 2 May.

2) Course design given to WLC Cell for development in August.

4. Chief Distance Learning

a. ***Interactive Multi-Media Instruction (IMI)***:

1) Resubmitted BNCOC, ANCOC, FSC, and BSNCOC for either redesign or maintenance in February.

2) Online Testing—converting exams from Microsoft Word to web-based SCORM compliant products usable in the Army Learning Management System (ALMS), February – March.

3) Attended DL VTC ("Media Instruction in the Learning Process, Dr. Richard Mayer, and Presenter) in March.

4) Ms. Jacobs represented USASMA at the Courseware dL Priority Workshop at TRADOC/ATSC in Williamsburg, VA, March. Submitted the following Courses for FY07: BNCOC—Redesign, ANCOC—Redesign, FSC—Redesign, BSNCOC—Maintenance and Submitted WLC—Redesign for FY08

5) Completed review of Groups 5 and 6 Storyboards for Delivery Order 90 BSNCOC IMI in April.

6) Completed review of Lesson 6: Graphics and Overlays for Delivery Order 80 BNCOC IMI in April.

7) Reviewed Lessons 10, 11, and 12 for Delivery Order 90 BSNCOC IMI in April.

8) Review Group 4 Prototype Courseware for Delivery Order 90 BNSCOC IMI in April.

9) FY07 dL Courseware Maintenance nomination for BSNCOC moved to the FY06 dL Courseware List. USASMA previously had no nominations/submissions for FY06 and our request to move up to FY06 approved by TRADOC in May.

10) Facilitated Working Group 2 during the Commandant's Conference. Topic of discussion: 360-Degree Assessment and Lifelong Learning, 2 May. Group will continue to work the issues discussed via email and collaborative environments.

11) Completed Work Statement for FY06 dL Courseware Maintenance Request for Battle Noncommissioned Officer Course in May.

12) Reviewed Group 6 (Lesson 13 Orders Production, Lesson 14 Rehearsals, and Lesson 15 Rules of Engagement (ROE) and Interactions) Storyboards for BSNCOC IMI product in May.

13) Conducted validation of BNSCOC IMI Groups 3 and 4 Courseware 5-9 June.

14) Attended LLC (Lifelong Learning Centers) Working Group and Council of Colonels (CoC) VTC 13-15 June.

15) Conducted FSC IPR with Northrop Grumman Mission Systems and TRADOC regarding IMI Delivery Order 89. Revised lessons, TLOs/ELOs, reviewed contract modifications, corrected discrepancies, delivered GFI (Government Furnished Information), and approved GUI (Graphical User Interface) in June.

16) Module 4 from BSNCOC IMI product passed SCROM and playability testing at ATSC, July 2006.

17) Attended the 209th Regiment NCOES Automation Conference at Camp Ashland, Nebraska in July.

18) Reviewed Storyboards for Soldier's Rights Lesson for FSC IMI; Flash content in CQ with contractors in July.

19) Attended Sharable Content Reference Model (SCORM) Training and Usability Workshop at the (Advanced Distributed Learning) ADL Joint Co-Lab in Orlando, FL 18-21 August.

20) Attend the ADL Co-Lab Implementation Fest 2006 in Orlando, FL from 21-24 August. Discussions included: ADL New Policies and Partnerships, (Joint Knowledge Development and Distribution Capability) JKDDC Update, Army Update, Air Force Update, Marine Corp Update, Coast Guard Update, Language & Cultural Training, Analysis, Design, Development, Implementation, and Evaluation (ADDIE)/SAT (Systems Approach to Training) Panel, ADL-R / CORDRA / Status of SCORM, and Education and Assessment

21) Attended dL VTC on 29 August. Topics/Speakers are as follows: Topic: Learning Theory, Dr. Pamela L. Raymer, Dir, Quality Assurance & Staff and Faculty, Ft. Sill, OK and Learning Content Management System (LCMS), Blackboard Demonstration Supporting Blended Learning - Best Practice Highlights from LLC Pilot('s). TRADOC CIO (Chief Information Officer), MAJ O'Brien delivered a briefing on the various tools available for the dL Community to use to develop training. One tool that is widely being used across the sister services is Adobe/Macromedia Breeze Presenter. Blackboard and SharePoint are being considered as the tool of choice for hosting all LLC Content. ALMS (Army Learning Management System) is still the forerunner for all other training (NCOES, OES, WOES). TRADOC CIO is conducting a study to determine how to link all these systems together.

22) Submitted PWS for BNCOC and ANCOC to ATSC in September.

23) Attended dL VTC on 12 September. Mr Ward Mason, Courseware Certification Team, ITSD, ATSC, will discuss Prioritization of Courseware Deficiencies. Proponent schools managing pilot LLCs will demo their use of Blackboard to illustrate their application of best practices for blended learning.

24) Attended Immersive Training VTC on 13 September. The September VTC was presented by Martin E.P. Seligman, Ph.D. Dr. Seligman's work is centered around positive psychology, learned helplessness, depression, and on optimism and pessimism. He is currently Fox Leadership Professor of Psychology in the Department of Psychology at the University of Pennsylvania. He is well known in academic and clinical circles and is a best-selling author. The topic of his presentation was "Learned Optimism." Dr. Seligman is one of the leading psychologists in the world and has spent the last three and a half decades researching the influence of optimism on our lives.

25) Reviewed Pre-test, Post-test and Lessons for Flash content for FSC IMI: Establish a Positive Command Climate; Civilian Military Working Groups; Ethic Decision Leader Process; Family Team Building; Physical Security and Pretrial Confinement in September.

26) Reviewed FSC IMI storyboards for Lesson Physical Security in September.

27) Reviewed Flash for BNCOC IMI Lesson 4: Supervise Squad Level PMCS and Flash for BNCOC IMI Lesson 3: Management Training at the Squad Level.

28) Attended dL VTC on 11 October. This VTC was originally scheduled for 26 September, but postponed due to the SMDR. Discussion focused on LLC (Lifelong Learning Centers). Proponent schools managing pilot LLCs will discuss lessons learned, best practices, challenges, future expansion plans using Blackboard, Macromedia Breeze, and SharePoint. All the discussion focused on the technology no discussion or decision has been made on exactly what content is going to be used for lifelong learning.

29) Submitted UFR for 10 additional hours for BSNCOC IMI. Four lessons: Battle Staff Tasks (2hrs), Personnel Recovery (2hrs), The Operations Process (2hrs), and Maneuver Control System (4hrs). These four lessons are critical to the cohesiveness of PH I and Soldiers can not successfully complete PH II without them in October.

30) October updates: BNCOC IMI Lesson 3: Graphics and Overlays, Lesson 4: Plans, Orders, and Annexes, FSC IMI Storyboard and pre/post test, review completed for NCODP; Enforce Personnel Security Policies; Military customs and courtesies, FSC IMI Flash Content Review completed for Soldier's Rights; Pretrial Confinement; and Physical Security.

31) Submitted USASMA dL Courseware Priority Nomination List for FY 07-11, 3 December.

32) Developing in November a promotional IMI about the dL Cell here at USASMA, the training products we have in production, and our in-house capabilities for posting on the website.

33) Attended the Inter-service/Industry Training Simulation and Education Conference (I/ITSEC), 4-7 December, Orlando, Florida. Purpose of conference was to promote cooperation among the Armed Services, Industry, Academia and various Government agencies in pursuit of improved training and education programs, identification of common training issues and development of multi-service programs.

34) November: BNCOC IMI Flash review for Plans, Orders, and Annexes and Troop Leading Procedures. This is our second review of these lessons based on their corrections from our previous comments. The SMC dL/IMI Cell developed storyboards and Flash content for the Change of Command Ceremony Lesson; reviewed by Lesson Developer Mr. Jemison. FSC IMI Storyboards reviewed People, Opportunity, and Sexual Harassment (POSH) and Army Substance Abuse Program

(ASAP). FSC IMI Flash Content Review completed for Communicate Effectively; Briefings; Sexual Assault Prevention and Response; and Army Privacy Program.

35) Developing a promotional Flash Movie for the dL/IMI Cell for the USASMA website, November-December.

36) FSC IMI Storyboards reviewed for the following lessons: Enforce Personnel Security Policies; NCODP; Drill and Ceremony; and Military Courtesies Customs, December.

37) FSC IMI Flash Content Review completed for the following lessons: Preventive Maintenance; Media Facilitation; Equal Opportunity/Sexual Harassment; and Army Substance Abuse Program; Counseling; and Monitor Unit and Individual Fitness, December.

40) Developing a promotional Flash Movie dL/IMI Cell for the USASMA website; writing the script for promo movie.

5. ***Analysis Division (Formed September 2006):***

a. ***Analysis Cell:***

1) Conducting an analysis to integrate a feedback program into WLC in September prior to the 2006 Accreditation.

2) Working with the FSC in preparation for CTSB analysis process, September 2006

3) Monitoring all Courses to ensure higher mandated training is properly integrated into all courses in September.

4) Commended by TRADOC/CAC accreditation team for excellent internal DOTD accreditation assessment in September.

5) Completed the FSC CTSSB analysis process with Class 57 Soldiers in September.

6) Working Individual Long/Short Range Training Strategy system for courses in October.

7) Initiating analysis special projects initiative with SMC CL57 to start mid-October 2006.

8) Special projects Analysis initiative (with Class 57 students) for the Sergeants Major Course (SMC) and Battle Staff NCO Course (BSNCOC) to start 14 November.

9) Special projects Analysis initiative in November with Class 57 students: 360 Assessment Program and WLC analysis that will integrate a feedback program into the course.

b. ***Lessons Learned Integration (L2I):*** Our primary purpose is to facilitate lessons learned integration (L2I) though the following methods: Analyze and support USASMA with validation of proponent specific observation, insights, and lessons (OIL) and tactics, techniques and procedures (TTPs); and disseminate appropriate CALL supplied OIL and products to instructors, students, and doctrine and training developers and develop and submit issues, sub-issues, questions and observations to CALL.

1) Briefed senior instructors of BSNCO Course and First Sergeant Course on L2I capabilities in September.

2) Received/working CALL information request for BSNCOC course manger regarding OIF scenarios for potential implementation, observed new SWA Battle Staff NCO scenario training and AAR in September.

3) Received/working CALL information request for WLC branch Chief and developer regarding several topics for potential implementation in September.

4) Completed CALL information request on Religious/Spiritual Fitness for integration into NCOES in September.

5) Distributed weekly CALL news and info to key USASMA staff, continued data mining of CALL, L2I Net and BCKS for pertinent L2I products for USASMA in September.

6) Attended guest speaker presentations by TRADOC CDR/CSM, JFCOM CSM, and OSD-RA CSM for relevant issues and trends in September.

7) Continued development of CALL LNO relationships with USASMA staff and faculty in September.

8) Briefed First Sergeant Class 01-07, BSNCOC VTT Class 01-07, and NRC IMI staff on L2I capabilities and functions in October.

9) October, received/working various CALL RFIs for USASMA staff and faculty.

10) October, working CALL information requests for NCO and Soldier Guide updates

11) L2I Lessons Learned Integration Meeting between USASMA Commandant and COL Crossley, CALL was conducted on 17 November.

12) Briefed A Co Faculty and BSNCOC VTT Class 02-07 on L2I capabilities and functions in November.

13) Received/working CALL NCO specific theater collection plan in November.

14) Received/briefed Monte Comer (CALL PME analyst) during site visit on USASMA L2I progress/working issues in November.

15) Working November CALL information requests for FSF at Fort Riley

16) Received/working CALL NCO specific theater collection plan in December.

17) Completed migration of all CALL L2I data to USASMA's SharePoint site , <https://tke.army.mil/sites/USASMA/DOTD/CALL%20L2I/default.aspx>.

18) Distributed weekly CALL news and info to key USASMA staff (and outlying NCO Academies) September – December.

19) Participated in weekly L2I teleconferences September – December with CAC.

d. ***Cadre Professional Development / Training*:**

1) ASAT Training Conducted 9-13 January. DOTD attendees: SGM Todd, Mr. Valenzuela, Mr. Archuleta, Mr. Garcia, Mr. Thomas, Mr. Taylor, Ms. Gerdes, Mr. Faison, and Mr. Grady.

2) Combined Forces Command Brief, CSM Cynthia Pritchett, East Auditorium, all military, DOTD, 11 January.

3) POSH training, all personnel, DOTD, West Auditorium, 12 January.

4) TRADOC CIO Blackboard Training conducted 18-19 January.

5) IEDD, ICDT, VTC, MANSCEN, 20 January, Mr. Stevens and MSG Bryan.

6) SGM Todd and Mr. Santa Barbara attended Middle Managers Course, 23-27 January, Norfolk, Virginia.

7) ARFORGEN Training, USASMA Commandant, 31 January, East Auditorium, all personnel, DOTD.

8) TRADOC EO Staff Assistance Visit - Focus Group, Shugart Conference Room, 1 February, MSG Bryan, MSG McMullen, SGM Grimes, SGM LeGloahec, SGM Todd and SGM Rosen .

9) Test Development Workshop, 6 – 10 February at USASMA, Attendees: Ms. Beamon, Mr. McLaughlin, Mr. Sanchez, Mr. A. Salcido, Mr. Dills, Mr. Clements, Mr. Adkins and Ms. Isaac.

10) VTT-Instructor Training Course, 6 – 10 February 2006 was attended by Mr. Valenzuela, Mr. Ferby, and Ms. Murchison.

11) POSH and ASAP, Guest Speaker and HHC, East Auditorium, 6 February, all Military, DOTD.

12) OPSEC BLOG Training, Commandant and TRADOC, East Auditorium, 7 February, all personnel, DOTD.

13) Blackboard training 8 February was attended by Mr. Taylor, Mr. Grady, and Mr. Faison and MSG McMullen.

14) SGM Grimes, SGM attended the Contract Officer Representative (COR) training course at Fort Huachuca, Arizona 27 February 2006 – 2 March.

15) Directorate Quarterly Training, Centennial Club and Conference Center, Director and SGM Bennett-Green, 8 March, all personnel, DOTD.

16) Pre-Spring Break Training Meeting and Quarterly Safety Briefing, Commandant, East Auditorium, 9 March, all personnel, DOTD.

17) JCIDS Overview and Training Session VTT, Room 605, 15 March, Dr. Vereen.

18) Information Assurance Training, Web-based, 15 March for all personnel in DOTD.

19) TAITC, USASMA, Ms. Pyke, 20-24 March, SGM Smith, Class 56 Student be assigned to DOTD.

20) DOTD Directorate Training Meeting, Dr. Vereen and SGM Bennett-Green, 27 March, all Course Chiefs and Course Managers.

21) Video Tele Training-Instructor Training Course (VTT-ITC), USASMA, Ms Pyke, 27-31 March, Mr. Clements and Mr. Thomas.

22) Joint DL Training Conference, TRADOC, Norfolk, Virginia, 28-30 March, SGM Bennett-Green, Ms. Jacobs and Ms. Beamon.

23) Leadership Education and Development (LEAD) Class, CPOC/ADA School, 3-7 April, SGM Grimes.

24) ASAP Training, HHC, West Auditorium, 6 April, all Military, DOTD.

25) TRADOC DCSINT Contemporary Operational Environment (COE) "Train the Trainer" Course of Instruction (COI) at Fort Leavenworth, Kansas, 10-14 April, Mr. McLaughlin.

26) POI/CAD Training Session, SGM Bennett-Green, 12 April, all Course Chiefs, DOTD.

27) ES2 AO VTC, Proponent, ADA School, 17 April, MSG Bryan and Mr. Stevens.

28) Ms. Beamon instructed Systems Approach to Training (SAT) class for A Company Faculty Advisors, 17-21 April.

29) I Corps StrykerNet VTC Training, I Corps CSM, Room 604, 24 April, all Course Chiefs, DOTD.

30) SGITC, USASAM, Ms. Pyke, 1-5 May, SGM Smith, Class 56 Student be assigned to DOTD.

31) Ms. Beamon, attended the Immersive Training Workshop, 9-11 May, Marina Del Rey, CA at ICT to TRADOC. The purpose of the workshop was to introduce Army trainers to immersive instructional technologies such as highly realistic, interactive games and video-based scenarios, and to consider how such games and scenarios could be incorporated into distributed learning (dL) and other technology-based courseware.

32) ASAT, USASMA, Mr. Fuentez, 15-19 May, Mr. Offutt and Mr. Darby.

33) Battle Staff Training Workshop, MANSCEN at Fort Leavenworth, 22-26 May, SGM Rosen and SGM Todd.

34) COIN VTC, USASMA, Room 605, CAC/TRADOC, 23 May, all course chiefs.

35) Annual National Guard AGR Training Seminar, Camp Robinson, Arkansas, NGB, 30 May – 3 Jun, MSG Bryan and SFC Simonetta.

36) NCOES Battle Rhythm VTC, USASMA, Room 605, TRADOC/CAC. 2 June, Dr. Vereen, SGM Grimes, Mr. Sanchez, Mr. King, SGM Todd, Ms. Wilson, MSG McMullen, Mr. Dills, Mr. Williams, Mr. Stevens, Mr. Fuentez, Ms. Jacobs, SGM Bennett-Green.

37) Ethics Training, Fort Bliss JAG, East Auditorium, 6 June, all personnel, DOTD.

38) CAL Initiatives, COL Reider and SGM Cross, CAL/CAC, DOTD Conference Room, 8 June, all Course Chiefs and Course Managers.

39) ASAT/Training Developer Forum VTC, TRADOC, Building 2, Fort Bliss, 13 June, MSG Bryan and Mr. Fuentez.

40) Lifelong Learning Center (LLC) Council of Colonels, Fort Monroe, Virginia, TRADOC, 13-14 June, Ms. Jacobs.

41) Force-Wide IED Defeat Training Strategy, Training Conference Call, MANSCEN, reference CAC OPORD 06-160, USASMA, DOTD Conference Room, 22 June, SGM Bennett-Green, SGM Todd, SGM Rosen, CSM(D) Smith, SGM Grimes Mr. Stevens, Mr. King, MSG Hines and MSG Bryan.

42) USASMA TRAS Document VTC, USASMA, Room 605, CAC/TRADOC, 26 June, Commandant and all Course Chiefs and Managers.

43) Force-Wide IED Defeat Training Strategy, Follow-up Training Conference Call, MANSCEN, reference CAC OPORD 06-160, USASMA, DOTD Conference Room, 28 June, SGM Bennett-Green, SGM Todd, SGM Rosen, CSM(D) Smith, SGM Grimes Mr. Stevens, Mr. King, MSG Hines and MSG Bryan.

44) MSG Hines, Mr. Carlson, Mr. Jemison, Mr Taylor, Mr. Thomas, Ms. Murchison and Mr. Gaskins completed the Test Developer Workshop on 30 June. Information covered: Developing Hands-on Tests, Essay Tests and Scoring Rubric, Test Control, Test Development Blue Print, Prepare Group Collaborative Blue Print, Prepare a Class Collaborative Blue Print, Prepare Test Questions, Test Validation & Item Analysis, and Evaluation and Rewrite of Current Exam. Additionally, Ms. Beamon is now qualified. 30 June we completed another Test Development Workshop, taught by Ms Joann Kiyabu, SFDD, Ft. Huachuca. Ms. Karen Beamon, ISS, DOTD acted as the assistant instructor for this iteration as part of becoming certified to teach the course. The plan is to develop and add this course to our in-house inventory of professional development courses for training developers.

45) IED-Defeat Training Workshop, MANSCEN at Fort Leavenworth, Kansas, 17-19 Jul, SGM Rosen and SGM Todd.

46) Physical Fitness Lesson Developers Training, USAPFS, Fort Benning at USASMA, East Auditorium, 24-25 July, SGM Grimes, CSM(D) Smith, SGM Rosen, SGM Todd, MSG McMullen, SGM Bennett-Green.

47) Detainee Operations Training, Theater Soldier at USASMA, East Auditorium, 2 August, all personnel, DOTD.

48) NCOES Battle Rhythm VTC, Room 605, USASMA, 7 August, Commandant, SGM Grimes, CSM(D) Smith, SGM Rosen, SGM Todd, MSG McMullen, Mr. Stevens, Mr. Sanchez, Mr. King, Mr. Williams.

49) DTS for Manager Training, Room 605, USASMA, DTS Web-based and Fort Bliss, 7 and 10 August, Mr. Darby.

50) DTS Frequent Travel Training, Room 605, USASMA, DTS Web-based and Fort Bliss, 8 August, Mr. Flynn.

51) Digital Training Management System, primary means to deliver collective training products, TRADOC/CAC at Fort Leavenworth, Kansas, 9-10 August, Dr. Vereen.

52) DTS AO/Reviewer Training, Room 605, USASMA, DTS Web-based and Fort Bliss, 10 August, Mr. Flynn.

53) Automated Systems Approach to Training (ASAT) DOTD Conference Room, Mr. Fuentez, 14-17 August, SGM Grimes, CSM(D) Smith, SGM Stevenson, SGM Cook, MSG Garza, and MSG Bryan.

54) Lessons Learned Integration (L2I) Program Training, CAC/CAL Teleconference, 16 August, SGM Grimes.

55) Sharable Content Reference Model (SCORM) Training and Usability Workshop at the (Advanced Distributed Learning) ADL Joint Co-Lab Orlando, Florida, 8-21 August, Ms. Beamon and Ms. Jacobs.

56) ADL Co-Lab Implementation ADL New Policies and Partnerships, (Joint Knowledge Development and Distribution Capability) Training, ADL-R/CORDRA, Web-based, Room 605, USASMA, 22-24 August, Ms. Jacobs.

57) FSC Simulation Training, Room 901, B Company Trainers, USASMA, 22 August, SGM Todd and Mr. Williams.

58) Automated Systems Approach to Training (ASAT) DOTD Conference Room, Mr. Fuentez, 14-17 August, MSG Nissen.

59) Lifelong Learning Center Council of Colonel VTC AND TRADOC Adaptive Learning Environment & Discussion of Blackboard and other tools, MAJ Fred O'Brien, TRADOC CIO, Fort Monroe, Virginia, VTC, Room 605, USASMA, 29 August, Ms. Jacobs and Mr. Stevens.

60) Training Meeting and Quarterly Safety Briefing, Commandant, USASMA, East Auditorium, 31 August, all personnel, DOTD.

61) The Army Instructor Training Course (TAITC), Ms. Pyke, USASMA, 5-15 September, SGM Todd, MSG Garza, MSG Nissen and Mr. Darby.

64) General Wallace, East Auditorium, USASMA, 7 September, all military personnel, DOTD.

65) Command Climate Survey, East Auditorium, USASMA, 7 September, all Personnel, DOTD.

66) Camp Doge, Iowa Battle Staff Training Capability Demonstration –ABCS, Room 605, USASMA, Camp Doge Staff & Faculty, 7 September, Commandant, CSM Moten, SGM Gratton and SGM Grimes, DOTD.

67) CSM Larry Holland, Office of the Secretary of Defense, Reserve Affairs, East Auditorium, USASMA, 15 September, SGM Grimes and Mr. Anderson, L2I.

68) Video Tele Training-Instructor Training Course (VTT-ITC), 11-15 September attended by Ms. Beamon.

69) CSM Sparks, TRADOC CSM, East Auditorium, USASMA, 18 September, SGM Grimes, Mr. Gould and Mr. Anderson.

67) Small Group Instructor Training Course (SGITC), 18-22 September. DOTD attendees: MSG Garza, MSG Nissen and Mr. Darby.

68) SGM Stevenson attended Training Development Middle Managers Course (TDMMC), 18-22 September.

69) Mr. Crowson and members of CAC/TRADOC conducted training on the new FM 6-22 to all of DOTD on 26 September.

70) OPSEC/SAEDA, Mr. Woznick, 902d Military Intelligence, East Auditorium, USASMA, 26 September, Mr. Gould and Mr. Anderson, L2I.

71) Mr. Williams and members of CAC/TRADOC conducted training on the Contemporary Operational Environment to all of DOTD on 27 September.

72) SGM Richard Rosen, SMC completed CPR recertification training by HPO staff, USASMA, 3 October.

73) Unit Drug and Alcohol Representative Training, Fort Bliss, 11-20 October, SGM Todd, DOTD.

74) Training Development Middle Managers Course (TDMMC) VTT, 25 October – 2 November, MSG Cortez (Note: first TDMMC taught via VTT).

75) Leadership Education and Development (LEAD) Class, Building 1044, CPOC/ADA, Fort Bliss, 16-20 October, Dr. Vereen.

76) SGM Grimes attended Contractor Verification System (CVS) Training, 30 October.

77) DOTD Personnel attended Pilot GEL Training, 14-15 November, conducted by Dr. Clark, USC.

78) DOTD staff completed yearly requirement for Anti-Terrorism and Computer Information Assurance training, 15 December.

QUALITY ASSURANCE OFFICE

Mission

The USASMA, Quality Assurance Office (QAO), assisted and accredited all NCO academies and promoted excellence of education through endorsing quality NCOES instruction that focused on improving collaboration, teaching methodologies, technology, and standardized curriculum that met the competency needs of the Legacy/Interim Force and sought to meet the demands of the Objective Force. The Quality Assurance Office also had the responsibility of ensuring the instructors in the field met all instructor qualifications to include all necessary schooling and experience level. The Quality Assurance Office verified that each instructor was not only qualified but also was dynamic enough to ensure the students wanted to learn. The Army school system's intent was to utilize instructors who were the cream of the crop and could utilize their career experiences to reinforce the subjects they taught.

Organization and Staff

The Quality Assurance Office has a chief, SGM Ogletree, and two divisions known as Phase I and Phase II. Phase I was also called the Internal Evaluations Branch. Phase II consisted of a chief and three evaluators. This was also called the External Evaluations Branch.

Major Activities

Internal Evaluations

Requirements for internal evaluations consist of assessing and accrediting 93 NCO academies worldwide which include: 21 Proponent School NCO academies and 11 FORSCOM NCO academies. Annually, this translated into approximately 32 FORSCOM/TASS (Total Army School System) NCO academies and 7 proponent schools and their NCO academies. The Internal Evaluations Branch consisted of three evaluation teams with 2-3 persons (military) per team in support of approximately 31 NCO academies accreditations per year. These teams assessed and accredited the each NCO academy's ability to conduct training and provide the required training support for the Warrior Leader Course (WLC), the Stand Alone Common Core (SACC) Basic and Advanced Noncommissioned Officer Courses (BNCOC/ANCOC), the Sergeants Major, Command Sergeants Major, First Sergeant, and Battle Staff Courses (SMC/CSMC/FSC/BSNCOC).

The evaluation teams essentially conducted a quality control check on the instructors, the resources used, the facilities, the students, and the method of instruction. The evaluation teams provided assistance to each academy staff prior to their arrival in order to ensure fewer deficiencies. The support provided prior to the accreditation visit consisted of reviewing; training schedules, the NCOA Standing Operating Procedures

(SOP), the Unit Manning Request (UMR), and their Table of Distribution and Allowances (TDA). The teams reviewed these documents and provided feedback/recommendations on how to fix the deficiencies. A final look at the documents happened on site as a final check. On site, the team used various job aids to assist them to ensure a complete evaluation is done. Any deficiencies noted were addressed on the spot and the NCOA staff member working with the accreditation team was encouraged to fix deficiencies on the spot or as soon as possible.

During TY 2006, the QA Office visited 35 academies for accreditation and/or assessment. All academies received full accreditation.

Accreditation Visit Schedule for FY 06:
*Note: (RTI) - Regional Training Institute

FY06 ACCREDIATION SCHEDULE (AS OF 07 JUL 05)

MONTH	DATES	ACADEMY/STATE	CLASSES
NOV 196TH REGIMENT	03-06	SOUTH DAKOTA RTI	B
NOV 240TH REGIMENT	03-06	MAINE RTI	B
DEC 193RD REGIMENT	01-04	DELEWARE RTI	B
DEC 243RD REGIMENT	01-04	RHODE ISLAND RTI	B
DEC 254TH REGIMENT	01-04	NEW JERSEY RTI	B
DEC 168TH REGIMENT **(ADD ON FT CARSON)**	08-11	COLORADO RTI **VTT-B**	B
DEC 223RD REGIMENT	12-16	CALIFORNIA RTI (ADT)	B
JAN 195TH REGIMENT	05-08	NEW HAMPSHIRE RTI	B
JAN 213TH REGIMENT	12-15	WYOMING RTI	B
JAN 101ST REGIMENT	19-22	MASSECHUSETTS RTI	B
JAN/FEB 210TH REGIMENT	30-03	VIRGIN IS. RTI (ADT)	B

FEB	02-05	CONNECTICUTT RTI	B
169TH REGIMENT			
FEB	06-10	FT HUACHUCA	A/B
INTELL SCHOOL			
FEB	09-12	OREGON RTI	B
249TH REGIMENT			

MONTH	**DATES**	**ACADEMY/STATE**	**CLASSES**	**PHASES**
FEB	23-26	NEVADA RTI	B	
421ST REGIMENT				
MAR	02-05	VERMONT RTI	B	
124TH REGIMENT				
MAR	02-05	IDAHO RTI	B	
204TH REGIMENT				
MAR	16-19	ARIZONA RTI	B	
158TH REGIMENT				
MAR	20-24	FT BRAGG, NC	B/P (18)	
SWIC				
MAR	27-31	ABERDEEN PG, MD	A/B	
ORDNANCE SCHOOL				
APR	03-07	FORT LEWIS, WA,	P	
I CORP NCOA		**VTT-B**		
APR	10-14	NEW JERSEY, NCOA BN	B/P	
FT DIX, NJ				
APR	17-21	MONTANA RTI (ADT)	B	
208TH REGIMENT				
MAY	01-05	FT JACKSON, SC	A/B	
CHAPLAIN SCHOOL				
(ADD ON EASTOVER, SC)		**(S) VTT-B**		
MAY	07-11	NEW YORK RTI (ADT)	B	
106TH REGIMENT				
(ADD ON FT DRUM)		**VTT-B**		
MAY	22-26	FT BRAGG, NC	B (SACC)	
SWIC		**VTT-B**		
JUN	02-09	CAMP JACKSON, KOREA	P	
8TH US ARMY NCOA		**VTT-B**		
JUN	12-16	FT STEWART, GA	P/B	
		3rd INFANTRY DIVISION AND FORT STEWART NCOA		

JUN	18-23	FT BENNING, GA INFANTRY SCHOOL NCOA	P/B	
MONTH	**DATES**	**ACADEMY/STATE**	**CLASSES**	**PHASES**
JUL REGION G 1ST NCOA BATTALION	16-21	UTAH RTI (ADT)	FSC/P/B	
AUG	01-05	FT BENNING, GA INFANTRY SCHOOL	A/B	
AUG REGION G USAR NCOA BATTALION	07-11	WASHINGTON RTI (ADT)	B	
AUG **VTT-B**	21-25	FORT POLK NCOA, LA	P	
SEP 10-15 **VTT-B**	05-09 3747 MFTB	7TH ATC (GRAFENWOEHR)	P B/P	
SEP FSC/BSC/**VTT-B**	18-22	USASMA		CSMC/SMC/NRC/

External Evaluations

The External Evaluations Branch determined if soldiers could meet job requirements with the instruction they received. If not branch personnel determined what additional instruction they did need. They asked the question: "Are we teaching the right material?" 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 NCO academies. Conceptually, a USASMA QAO action officer would serve as part of the DOTD training development team as a consultant providing educational guidance and quality control.

The External Evaluations Branch teams took raw data from end-of-course critiques (EOCC) and field surveys, compile, review, and analyze the data. They analyzed the data collected to determine if course content needed to be changed to meet the needs of the Force in the Contemporary Operational Environment (COE).

INFORMATION MANAGEMENT DIRECTORATE

Mission

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

Organization and Staff

The Military to Civilian conversion initiative was completed last year; the last military person PCSed (permanent change of station) this year as indicated and the following individuals are currently employed in the indicated positions:

PCSed

SGT John Walker	Fort Drum, NY

Current employees

Mr. Donald Martin	GS-0301-11	IMD Director
Empty	GS-2210-9	Help Desk Supervisor
Mr. Joseph Pratt	GS-2210-7/9	Webmaster/Database Admin
Mr. Donald Shepherd	GS-0335-7	Computer Assistant
Mr. Michael Turner	GS-0335-7	Computer Assistant
Empty	GS-0335-7	Computer Assistant

Mr. Shepherd is currently performing the duties of the Help Desk Supervisor and is performing the duties in an exemplary manner.

Due to a hiring freeze and reaching the civilian hire ceiling we hired two contractors to offset the empty positions required at the academy. They are Juan Gonzalez and Brian Reed. Brian had been working as a Work-Study Student from El Paso Community College and was picked up by Miratek Corporation to fill one of the contractor positions.

We continued to partner with El Paso Community College to give the students a place to work for school credit and to give them some experience in the computer field.

Significant Accomplishments

Building 11294 - Computer Lab

The computer lab was converted to an MWR (Morale, Welfare and Recreation) facility to better serve our student body in these days of increased security on the NIPRNET (non-classified internet protocol router network). In the future TDY students will now be able to access the Internet to do research without needing a Fort Bliss login account. This is also true of the students attending the Sergeant Majors Course.

The LRC has a card catalog that was running on Windows 2000 Server. We built a newer server with Windows 2003 Server and migrated the card catalog software to this server to meet the current required operating system requirements as directed by DA.

Building 11291 (Headquarters)

This year we procured a dual plasma screen Tandberg system for the Gordon Conference Room. Once we complete installing this system it will allow dual computer display and full VTC capabilities to the Command Group. Most of the work has been done but we are waiting on additional ISDN (Integrated Services Digital Network [video tele-conferencing]) lines to complete the VTC capability.

Building 11292 – Supply

An additional GIG (gigabit) switch was installed in the auditorium area which will support the servers and the auditorium equipment. This will ensure better connectivity to the network and allow for better service from our servers.

Building 11293 – North and South Wings

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

The next step was to order new GIG switches to replace the remaining ATM (Asynchronous transfer mode) switches which service the rest of the offices in building 11293 and the cross wing that connects the two classroom wings. The conversion of these switches occurred during Christmas Exodus and now gives those users a more robust connection to the network.

ATLAS Student Tracking System

The Information Management Directorate started work on the Student Tracking System known as ATLAS to allow tracking of the non-resident and resident SMC

students from registration to graduation. This is the first version of the program and a second version is planned for next year. Joe Pratt was doing the programming for this program and as such it is the property of the US Army. This replaced a contractor-written program (Polar Bear) that was costing the Academy $50,000.00 per year in maintenance contracts.

Resource Executive System

IMD started work on the Academy Resource Executive System which currently has one completed module for the Health Promotion Office and one module under construction to assist section in updating their pages on the Academy Web Site. We project completion of this module in early 2007. This will continue to grow as we determine additional needs that can be fulfilled using this method.

Systems Updates

The Asset & Vulnerability Tracking Resource Database was updated. Also the TRADOC CIO (Chief, Information Office)/G6 Architecture Database was updated in August to reflect the current assets within the Academy.

Web Site

Joe Pratt continued to improve the academy's web site making it both user-friendly and section 508 compliant (handicap accessible).



NCO Net

Mission

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

Vision

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

Staff

NCO Net began on 1 September 2004 with a staff consisted of Mr. Joe Pearson, Jr., a contractor. Mr. Neil Stenzel, also a contractor, joined the staff on 12 September 2005. Both served on the staff throughout calendar year 2006. Both worked for CUBIC Applications, INC.

Major Events

Network Speed

NCO Net had a few problems during 2006. The major problem was quick access to the site. At the beginning of the year the membership of about 16,000 registered NCOs began to dwindle because of the slowness of the website. Both COL Abarmowitz and CSM Dale got involved in trying to get help in speeding it up. CSM Dale met with the G6 SGM/BCKS (Battle Command Knowledge System) to enlist action on the problem. The long term solution seemed to be getting NCO NET onto AKO (the Army Knowledge Network). This would mean that the NCO Net servers would have to be transferred from NETCOM to the AKO servers located at Ft. Belvoir, VA. In Apr, we updated the software, which gave us the capability to user usages through the new metrics system. Before a transfer of servers could take place USASMA had to get its

Afghanistan in support of Operation Enduring Freedom. His most recent assignment was as the Commander, 17th Aviation Brigade in Korea.

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

HEALTH PROMOTION OFFICE

Mission

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

Organization and Staff

MAJ Gregory Weaver continued to serve as the Chief of the HPO from January to May, 2006. He was assisted by the Senior Medical Technician, Mr. Daniel Hurell, GS-09. In May 2006 MAJ Weaver PCSed to Fort Stewart, GA to serve as the Chairman, Physical Therapy. He was replaced by MAJ Amy Trevino. Although an additional slot on the TDA for an NCOIC did not materialize, the HPO did have 1 additional staff member. MSG Robert Gains, 13B, assigned to B Co, was attached to HPO in August 2006. He was sent TDY to the Cooper Institute where he received training as a Certified Personal Fitness Trainer. He has been a great asset to the HPO.

The HPO again received assistance from WBAMC to cover surge missions, mainly in-processing of the Non-Resident SMC and the Resident SMC. Two medics were attached to the HPO from April-June 2006 and from June-August 2006. This made it possible for the HPO to screen incoming physicals and prepare for actual in-processing for these courses.

Major Events

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

Plans laid by the HPO staff, the USASMA Command Team and the Army Physical Fitness Research Institute (APFRI) came to fruition in February 2006 with the pilot testing of 100 SMC students from Class 56. MAJ Weaver led the H.E.A.R.T. Team, comprised of staff from WBAMC, USASMA, and Fort Bliss MWR. Members were: MAJ Weaver, director and PT, MAJ Amy Trevino, in-bound director and PT (strength and flexibility station), Mr. Dan Hurell, assistant director and medic (oversight and in-processing station), Dr. Doug Briggs, Bliss and MWR fitness specialist (body composition station), SGM Lance Babcock, NRC facilitator and Cooper certified personal trainer (body composition station), LTC Lori Sydes and Mr. Joel Lien, dietitians (outbriefers), MAJ Cheryl Capers and CPT Tina Murry, CHNs (Community Health Nurses [outbriefers]), Dr. Greg Tardie, Exercise Physiologist, Ms. Laura Pacheco, Human Performance Lab assistant, and Ms. Carolina Alarcon, Class 55 FRG Leader and civilian volunteer (in-processing station). The staff was also assisted by 2 WBAMC medic personnel attached to the HPO during this time frame.

APFRI staff members arrived the week prior to the assessments, which occurred 13-17 February. They provided oversight on the research protocol with COL Thomas Williams, APFRI Director, and MAJ Maurice Sipos, research psychologist. They provided guidance and structure for the assessment center, testing stations and equipment. They also provided training for the Fort Bliss staff and certified several key members in the specifications of the assessments. Certifications by APFRI are a yearly requirement for all staff. Additional members included MAJ Gail Dreitzler, PT, Ms. Dee Connolly, CHN, LTC Steven Hall, Deputy Director and FNP, Ms. Melanie Richardson, exercise physiologist, and Mr. Chris Kumeitz, exercise physiologist.

The H.E.A.R.T. pilot program was an enormous success. Major changes for Class 57 included re-naming the program the USASMA Executive Wellness Assessment Program. Also, a recommendation was made to restructure the Health Promotion Office as the APFRI Annex, possibly as soon as 2008, as well as approval by TRADOC to fund this program with additional personnel, equipment and a yearly budget for FY 2008. This was authorized but not funded and COL Williams continues to work to expand the program.

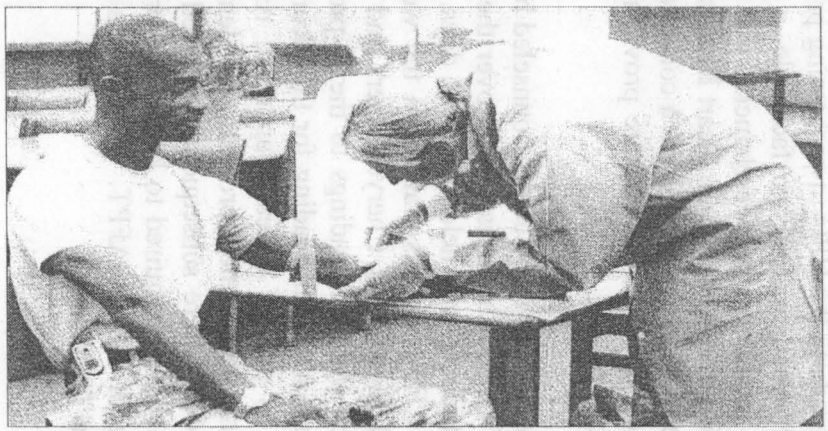
This expansion was successful to a large extent. During CY 2006 the HPO laid plans to test 300 students, staff and faculty for Class 57. COL Williams presented the program to the students in September 2006, and then to the staff and faculty in December 2006. A group effort between the Fort Bliss team and APFRI again allowed for assessment of 100 students from 12-16 October 2006, 100 students from 4-8 December 2006, and plans for 100 students, staff and faculty from 5-9 February, 2007. Team members from Fort Bliss remained largely the same, to include LTC Sydes, MAJ Capers, CPT Murry, Mr. Lien, Dr. Briggs, SGM Babcock, Ms. Alarcon, as well as the Health Promotion staff. In addition, Ms. Kelly Pierce-Gonzalez, CHN, and Mr. Giraldo Gonzales, nurse technician, assisted with outbriefing and in-processing, respectively. Ms. Sylvia Gaynor, civilian volunteer, assisted with in-processing. The strength and flexibility station was run by WBAMC Physical Therapy (LTC Shannon Lynch, Mr. Eric Herrera, Ms. Liz Tena and Ms. Jackie Cintron).

APFRI team members included COL Williams, MAJ Patricia Coburn, FNP (Family Nurse Practitioners), CPT Dave Cotting, Research Psychologist, Ms. Richardson and Mr. Kumietz. The team was supplemented with USASMA staff to assist with the food table as well as administrative activities.

WBAMC Lab assisted greatly by coming to the Academy to perform blood draws for approximately 650 students over 4 days (Sept 2006), as well as 75 staff and faculty over 2 days (Dec 2006).

Memorandums of agreement between the USASMA and APFRI, the USASMA and WBAMC, and the USASMA and MWR were signed to assure requirements were met and clear to all.

USASMA students participate in wellness assessment program



ALESIA ZA GARA

Sergeants Major Course Class 57 student Sgt. Maj. Otis Hooper watches as Spc. Angela Kenney, a laboratory technician from William Beaumont Army Medical Center sticks his arm during a blood draw.

ALESIA ZA GARA

USASMA Public Affairs

Sergeants Major Course leaders at the U.S. Army Sergeants Major Academy say they are pleased that more than 550 students have volunteered to participate in this year's Executive Wellness Assessment Program; and that number could still rise.

This is the first year the program has been fully implemented at the academy, which kicked off with a blood draw and health survey Sept. 11 through 14. Leaders said they initiated it to identify those senior noncommissioned officers who run the risk of cardiovascular disease in order to save countless lives.

"Bringing the program to the Sergeants Major Academy will benefit the health and wellness of not only the sergeants major, but all of the Soldiers that they come in contact with in the future," said Maj. Amy Trevino, director of the Health Promotions Office at the academy.

Last year, the academy participated in a pilot version of the program, which had previously been offered only to commissioned officers attending the U.S. Army War College. The program there has had a successful 24-year track record.

Because of that success, leaders at the War College joined forces with USASMA leaders and officials at the Army Physical Fitness Research Institute in Carlisle Barracks, Penn., which runs the program, to extend health benefits to the academy students.

Initial funding for the pilot program allowed for 100 students to be chosen for a full assessment. Test results proved so successful, they implemented it this year and will offer 200 students the assessment. Continued increased funding is expected to provide testing for the entire student body in the next 2-3 years.

The program, organized through the academy Health Promotions Office and sponsored by APFRI, begins with the blood draw. More than 99 percent of the student body participated in the draw, conducted by laboratory technicians from William Beaumont Army Medical Center.

Afterward, students are encouraged to fill out a screening survey that includes family history. Health officials said more than three-quarters of those who attended the blood draw have already turned in the survey.

Each individual will then be evaluated for the risk of cardiovascular disease. The top 200 at-risk students will then be notified by the institute for participation in an extensive exam beginning in October. At that time, additional assistance for the program will be provided by William Beaumont staff, APFRI officials and Fort Bliss Morale, Welfare and Recreation, according to Trevino.

Besides the student body, the Health Promotions Office will also be conducting an assessment for 100 academy staff and faculty members, beginning in December, and academy spouses who agree to participate in an on-going awareness program called Healthy Heart.

The Health Promotion Office's cardiovascular screening programs have already proven their worth, said Command Sgt. Maj. Darieus Za Gara, commander of the sergeant major course. Two students' lives were significantly impacted last year after tests diagnosed one with cancer and the other as having a 70- to 90-percent blockage in his arteries.

Both cases potentially could have gone unnoticed if it had not been for their participation in the program, Za Gara said. "However, because the program was available to them, their cases were immediately addressed and their lives were saved."

The students in this year's program hope to gain that same peace of mind.

"I was delighted to hear that this program was being offered," said Master Sgt. Darrell Thomas. "It gives the sense that the Army is looking out for the health and well being of its senior leaders."

USASMA Executive Wellness Assessment Interventions

Interventions and additional follow-up for the above program were also expanded this year. Follow-up included health care provider appointments, as needed. From there referrals were placed to nutrition care, cardiology, etc. The SFMC (Soldier and family Medical Center) assisted with scheduling initial appointments, which allowed us to get all our participants in within a few weeks of assessments.

Heart scans, which are a radiological procedure via CT scan, were pre-set with the radiology staff again for evenings and weekends. Follow-up was done at the SFMC when required.

Noon-Time Lectures, a key part of the intervention program, were set to begin in January 2007. The lectures were also expanded to be open to the USASMA spouses as well as the Fort Bliss community. They were publicized using the ALL BLISS outlook announcements, newspaper articles and reminders to the USASMA family. These will be presented by subject matter experts on the Executive Wellness Assessment Team.

Finally, fitness classes were provided by the MWR at no-cost. John Kuberka instructed in flexibility and core training, and MSG Gains instructed in weight lifting. We scheduled 2 of each class for each assessment period.

Resident SMC In-processing

No significant changes were made to the HPO in-processing procedures for Class 57. Students were required to mail, email or send via facsimile, a copy of a current physical exam. This was screened for all the proper elements and then was given a composite score of converted data using the Framingham Heart Risk Index. A risk index score equal to or greater than 18 required the student to have a consultation and to obtain a clearance by a cardiologist or other WBAMC health care provider before he or she could begin Academy-directed physical training.

During in-processing each student was individually counseled by a member of the HPO staff regarding his/her level of risk for a cardiac event over the next five and ten years. In-processing for resident students was held over 3-4 days. This effort was supported by Mr. Bruce Gramlich, CHN, and his staff from the wellness center. In addition, LTC Lori Sydes, Mr. Joel Lien, MAJ Cheryl Capers and CPT Tina Murry assisted. The HPO staff added blood pressure readings to the in-processing this year. These readings were considered the most current reading for the incoming students, and they were also utilized by APFRI as part of a health appraisal risk if the students volunteered to participate in the wellness assessment program. Students were referred to the SFMC as required. Several students were subsequently referred to cardiology for evaluation in some cases. They again were required to be cleared prior to engaging in Academy sponsored physical training, or take the AFPT. We feel this continues to lower the risk of cardiac-related events at the Academy.

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MASTER SGT. ERIC B. PILGRIM

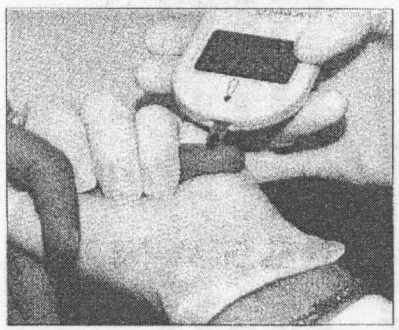
USASMA Public Affairs

They came for moral support, encouragement, even motivation; but mostly the spouses from Sergeants Major Course Class 57 came to the Spouses Health Fair at the Centennial Club Friday to get answers.

"With problems getting older and being overweight as I am, it's nice to have the opportunity to get myself in order here," said Michelle Lopez. "This is a good motivator. You see there are all these shapes and sizes out there like yours and you're not alone."

Coordinators for the fair from the U.S. Army Sergeants Major Academy Health Promotions Office said the intent is to bring spouses together, not just to run a bunch of health tests on them, but also to demonstrate that the Army cares just as much about their health.

"A lot of times, spouses are too busy taking care of their families to stop and take care of themselves," said Master Sgt. Robert Gains, noncommissioned officer in charge of the Health Promotions Office. "We do a lot for the Soldiers and students at the academy but we wanted to do something for the spouses to let them know they are an integral part of the Army – leaning forward in the foxhole for the spouses."



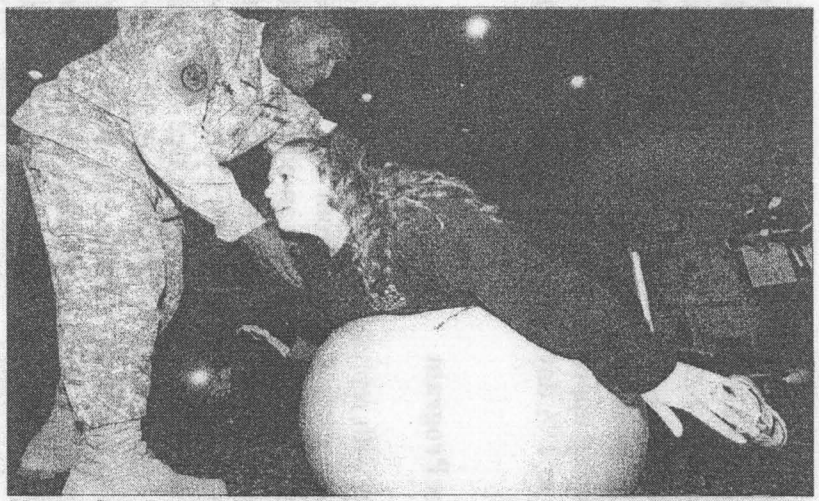
Health officials screened, poked and tested the blood of more than 85 spouses during a health fair at the Centennial Club on Biggs Army Airfield Friday.

By the end of the fair on Friday, health officials from the American Heart Association, Pfizer, the Troop Medical Clinic, HPO, "An Ounce of Prevention" and William Beaumont Army Medical Center had screened, poked and tested more than 85 spouses. They gathered blood work, height and weight figures and hooked willing spouses to a modern bioelectrical analysis machine that read body fat results, " ... in just a few seconds, actually," said Rachael Beal, a personal trainer at Stout Gym. "The longest part is plugging in the information and having to wire everybody up."

The "wiring up" consisted of four electrical diodes connected by special tape; two on a hand and two on a bare foot. Beal then typed height, weight and age numbers into the machine and, within about five seconds, each spouse was handed a printout of their statistics, including how hydrated they were at the moment.

"I found out I have a bit more body fat than I expected, but at least I know where I'm at now," said Leslie Parks, after being tested on the machine. "This is a very good deal."

Another popular stop was for shoe fittings. As a trained physical therapist with several years experience, Maj. Lisa Trevino, the HPO officer in charge, offered advice on specific types of shoes spouses should look for at stores based on arch support and how they walk.



Master Sgt. Robert Gains, NCOIC from the HPO, teaches Michelle Lopez how to exercise on a training ball.

Spouses were given helpful tips on eating and exercising right. Gains demonstrated several effective resistance exercise techniques spouses can take advantage of without having to waste money on expensive equipment.

After visiting all the stations, spouses ended their visit with an out-processing evaluation conducted by the health officials at WBAMC and TMC. Counselors pulled up test results taken earlier in the fair – especially the blood work.

Tonja Reimers, a spouse attending the fair, said blood work-up conducted by physician assistants from the "An Ounce of Prevention" screening company was a critical part of all the testing.

"There are a lot of people who will not know they have high blood pressure or heart problems until they're tested," Reimers said.

Sylvia Jessup was one of them.

"I have never had a lot of these tests done before, so I'm looking forward to getting the results," Jessup said. "We as women need to take care of ourselves better than we do. Hopefully, by the end of this, we will all be in the gym."

Non-Resident SMC In-processing

The same procedures were used for the NRC as were used by the Resident SMC. This included individual cardiac risk counseling. In addition the SFMC supported this mission by sending a physician to the USASMA for 2 days to assist with evaluations for those students noted to have elevated cardiac risk (score of 18 or above on the Framingham) as well as resolve issues such as abnormal EKG readings. This minimized any lost training time, while ensuring appropriate workups for medical clearances. The NRC in-processing was changed to 1 ½ days which resulted in backlogs at the HPO in-processing stations.

Healthy at Heart Spouses Program

In July 2006 the HPO met with representatives from Pfizer, Inc. regarding a free program to educate participants on cardiac risk. From this initial meeting, a spouses program was conceived. A 3rd party vendor provided an educational literature program. The HPO enrolled spouses via the FRG, mass emails and marketing through USASMA events. All information was provided directly by HPO (i.e. not through a 3rd party), keeping the program in-house. MSG Gains organized a free health fair in November. Stations included blood testing (sponsored by Pfizer and 3rd party vendor), blood pressure, and body composition (assisted by MWR with body electrical impedance). Each participant received a personalized print-out of their results, as well as counseling by a dietitian, health technician or community health nurse. Other benefits included a booth by the American Heart Association, osteoporosis booth (WBAMC Nuclear Medicine), foot and shoe screening (MAJ Trevino), fitness and exercise (MSG Gains) and Nutrition food pyramid.

Spouses receive information on noon-time lectures and were invited to other wellness assessment interventions. In addition a free yoga class (Nov 06) and free aerobics classes (planned for Jan 07) peaked interest.

As our wellness assessment program grows, we hope to be able to offer it to spouses in the future. However, until we can provide assessments to all students, we will continue to provide the spouses an alternative.

Flu Immunizations

The HPO again coordinated with Mrs. Robinson, WBAMC Department of Preventive Medicine, to conduct flu vaccinations. Over 800 vaccinations (Flu Mist or Flu shot) were administered in 2 days. All members of the academy to include students, staff, and faculty (civilians, retirees and contractors) were pleased to be able to take care of this requirement right at the USASMA.

Proper Running Shoes

In September 2006, MAJ Trevino coordinated with the WBAMC Physical Therapy Clinic to provide foot and shoe screenings for all students. This was done during PT time over 4 days, with students divided in to groups of about 150. This was also done in concert with National Physical Therapy Month. WBAMC PT provided 3-4 personnel each morning. Though extremely beneficial to do this for each student, recommendations for subsequent years would be to do this by group room to minimize wait time.

Tobacco Cessation Programs

The single most important thing one can do to improve one's health and longevity is to stop smoking and abandon all methods of tobacco use. The USASMA coordinated with Ms. Louise Redfern, WBAMC Wellness Center, to conduct two tobacco cessation programs, in February (20 students) and November (40 students).

Cardio-Pulmonary Resuscitation (CPR) Program

In accordance with command policy enacted in 2005, all active-duty personnel assigned to the USASMA are required to be certified on CPR with an Automated External Defibrillator (AED). All Faculty Advisors are also required to be certified. In addition all civilian staff and faculty are encouraged. Mr. Hurell trained and certified in-coming personnel as well as NRC FA's and anyone whose certification expired. This was a total of 77 Academy personnel in 2006, by providing bi-weekly classes.

Post-Deployment and Health Re-Assessment (PDHRA) Program

In 2006 the Army initiated additional medical readiness requirements to ensure Soldiers receive appropriate follow up care for injuries/adverse reactions related to deployment. A large part of this is the mental health issues that may not be addressed immediately upon return from deployment. The HPO was tasked to implement the academy's PDHRA Program. In September 2006, CPT Goke, WBAMC Psychiatric Nurse, trained over 50 academy personnel to help implement "Battlemind II", a small-group based lecture.

The HPO and S3 worked to provide companies with tools to educate, survey and appoint select personnel to the SRP site. The program was successful in completing requirements by December 2006.

MEDPROS Medical Protection system)

In November 2006, medical readiness issues, as tracked by MEDPROS and available in AKO, came to the forefront. Changes in the regulations resulted in a large percentage of Soldiers showing "red" in MEDPROS. The HPO worked with the Battalion Commander, CSM Zagara, the companies and Mrs. Robinson from WBAMC to

find a solution to updating and correctly Soldiers' status. The Academy is a unique environment in that the mass influx and out flux of Soldiers make it challenging to continually track all these changes.

The recommendation to CSM Zagara was to train additional personnel in MEDPROS. Having additional personnel trained would assist the companies with having a primary and an alternate MEDPROS clerk. This would also help alleviate the problem with updating the data in the MEDPROS system. His staff coordinated training for 15 people in from 19-21 December 2006. Mr. Hurell continued to serve as the USASMA subject matter expert and provided guidance as needed. He worked closely with Mrs. Robinson to close the loop on MEDPROS issues such as PDHRA (post-deployment health reassessment) and flu immunizations.

Educational Lectures

MAJ Weaver provided two of the exercise-related noon-time lectures for the HEART program for Class 56. He also continued to provide lecture to the Spouse Leadership Development Course (SLDC). When MAJ Trevino arrived she was given the opportunity to be a guest speaker for the NRC in June on Health Promotion and Wellness. She also continued with the SLDC, providing a wellness lecture and adding subject matter experts in women's health. These included LTC Cassandra Blakely, WBAMC nurse mid-wife and Dr. Cynthia Hamilton, MD (Medical Doctor). This was very well-received by the spouses.

Due to changes in the student curriculum she did not lecture for Class 57. Health promotion and awareness included lectures on Self-Care, Tobacco Cessation, Dental Health, Mental Health, Alcohol Awareness and the Health Assessment Program. The HPO was responsible for ensuring appropriate guest speakers for these lectures.

MAJ Weaver also provided orientation and instruction during the Army Reserve pre-arrival course in April 2006.

ARMY NATIONAL GUARD ADVISOR

Mission

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

Staff

Sergeant Major William Douglas Mayo was the Title 10 ARNG Senior Enlisted Advisor to USASMA in the year 2006 and continued to serve in the position. Additionally, the ARNG Senior Enlisted Advisor office gained one additional Title 10 AGR Soldier for six months period who was pending assignments from the SMC course, Class 57 (SGM Mark Kelley). SGM Kelley was selected to serve in Kuwait on a six month TDY tour of duty as the Senior Enlisted RC Advisor for 3rd Army. Upon his completion of the TDY tour he will return to the academy and continue serve in a position in the academy.

Major Accomplishments

Army National Guard Students

The ARNG had sixteen (16) students in Class 57 of the resident Sergeants Major Course. The ARNG Students in the Non-Resident course was very large during 2006. In 2006 the Nonresident Sergeants Major Course graduated a total of 350 ARNG Soldiers.

AGR Positions at USASMA

The AGR strength at USASMA continues as a main focal point for the Advisor during 2006. Many of the positions remain vacancy due to lack of qualified personnel in the AGR program to meet the new qualifications requested by the academy. The academy did receive three new ARNG Title 10 personnel in 2006, SGM Taylor, David C. SGM Foreman, Faithette R. and MSG Aguilar-Garcia, Valentina who were assigned to the NRC as a Faculty Advisor(s) and administrative support person. Several of the Title 10 AGR ARNG Soldiers departed from the academy including SGM Judith Ackerman who retired, SGM Steve Gratton who PCSed to Ft Lewis, WA. In order to work in the Stryker University ARNG position, and MSG Simonetta, Salvatore who PCSed to the NGB Joint Operation Center in Washington, DC.

Orientation Program

The ARNG Senior Enlisted Advisor planned coordinated and will executed the Reserve Component Orientation Program for Class 58 students of the resident course in April of 2007. Soldiers and briefing locations to the students will be at the West Auditorium USASMA on Biggs Field and at the Radisson Hotel located in El Paso, Texas. The successful implementation of this operation will be captured in the After Action Reports file in the Senior RC Advisor Office. Purpose of the orientation is to curtail problems areas before the students arrive for the resident course. Areas ranged from pay, housing, travel orders, schools, physicals, security clearances, administrative record updates, rental cars, and spouse programs. The ARNG Advisor task Class 57 to develop a committee of Class 58 RC soldiers to establish a set of briefing slides for each of the guest speakers to use when briefing RC Soldiers and to develop questions for the USASMA's web site. The USASMA's web site, RC Enlisted Advisor section, has become the main information tool for new RC Soldiers selected to attend the orientation and the resident course.

Guest Instructors for the Nonresident Course

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

ARMY RESERVE TOTAL FORCE INTEGRATOR

Mission

The Army Reserve Total Force Integrator (TFI) provided coordination between the USAR (US Army Reserve)/AGR (Active Guard and Reserve) students attending the courses and the Sergeants Major Academy staff prior to the student's arrival at USASMA. She advised the commandant and CSM of USASMA on all policies and matters pertaining to the USAR and USASMA; provided single-source sponsorship and assistance to USAR staff and students; maintained close liaison with OCAR (Office, Chief of the Army Reserve), TRADOC, FORSCOM, and AR-PERSCOM (Army Reserve Personnel Command) and was responsible for the performance and execution of the USAR programs at USASMA. The TFI was the USASMA POC (point of contact) for preparing IRR (Individual Ready Reserve) personnel; managed the active duty for training (ADT) and the active duty special work (ADSW) tour programs at USASMA; stimulated USAR attendance in USASMA's resident and non-resident courses through conferences, briefings, speaking engagements, and correspondence. After arrival and in processing, the advisor assisted the students with any component-unique problems and situations that require home station coordination.

Staff

Sergeant Major William Douglas Mayo was the ARNG Senior Enlisted Advisor to USASMA in the year 2005 and continued to serve in the position. Additionally, the ARNG Senior Enlisted Advisor served in the absence of a United States Army Reserve Advisor since December 2000. There were no backfill identified for this position in 2005 but the USAR allowed two AGR Soldiers pending assignments from the SMC course, Class 55 (SGM Sandra M. Bensley) and Class 56 (MSG Doris Ligon) to continue to work in the position while waiting assignment orders.

Major Accomplishments

Army Reserve Students

The USAR had fifty-five (55) students in Class 56 of the resident Sergeants Major Course. For Class 57 the USAR has sixty-one (61) enrolled and one was denied enrollment in the class for failure to report. There were 232 USAR students in the Non-Resident Course during 2006.

AGR Positions at USASMA

Maintenance of the AGR strength at USASMA continued to be a focal point for the advisor during 2006. The USAR provided four new AGR personnel to the USASMA staff. SGM Larry Fagan and SGM Ronald Brooks were assigned to the Quality Assurance Office as curriculum evaluators and SGM Lana Labay was assigned to the Non-Resident Course as a Faculty Advisor but was selected as the OCAR XO (executive

officer) for the USAR CSM. MSG Heriberto Quintana was assigned to the Directorate of Training and Development as a course developer. A fifth AGR Soldier, SGM Teresa Irizarry, worked in the Non-Resident Course. She was a holdover from the previous year.

Orientation Program

The TFI planned, coordinated and executed the Reserve Component Orientation Program for Class 57 students April of 2006. Soldier orientations and briefing locations to the students were at the West Auditorium USASMA on Biggs Field. The purpose of the orientation was to curtail problems before the students arrived for the resident course. Areas covered ranged from pay, housing, travel orders, schools, physicals, security clearances, administrative record updates, rental cars, and spouse programs. The successful implementation of this operation was captured in the After Action Reports filed in the Senior Advisor's Office. The ARNG Advisor tasked Class 57 RC soldiers to establish a set of briefing slides for each of the guest speakers to use when briefing RC Soldiers and to develop questions for the USASMA's web site. On the USASMA web site, the RC (reserve component) Enlisted Advisor section became the main source of information for new Soldiers selected to attend the orientation and the resident course.

Guest Instructors for the Nonresident Course

This office arranged for, coordinated and obtained funding for Reserve Component guest instructors to instruct in the NRC for FY 2006. This has been a big success story for USASMA and the Reserve Component Commands because the academy did not accrue any cost and did not have to provide any additional training for these already-trained instructors. The Reserve Component instructors assisted in training Soldiers in the NRC course who are Reserve Component Soldiers. During FY 2006, the guest instructors assisted with the automated Battalion/Brigade Simulation (BBS) system for the first ever CPX during the resident phase of the NRC FY 2006. Currently, the USAR does not have the available funds to support the guest instructors for FY 2007.

PROTOCOL OFFICE

Mission

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

Staff

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

Major Activities

The office hosted numerous delegations. The rest of its efforts are discernable in the Operations portion of the Staff and Faculty Battalion section of this history.

BUDGET OFFICER

Mission

The mission of the USASMA Budget Officer was to implement and execute all aspects of the academy's budget. In 2006 the academy's budget totaled $9,000,000. Budget activity included conducting the quarterly PBAC (Program Budget Advisory Council) meetings; liaison with the Fort Bliss installation and Combined Arms Center resource management offices; development of the Program Objective Data Call for POM (Program Objective Memorandum) FY 08-13; supervision of contracted advisory and assistance services; un-financed requirements; service contract approval, and supervision of government purchase card usage. While the primary budget person at the academy has traditionally been the assistant commandant, the budget officer assisted the commandant and the assistant commandant in developing strategic plans to establish the academy's vision, goals and objectives.

Staff

Captain Dana Marchand was the Budget Officer for USASMA in 2006.

Major Activities

The biggest issue facing the academy in calendar year 2006 was the absorption of a 22 percent cut in the FY 2007 budget which took effect at the beginning of October 2006. The academy was able to mitigate the effect of such a deep cut through efficient use of end of year funds and cuts in the various office budgets. The academy was able to retain the use of most of its contract workers through the use of end of year funding and through special appeals for funds to higher headquarters.

RESOURCE MANAGEMENT OFFICE

Mission

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

Organization and Staff

The academy did not have its own resource manager. The Fort Bliss Directorate of Resource Management (DRM) provided resource management services and support to the academy. The DRM is located at Building 3, Fort Bliss, Texas. Through FY 2006 Mr. Richard McDowell was the resource manager for the academy. In FY 2007 Mr. Alfonso Alva, Jr., became the primary manager for the academy while Mr. McDowell continued to assist him. Traditionally the assistant commandant for the academy immersed himself or herself in budgetary matters. LTC Paul Grace was the assistant commandant through much of the year. When he retired LTC Suits replaced him and took over the budgetary responsibility. Both assistant commandants had help throughout the year from CPT Dana Marchand.

Major Activities

The total budget for FY 2006 was $8,190,581. This figure does not include the pay for military personnel assigned to the academy. The eight million dollar budget was a slight increase over the previous year as the civilian pay role kept expanding.

The academy worked hard to spend its money efficiently and entirely during the year. The addition of an officer as the head of S-4 in the middle of 2006 alleviated major procurement bottlenecks which had plagued the academy. With the earlier addition of CPT Marchand and another person (Mr. Alva) from the installation RMO, the academy had more people to handle the budget than in any recent year. The commandant placed primary emphasis on the budget in 2006 and devoted a considerable amount of his time working the various issues. He was able to get CAC financing of a 360 degree evaluation of the Command Sergeants Major Students at Ft. Leavenworth. He was able to use end of the year money to buy Plasma TVs for the Sergeants Major course classrooms and most importantly to fund the contract instructors in the Sergeant's Major Course through FY o7. Other monies garnered included money for the update of the *Soldier's Guide* and the start-up money for a major overhaul of the Nonresident SMC curriculum using interactive media instruction.

USASMA BUDGET FY 2006

	A	B	C	D	E	F	G	H	I	J	K
1	ACTIVITY	LABOR	TRAVEL	LEASE	PRINT	CONT	SUPPLY	EQUIP	OTHER	TOTAL	W/O PAY
2	**SAG 323**										
3	**CMD GRP**										
4	TSMA Oblig-TJAA	$49,277.89	$70,960.27			$2,000.00	$30,589.24		$54.94	$152,882.34	$103,604.45
5	TSGT Oblig-TJKA		$36,800.00							$36,800.00	$36,800.00
6	**TOTAL OBLIG**	**$49,277.89**	**$107,760.27**	**$0.00**	**$0.00**	**$2,000.00**	**$30,589.24**	**$0.00**	**$54.94**	**$189,682.34**	**$140,404.45**
7											
8	**EO OFFICE**										
9	TSMA Oblig-TJAB		$1,748.19				$2,931.65			$4,679.84	$4,679.84
10	**TOTAL OBLIG**	**$0.00**	**$1,748.19**	**$0.00**	**$0.00**	**$0.00**	**$2,931.65**	**$0.00**	**$0.00**	**$4,679.84**	**$4,679.84**
11											
12	**REUP**										
13	TSMA Oblig-TJAC						$2,484.76			$2,484.76	$2,484.76
14	**TOTAL OBLIG**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$2,484.76**	**$0.00**	**$0.00**	**$2,484.76**	**$2,484.76**
15											
16	**CHAPLAIN**										
17	TSMA Oblig-TJAD		$20,952.00			$1,500.00	$15,530.87			$37,982.87	$37,982.87
18	TSGT Oblig-TJKQ					$14,205.00				$14,205.00	$14,205.00
19	**TOTAL OBLIG**	**$0.00**	**$20,952.00**	**$0.00**	**$0.00**	**$15,705.00**	**$15,530.87**	**$0.00**	**$0.00**	**$52,187.87**	**$52,187.87**
20											
21	**HPO**										
22	TSMA Oblig-TJAE	$51,331.28	$5,500.65			$3,500.00	$34,781.70			$95,113.63	$43,782.35
23	**TOTAL OBLIG**	**$51,331.28**	**$5,500.65**	**$0.00**	**$0.00**	**$3,500.00**	**$34,781.70**	**$0.00**	**$0.00**	**$95,113.63**	**$43,782.35**
24											
25	**HHC**										
26	TSMA Oblig-TJAF		$4,158.38				$6,268.14			$10,426.52	$10,426.52
27	**TOTAL OBLIG**	**$0.00**	**$4,158.38**	**$0.00**	**$0.00**	**$0.00**	**$6,268.14**	**$0.00**	**$0.00**	**$10,426.52**	**$10,426.52**
28											
29	**SECRETARIAT**										
30	TSMA Oblig-TJAG	$245,011.16	$3,033.79				$13,699.42			$261,744.37	$16,733.21
31	**TOTAL OBLIG**	**$245,011.16**	**$3,033.79**	**$0.00**	**$0.00**	**$0.00**	**$13,699.42**	**$0.00**	**$0.00**	**$261,744.37**	**$16,733.21**
32											
33	**LRC**										
34	TSMA Oblig-TJAH	$255,410.28	$1,825.35				$39,269.48			$296,505.11	$41,094.83
35	TSGT Oblig-TJKH					$47,226.39	$4,320.74			$51,547.13	$51,547.13
36	**TOTAL OBLIG**	**$255,410.28**	**$1,825.35**	**$0.00**	**$0.00**	**$47,226.39**	**$43,590.22**	**$0.00**	**$0.00**	**$348,052.24**	**$92,641.96**
37											
38	**S4**										
39	TSMA Oblig-TJAJ	$90,313.04	$4,976.48	$71,915.40			$41,263.95		$437.53	$208,906.40	$118,593.36
40	TSGT Oblig-TJKJ						$10,000.00			$10,000.00	$10,000.00
41	**TOTAL OBLIG**	**$90,313.04**	**$4,976.48**	**$71,915.40**	**$0.00**	**$0.00**	**$51,263.95**	**$0.00**	**$437.53**	**$218,906.40**	**$128,593.36**
42											
43	**NCOJ**										
44	TSMA Oblig-TJAK	$70,379.50	$21,841.80		$161,897.61		$24,771.50			$278,890.41	$208,510.91
45	**TOTAL OBLIG**	**$70,379.50**	**$21,841.80**	**$0.00**	**$161,897.61**	**$0.00**	**$24,771.50**	**$0.00**	**$0.00**	**$278,890.41**	**$208,510.91**
46											
47	**LMDC**										
48	TSMA Oblig-TJAL	$109,663.63		$135,046.88			$19,031.82		$33.30	$263,775.63	$154,112.00
49	TSGT Oblig-TJKL						$30,000.00			$30,000.00	$30,000.00
50	**TOTAL OBLIG**	**$109,663.63**	**$0.00**	**$135,046.88**	**$0.00**	**$0.00**	**$49,031.82**	**$0.00**	**$33.30**	**$293,775.63**	**$184,112.00**

USASMA BUDGET FY 2006

	A	B	C	D	E	F	G	H	I	J	K
1	ACTIVITY	LABOR	TRAVEL	LEASE	PRINT	CONT	SUPPLY	EQUIP	OTHER	TOTAL	W/O PAY
51											
52	**ED CENTER**										
53	TSMA Oblig-TJAM						$3,468.07			$3,468.07	$3,468.07
54	**TOTAL OBLIG**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$3,468.07**	**$0.00**	**$0.00**	**$3,468.07**	**$3,468.07**
55											
56	**ENGINEER**										
57	TSMA Oblig-TJAN	$37,897.26					$18,936.14			$56,833.40	$18,936.14
58	**TOTAL OBLIG**	**$37,897.26**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$18,936.14**	**$0.00**	**$0.00**	**$56,833.40**	**$18,936.14**
59											
60	**HISTORIAN**										
61	TSMA Oblig-TJAP	$95,056.35					$10,600.01			$105,656.36	$10,600.01
62	**TOTAL OBLIG**	**$95,056.35**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$10,600.01**	**$0.00**	**$0.00**	**$105,656.36**	**$10,600.01**
63											
64	**RES COMP**										
65	TSMA Oblig-TJAQ		$7,233.17				$7,222.41			$14,455.58	$14,455.58
66	**TOTAL OBLIG**	**$0.00**	**$7,233.17**	**$0.00**	**$0.00**	**$0.00**	**$7,222.41**	**$0.00**	**$0.00**	**$14,455.58**	**$14,455.58**
67											
68	**SIG**										
69	TSMA Oblig-TJAR	$95,403.76	$925.86				$7,484.74			$103,814.36	$8,410.60
70	**TOTAL OBLIG**	**$95,403.76**	**$925.86**	**$0.00**	**$0.00**	**$0.00**	**$7,484.74**	**$0.00**	**$0.00**	**$103,814.36**	**$8,410.60**
71											
72	**IMD**										
73	TSMA Oblig-TJAS	$269,810.30	$6,536.91	$63,194.33		$170,640.00	$28,544.07			$538,725.61	$268,915.31
74	**TOTAL OBLIG**	**$269,810.30**	**$6,536.91**	**$63,194.33**	**$0.00**	**$170,640.00**	**$28,544.07**	**$0.00**	**$0.00**	**$538,725.61**	**$268,915.31**
75											
76	**PROTOCOL**										
77	TSMA Oblig-TJAV	$53,209.72	$8,945.00			$2,250.00	$5,192.83			$69,597.55	$16,387.83
78	**TOTAL OBLIG**	**$53,209.72**	**$8,945.00**	**$0.00**	**$0.00**	**$2,250.00**	**$5,192.83**	**$0.00**	**$0.00**	**$69,597.55**	**$16,387.83**
79											
80	**A CO.**										
81	TSMA Oblig-TJCA		$494.83							$494.83	$494.83
82	TSGT Oblig-TJKC		$10,983.91				$51,937.23	$3,519.00	$6.38	$66,446.52	$66,446.52
83	**TOTAL OBLIG**	**$0.00**	**$11,478.74**	**$0.00**	**$0.00**	**$0.00**	**$51,937.23**	**$3,519.00**	**$6.38**	**$66,941.35**	**$66,941.35**
84											

USASMA BUDGET FY 2006

	A	B	C	D	E	F	G	H	I	J	K
1	ACTIVITY	LABOR	TRAVEL	LEASE	PRINT	CONT	SUPPLY	EQUIP	OTHER	TOTAL	W/O PAY
85	**SMC**										
86	TSGT Oblig-TJKP		$11,610.30			$1,083,404.39	$47,991.75		$4.20	$1,143,010.64	$1,143,010.64
87	**TOTAL OBLIG**	**$0.00**	**$11,610.30**	**$0.00**	**$0.00**	**$1,083,404.39**	**$47,991.75**	**$0.00**	**$4.20**	**$1,143,010.64**	**$1,143,010.64**
88											
89	**NRC**										
90	TSGT Oblig-TJKF		$1,764.00				$26,703.36			$28,467.36	$28,467.36
91	**TOTAL OBLIG**	**$0.00**	**$1,764.00**	**$0.00**	**$0.00**	**$0.00**	**$26,703.36**	**$0.00**	**$0.00**	**$28,467.36**	**$28,467.36**
92											
93	**CSMC**										
94	TSGT Oblig-TJKR		$4,566.12							$4,566.12	$4,566.12
95	**TOTAL OBLIG**	**$0.00**	**$4,566.12**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$4,566.12**	**$4,566.12**
96											
97	**B CO.**										
98	TSMA Oblig-TJDA		$600.60				$133,383.00			$133,983.60	$133,983.60
99	TSGT Oblig-TJKG		$16,110.24				$28,762.99	$61,462.60		$106,335.83	$106,335.83
100	**TOTAL OBLIG**	**$0.00**	**$16,710.84**	**$0.00**	**$0.00**	**$0.00**	**$162,145.99**	**$61,462.60**	**$0.00**	**$240,319.43**	**$240,319.43**
101											
102	**DTD**										
103	TSMA Oblig-TJDB		($298.03)							($298.03)	($298.03)
104	TSGT Oblig-TJKU		$46,305.16				$9,895.93			$56,201.09	$56,201.09
105	**TOTAL OBLIG**	**$0.00**	**$46,007.13**	**$0.00**	**$0.00**	**$0.00**	**$9,895.93**	**$0.00**	**$0.00**	**$55,903.06**	**$55,903.06**
106											
107	**FSC**										
108	TSMA Oblig-TJDC								$249.81	$249.81	$249.81
109	TSGT Oblig-TJKM						$13,722.83	$9,029.44	$99.93	$22,852.20	$22,852.20
110	**TOTAL OBLIG**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$13,722.83**	**$9,029.44**	**$349.74**	**$23,102.01**	**$23,102.01**
111											
112	**VTT**										
113	TSMA Oblig-TJDD		$6,202.36							$6,202.36	$6,202.36
114	TSGT Oblig-TJKB		$118,552.89				$10,020.16			$128,573.05	$128,573.05
115	**TOTAL OBLIG**	**$0.00**	**$124,755.25**	**$0.00**	**$0.00**	**$0.00**	**$10,020.16**	**$0.00**	**$0.00**	**$134,775.41**	**$134,775.41**
116											
117	**BATLE STAFF**										
118	TSGT Oblig-TJKT						$25,699.33	$6,600.00		$32,299.33	$32,299.33
119	**TOTAL OBLIG**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$25,699.33**	**$6,600.00**	**$0.00**	**$32,299.33**	**$32,299.33**
120											
121	**BN HQ**										
122	TSMA Oblig-TJEA	$73,038.59	$17,391.87				$33,241.06			$123,671.52	$50,632.93
123	**TOTAL OBLIG**	**$73,038.59**	**$17,391.87**	**$0.00**	**$0.00**	**$0.00**	**$33,241.06**	**$0.00**	**$0.00**	**$123,671.52**	**$50,632.93**
124											
125	**USASMA OPS (S3)**										
126	TSMA Oblig-TJEB	$319,937.87	$5,199.26				$21,407.35	$11,449.44		$357,993.92	$38,056.05
127	TSGT Oblig-TJKK						$1,961.98			$1,961.98	$1,961.98
128	**TOTAL OBLIG**	**$319,937.87**	**$5,199.26**	**$0.00**	**$0.00**	**$0.00**	**$23,369.33**	**$11,449.44**	**$0.00**	**$359,955.90**	
129											
130	**S1**										
131	TSMA Oblig-TJEC	$144,460.30	$3,150.95	$11,198.22			$15,344.68			$174,154.15	$29,693.85
132	**TOTAL OBLIG**	**$144,460.30**	**$3,150.95**	**$11,198.22**	**$0.00**	**$0.00**	**$15,344.68**	**$0.00**	**$0.00**	**$174,154.15**	**$29,693.85**
133											

USASMA BUDGET FY 2006

	A	B	C	D	E	F	G	H	I	J	K
1	ACTIVITY	LABOR	TRAVEL	LEASE	PRINT	CONT	SUPPLY	EQUIP	OTHER	TOTAL	W/O PAY
134	DOTD										
135	TSMA Oblig-TJFA	$488,476.92	$21,603.82			$476,076.91	$38,537.81	$9,819.40	$32.85	$1,034,547.71	$546,070.79
136	TSGT Oblig-TJKD		$44,500.00							$44,500.00	$44,500.00
137	TOTAL OBLIG	$488,476.92	$66,103.82	$0.00	$0.00	$476,076.91	$38,537.81	$9,819.40	$32.85	$1,079,047.71	$590,570.79
138											
139	ACTIVE COMP										
140	TSMA Oblig-TJGC		$155,475.14				$7,144.39			$162,619.53	$162,619.53
141	TOTAL OBLIG	$0.00	$155,475.14	$0.00	$0.00	$0.00	$7,144.39	$0.00	$0.00	$162,619.53	$162,619.53
142											
143	SUBTOTAL SAG 323										
144	TSMA OBLIG	$2,448,677.85	$368,458.65	$281,354.83	$161,897.61	$655,966.91	$561,129.09	$21,268.84	$808.43	$4,499,562.21	$2,050,884.36
145	TSGT OBLIG	$0.00	$291,192.62	$0.00	$0.00	$1,144,835.78	$261,016.30	$80,611.04	$110.51	$1,777,766.25	$1,777,766.25
146	SUBTOTAL OBLIG	$2,448,677.85	$659,651.27	$281,354.83	$161,897.61	$1,800,802.69	$822,145.39	$101,879.88	$918.94	$6,277,328.46	$3,828,650.61
147											
148	IMSO										
149	TSMA Oblig-TJBA	($34,729.70)	$168,972.54			$46,283.44	($44,991.68)	$30,744.44		$166,279.04	$201,008.74
150	TOTAL OBLIG	($34,729.70)	$168,972.54	$0.00	$0.00	$46,283.44	($44,991.68)	$30,744.44	$0.00	$166,279.04	$201,008.74
151											
152	IMSO-IP										
153	TSMA Oblig-TJBB		$106,506.50				($106,584.00)			($77.50)	($77.50)
154	TOTAL OBLIG	$0.00	$106,506.50	$0.00	$0.00	$0.00	($106,584.00)	$0.00	$0.00	($77.50)	($77.50)
155											
156	TOTAL SAG 323										
157	TSMA OBLIG	$2,413,948.15	$643,937.69	$281,354.83	$161,897.61	$702,250.35	$409,553.41	$52,013.28	$808.43	$4,665,763.75	$2,251,815.60
158	TSGT OBLIG	$0.00	$291,192.62	$0.00	$0.00	$1,144,835.78	$261,016.30	$80,611.04	$110.51	$1,777,766.25	$1,777,766.25
159	TOTAL OBLIG	$2,413,948.15	$935,130.31	$281,354.83	$161,897.61	$1,847,086.13	$670,569.71	$132,624.32	$918.94	$6,443,530.00	$4,029,581.85
160											
161	SAG 324										
162	QAO										
163	TADV Oblig-TJGA	$165,084.52	$23,238.59			$334,158.16	$14,612.03			$537,093.30	$372,008.78
164	TOTAL OBLIG	$165,084.52	$23,238.59	$0.00	$0.00	$334,158.16	$14,612.03	$0.00	$0.00	$537,093.30	$372,008.78
165											
166	MID MGR CRSE										
167	TADV Oblig-TJGD		$23,906.70							$23,906.70	$23,906.70
168	TOTAL OBLIG	$0.00	$23,906.70	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$23,906.70	$23,906.70
169											

USASMA BUDGET FY 2006

	A	B	C	D	E	F	G	H	I	J	K
1	ACTIVITY	LABOR	TRAVEL	LEASE	PRINT	CONT	SUPPLY	EQUIP	OTHER	TOTAL	W/O PAY
170	TOTAL TADV										
171	TADV OBLIG	$165,084.52	$47,145.29	$0.00	$0.00	$334,158.16	$14,612.03	$0.00	$0.00	$561,000.00	$395,915.48
172	TOTAL OBLIG	$165,084.52	$47,145.29	$0.00	$0.00	$334,158.16	$14,612.03	$0.00	$0.00	$561,000.00	$395,915.48
173											
174	TITLE XI										
175	TRCS Oblig-TJGB	$50,711.10	$101,279.39				$18,009.51			$170,000.00	$119,288.90
176	TOTAL OBLIG	$50,711.10	$101,279.39	$0.00	$0.00	$0.00	$18,009.51	$0.00	$0.00	$170,000.00	$340,000.00
177											
178	TOTAL SAG 324										
179	TADV OBLIG	$165,084.52	$47,145.29	$0.00	$0.00	$334,158.16	$14,612.03	$0.00	$0.00	$561,000.00	$395,915.48
180	TRCS OBLIG	$50,711.10	$101,279.39	$0.00	$0.00	$0.00	$18,009.51	$0.00	$0.00	$170,000.00	$119,288.90
181	TOTAL OBLIG	$215,795.62	$148,424.68	$0.00	$0.00	$334,158.16	$32,621.54	$0.00	$0.00	$731,000.00	$515,204.38
182											
183	TOTAL SAG 321										
184	ADTS										
185	TFNC Oblig-TJHA					$630,000.00				$630,000.00	$630,000.00
186	TOTAL OBLIG	$0.00	$0.00	$0.00	$0.00	$630,000.00	$0.00	$0.00	$0.00	$630,000.00	$630,000.00
187											
188	TOTAL SAG 435										
189	MUSEUM										
190	VMUS Oblig-TJJB	$148,977.24					$4,522.76			$153,500.00	$4,522.76
191	TOTAL OBLIG	$148,977.24	$0.00	$0.00	$0.00	$0.00	$4,522.76	$0.00	$0.00	$153,500.00	$4,522.76
192											
193	SAG 135										
194	CONT/INSTR										
195	VIRQ Oblig-TJMB					$35,167.90		$24,832.10		$60,000.00	$60,000.00
196	TOTAL OBLIG	$0.00	$0.00	$0.00	$0.00	$35,167.90	$0.00	$24,832.10	$0.00	$60,000.00	$60,000.00
197											
198	SMA TRAP ITRM										
199	VIRQ Oblig-TJMD					$27,996.75	$3.25			$28,000.00	$28,000.00
200	TOTAL OBLIG	$0.00	$0.00	$0.00	$0.00	$27,996.75	$3.25	$0.00	$0.00	$28,000.00	$28,000.00
201											
202	SMA GWOT SPT TO MSN (TNG DEV SPT)										
203	VIRQ Oblig-TJME	$61,236.75				$69,293.25				$130,530.00	$69,293.25
204	TOTAL OBLIG	$61,236.75	$0.00	$0.00	$0.00	$69,293.25	$0.00	$0.00	$0.00	$130,530.00	$69,293.25
205											
206	SMA GWOT SPT TO MSN (SMA SPT)										
207	VIRQ Oblig-TJMF	$761,470.00								$761,470.00	$0.00
208	TOTAL OBLIG	$761,470.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$761,470.00	$0.00
209											
210	CONT/INSTR										
211	VFRE Oblig-TJMC					$139,972.90	$27.10			$140,000.00	$140,000.00
212	TOTAL OBLIG	$0.00	$0.00	$0.00	$0.00	$139,972.90	$27.10	$0.00	$0.00	$140,000.00	$140,000.00
213											
214	TOTAL SAG 135										
215	VIRQ OBLIG	$822,706.75	$0.00	$0.00	$0.00	$132,457.90	$3.25	$24,832.10	$0.00	$980,000.00	$157,293.25
216	VFRE OBLIG	$0.00	$0.00	$0.00	$0.00	$139,972.90	$27.10	$0.00	$0.00	$140,000.00	$140,000.00
217	TOTAL OBLIG	$822,706.75	$0.00	$0.00	$0.00	$272,430.80	$30.35	$24,832.10	$0.00	$1,120,000.00	$297,293.25
218											

USASMA BUDGET FY 2006

	A	B	C	D	E	F	G	H	I	J	K
1	ACTIVITY	LABOR	TRAVEL	LEASE	PRINT	CONT	SUPPLY	EQUIP	OTHER	TOTAL	W/O PAY
219	ARNG SAG 2F3										
220	PRAG Oblig-TJLA		$19,000.00							$19,000.00	$19,000.00
221	TOTAL OBLIG	$0.00	$19,000.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$19,000.00	$19,000.00
222											
223											
224											
225											
226	SAG	LABOR	TRAVEL	LEASE	PRINT	CONT	SUPPLY	EQUIP	OTHER	TOTAL	W/O PAY
227	SAG 135 VIRQ	$822,706.75	$0.00	$0.00	$0.00	$132,457.90	$3.25	$24,832.10	$0.00	$980,000.00	$157,293.25
228	SAG 135 VFRE	$0.00	$0.00	$0.00	$0.00	$139,972.90	$27.10	$0.00	$0.00	$140,000.00	$140,000.00
229	SAG 2F3 PRAG	$0.00	$19,000.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$19,000.00	$19,000.00
230	SAG 323 TSMA	$2,413,948.15	$643,937.69	$281,354.83	$161,897.61	$702,250.35	$409,553.41	$52,013.28	$808.43	$4,665,763.75	$2,251,815.60
231	SAG 323 TSGT	$0.00	$291,192.62	$0.00	$0.00	$1,144,835.78	$261,016.30	$80,611.04	$110.51	$1,777,766.25	$1,777,766.25
232	SAG 324 TADV	$165,084.52	$47,145.29	$0.00	$0.00	$334,158.16	$14,612.03	$0.00	$0.00	$561,000.00	$395,915.48
233	SAG 324 TRCS	$50,711.10	$101,279.39	$0.00	$0.00	$0.00	$18,009.51	$0.00	$0.00	$170,000.00	$119,288.90
234	SAG 321 TFNC	$0.00	$0.00	$0.00	$0.00	$630,000.00	$0.00	$0.00	$0.00	$630,000.00	$630,000.00
235	SAG 435 VMUS	$148,977.24	$0.00	$0.00	$0.00	$0.00	$4,522.76	$0.00	$0.00	$153,500.00	$4,522.76
236	SUBTOTAL	$3,601,427.76	$1,102,554.99	$281,354.83	$161,897.61	$3,083,675.09	$707,744.36	$157,456.42	$918.94	$9,097,030.00	$5,495,602.24
237											

CHAPLAIN

Mission

The primary role of the chaplain at USASMA was to teach courses on ethics and provide pastoral ministry to the students, faculty, staff and families associated with the Academy. In addition to instructor duties, CH Johnston served as the Biggs Airfield Chapel pastor and superintended renovation of the old chapel which was rededicated on Easter of 2006. His pastoral duties extended to Joint Task Force North and associated Border Patrol units where pastoral coverage and care occurred. He also served on the William Beaumont Army Medical Center's Institutional Review Board as the medical ethics advisor.

Organization and Staff

The chaplain worked with various retired volunteers from the Academy to accomplish numerous goals for USASMA. SGM (R) Donald Peters, SGM Reginald Stallworth, CSM Mike Mendoza, CSM Pat Zangerine and SGM Sean Brewer comprised the ongoing volunteer assistance for the Chaplain's office throughout 2006.

Major Activities

Chapel Renovation

Renovation of the chapel was completed early in 2006. The dedication took place on Easter Sunday. The renovated chapel featured a large, full-emersion baptismal pool, and a memorial bell in a shelter in front of the building. The building itself sported a new tile roof, a stucco exterior replacing asbestos-based siding and a refurbished interior with new heating and cooling systems.





Memorial Ceremony

With the rededication of the Biggs Army Airfield Chapel a program was initiated to complete and dedicate a remembrance memorial to the fallen OIF and OEF service

members who deployed from Ft Bliss or who were born and raised in the El Paso community. On Veteran's weekend, November 9, 2006, 28 names were placed on the Biggs Army Airfield Chapel Remembrance Bell Tower in honor and memory of the brave Americans who sacrificed their all for the freedoms of our nation and the well-being of others throughout the world. Fifteen of the families of these fallen heroes attended the ceremony and received commemorative plaques honoring their sons and daughters. The Ft Bliss Commander, MG Robert Lennox addressed the attendees with words of encouragement and honor. This ceremony set the mark for future ceremonies that will seek to honor the ongoing service of Americans and their families from the Ft Bliss community.



Publications

Chaplain Johnston also published articles for Princeton, the *NCO Journal* and other media discussing the importance of spiritual fitness in the military. He is due to present a paper on religious ethics and diplomacy at the 2007 International Symposium for Military Ethics emphasizing the role of faith-based diplomacy in religious conflict resolution.

S4/LMDC

Mission

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

Organization and Staff

The normal complement of the combined office was the Property Book Officer, S4 NCOIC, LMDC NCOIC, a supply clerk, and five civilian employees. CPT Abel Hernandez was the chief of the office during the year. With the departure of soldiers from the Academy to the field the S4 office has dwindled in personnel but not in productivity. SSG Towanda Herron ran the LMDC and Mrs. Bobbie Gilmore became the new Property Book Officer in March. Mr. David Moore, Mr. Bob Bindley, Mrs. Faye Jackson, and Ms Veronique Hernandez are the staff and the key components to the sections success. Difficulty with contracting and the development in bottlenecks in supply procurement led the Commandant to recommend the re-militarization of the position of chief of the office. With the sudden departure of the civilian that was chief of S4 for a position at Ft. Bragg the academy acted on COL Seward's recommendation and arranged for a captain to take over the position early in calendar year 2006. SSG Carmen Tanner led the S4 for 4 months until CPT Hernandez arrived in late March 2006.

Major Accomplishments

Procurement

The S4 supported the World Class Academy Initiatives. In doing so it spent 100% of USASMA's FY06 budget by the end of year closeout. The contracting officer representative ensured all vendors were paid as they processed $11 million in contracts for the academy.

Inspections and Compliance

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

Lesson Management and Distribution Center

The LMDC consolidated over 80,000 publications valued at over 200K and continue to save time, money and effort each and every year. The continuous hard work of a multi-talented staff allows the employees of the S4 to flourish as the premier example of how a staff should operate.

REENLISTMENT NCO

Mission

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

Staff

SSG Catherine M. Harris was the re-enlistment NCO throughout 2006.

Accomplishments

The academy did not meet its quota for each quarter during 2006. The Department of the Army increased the re-enlistment quotas for the academy in 2006. The academy met its quota in both the first and second quarters but failed to meet them in the third and fourth quarters.

EQUAL OPPORTUNITY ADVISOR

Mission

The Equal Opportunity Office ensured equal opportunity and fair treatment for military personnel, family members and DA civilians without regard to race, color, gender, religion or national origin. It sought to provide an environment free of unlawful discrimination and offensive behavior.

Staff

The Equal Opportunity Office was manned by one person. SFC Alice R. Sumpter was the EO Advisor through 2006.

Major Activities

Ethnic Observances/Special Commemorations

Each school year the EO Advisor coordinates observances presented by the Sergeants Major Class or other elements of the academy. They included Martin Luther King Day, Black History Month, Women's History Month, the Asian/Pacific Islander Heritage month and the April Days of Remembrance.

Consideration of Others and Sexual Harassment Training

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

The EOA was the link between the company Equal Opportunity Representatives (EOR), Fort Bliss, and Combined Arms Center (CAC) EOAs.

Staff Assistance Visit (SAV)

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

STUDENT AND FACULTY BATTALION

Mission

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

Organization and Staffing

CSM Richard Clem, Battalion Commander, Student & Faculty Battalion served in this position until 23 October 2006; he PCSed and was replaced by CSM Darieus ZaGara. The S&F Battalion was composed of a Battalion Executive Officer, Chief Instructor, Staff & Faculty Development, Spouse Leadership Development Course, Personnel Administrative Center (S-1), Security (S-2), Battalion Operations (S-3), International Military Student Office (IMSO), the Test Control Office, A Company and B Company.

The S&F Battalion was comprised of the following personnel. SGM Ileana Puertas serves as the Battalion Executive Officer. The Chief Instructor for USASMA was SGM Manuel Estrada. Ms. Bonnie Pyke served as the Chief, Staff & Faculty Development, along with SGM Terry Corner, SGM Letha Lawson and SGM Linda Richardson were responsible for the Spouse Leadership Development Course. The S-1 NCOIC was MSG Peter Robles and the S-2 was run by Mr. Isaac Chapa. Mr. Charles Guyette serves as the Chief, Operations consisting of six personnel. The Director, IMSO was Ms. Callie Edwards, and the Test Control Officer was SGM Timothy Olds. A Company was responsible for the training, health and welfare of the students in the Sergeants Major Course. The Company Commander was first CSM ZaGara followed by CSM Michael Huffman, and the Company First Sergeants were ISG Michael Clowser followed by 1SG John Ball. B Company was comprised of the First Sergeant Course, Basic Noncommissioned Officers Course Common Core Phase (BNCOC), Battle Staff Noncommissioned Officers Course (BSNCOC), and the Digital Training Division (DTD). The Company Commander was CSM Edwin Moten, and the Company First Sergeant was 1SG Quentin Cormier.

Major Activities

Student & Faculty Battalion

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

Compact Disk for the Command Sergeants Major Course

The Battalion created a Command Sergeants Major Course Disk to aid new CSMs entering the field upon completion of the Command Sergeants Major Course.

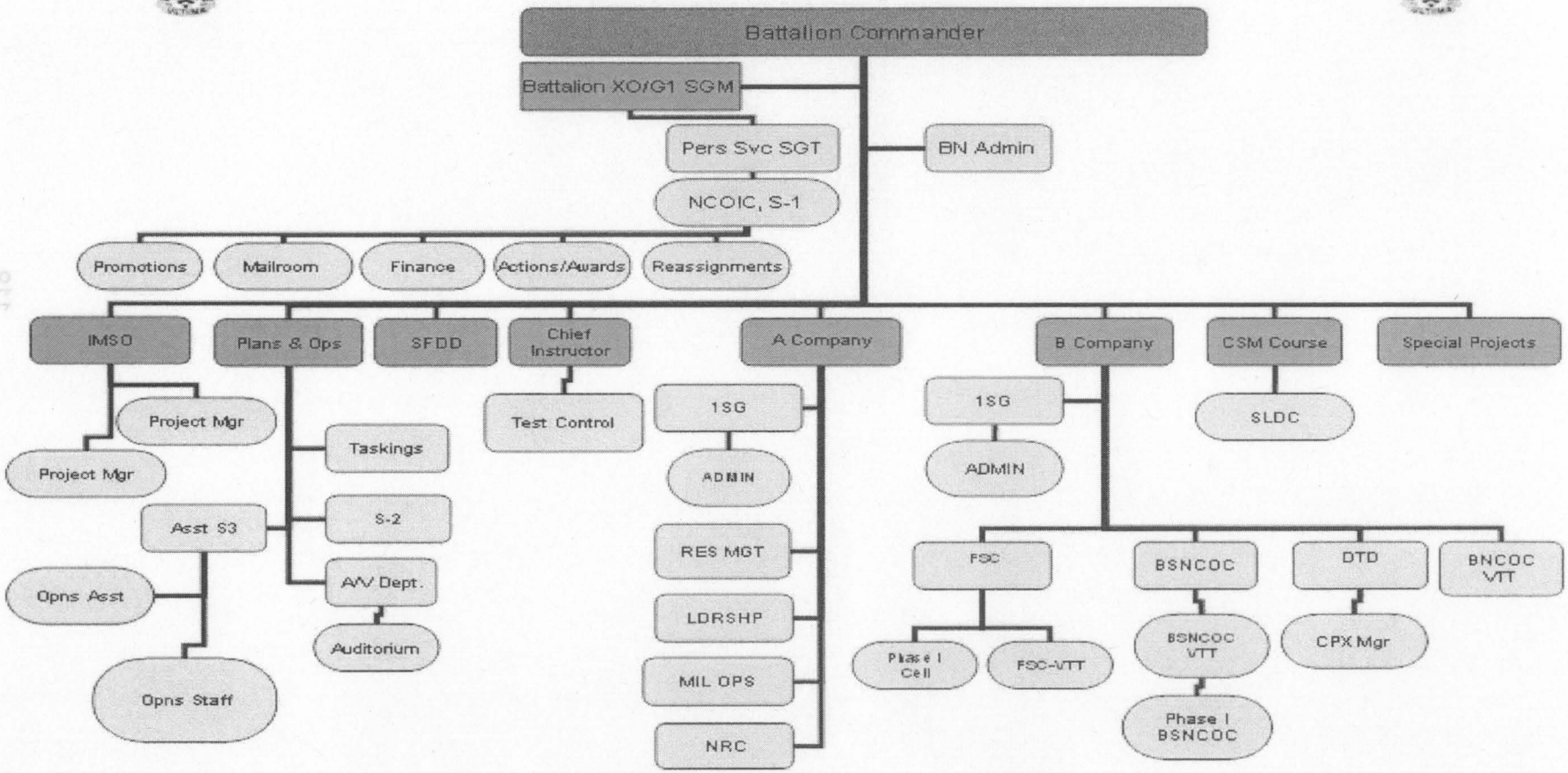
Mentoring for First Sergeant Course Students

The academy hosted three international students for the first ever First Sergeants International Mentorship Program.

Wounded Warrior Program

The battalion sent representatives in support of the Wounded Warrior Program. One Wounded Warrior was selected to attend Class 57.

U.S. Army Sergeants Major Academy
Battalion Headquarters



CHIEF INSTRUCTOR

Mission

The Office of the Chief Instructor moved under the Staff & Faculty Battalion upon its reactivation in July 2005. The function of the Chief Instructor was expanded from covering Sergeants Major Course to accommodating all of the courses provided at USASMA.

Organization and Staff

SGM Manuel Estrada was the Chief Instructor throughout 2006.

Major Activities

Class 56

The Faculty Advisor Train Up was conducted two weeks prior to the beginning of Sergeants Major Course, Class 57. New Faculty Advisor training was conducted during June and July 2006. AARs were conducted at the end of each phase and some of the results were incorporated in the TSP. Staff Rides were conducted in February 2005 and the CPX was conducted in April. The CPX began on Wednesday at noon and finished on Friday at noon. The class was divided in three shifts and they went around the clock for two days.

Non-resident Courses 30, 31, 32

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

BATTALION EXECUTIVE OFFICER

Mission

The S1 provided administrative support to the staff and faculty, the Sergeants Major Course, the Battle Staff and first Sergeants Course and the Sergeants Major Non-resident Course.

Organization and Staff

The Si consisted of the G1, SGM Ileana Puertas. The Personnel Administrative Center (PAC) consisted of one Sergeant First Class, one Sergeant, three GS-5 administrative clerks and one GS-4 mail clerk. The S1 serviced over 1500 students and staff during the normal course cycle. The military cadre consisted of 146 enlisted, five officers, 11 ARNG, eight USAS, five EAD's and 60 civilian staff members. The academy also had five exchange instructors overseas in Germany, Singapore, Canada, the Netherlands and Australia. Two other instructors were at the sister service senior NCO academies – one at the Air Force academy at Maxwell Air Force Base and the other at the Navy academy in Newport RI.

Major Events

During the last three years the S1 personnel turnover was high due to the loss of military positions and no compensatory authorizations for the hiring of civilians.

S-2

Mission

The USASMA S2 provided 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 was also responsible for management of the personnel security program which includes the verification and validation of security clearances, transmission of credible derogatory information and offered assistance in the completing of security investigations for all soldiers and civilians assigned to the United States Army Sergeants Major Academy.

Organization & Staff

Mr. Isaac Chapa performed duties as the USASMA security manager for the entire year.

Major Activities

2006 SMA Nominative CSM Conference

USASMA hosted the yearly SMA Nominative CSM Conference on 6-12 January 2006. For the event over 300 guests needed to have their security clearances verified prior to arriving at the academy. The tedious task of verifying the clearances was done by Mr.Chapa. Since the conference played host to many high ranking officials including many former SMAs and the current SMA, Kenneth Preston, extra security measures were implemented and coordinated by Mr.Chapa. During the conference attendees received classified briefs from Army G3 LTG Lovelace, and the Joint IED (improvised explosive devise) Task Force Commander, Brigadier General Daniel B. Allyn. To prepare for the brief Mr. Chapa's managed a security committee tasked with conducting roving patrols and providing guards at the doors. They ensured that all guests attending the brief had active clearances and prepared the venue to meet the requirements that are set to hold a classified brief.

Annual Security Inspection

On 13 June 2006 the S2 received its annual Staff Security Inspection by the DPTMS (Directorate of Plans, Training, Mobilization and Security [Fort Bliss]) Security Division. The inspection determined that all areas were in accordance with all pertinent regulations.

Class 57 In-Processing

Mr. Chapa in-processed over 600 students and initiated five security investigations for Class 57 students that arrived with clearance issues. Mr. Chapa also

conducted a mass in-brief for Class 57 which included subjects such as OPSEC (Operations Security), personal security, SAEDA (Subversion and Espionage Directed against the U.S. Army and Deliberate Violations of Security), foreign travel, and an inmate brief. This was the first year that the PERSCOM (Personnel Command) Sergeants Major Branch required security clearance verification prior to accepting students to the Sergeants Major Course and it greatly reduced the number of security clearance issues normally experienced with a new class.

Security Education

Class 57 and all staff & faculty completed all required security education requirements. The annual training requirements of OPSEC, SAEDA, and Anti-Terrorism were spread throughout the year utilizing different instructional techniques, i.e., guest speakers and online training. The training was verified to ensure that USASMA was 100% trained and all training requirements were met.

Reserve Component Brief

On 25 April 2006, Mr Chapa briefed the incoming Reserve Component students of Class 57 on the security clearance requirements for the course.

OPERATIONS (S-3)

Mission

The USASMA Operations Section served 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. Its additional responsibilities included managing and reviewing the long and short range training calendars to assure optimal support of the SMC, NRC, 1SG Course, and BSNCOC by providing the necessary logistical support as required and by minimizing scheduling conflicts for facilities usage. The USASMA Operations Section provided logistical support for a student body of over 1800 students per year, a staff and faculty of 230 military service members, and 60 civilian employees.

Organization and Staff

Mr. Charles Guyette performed duties as the USASMA Operations Chief for the entire year. The Operations Section started the year with a revamping of the section into two smaller sections tasked with specified duties. Plans & Operations was supervised by SGM Wayne D. Sharp and exclusively worked taskings and daily operations of the section. Throughout the year the Plans & Ops section was aided by SGMs Letha Lawson and James D. Hamilton, MSG Jose M. Villarreal and SFC Charles E. George. They served as assistant operations NCOs during various months in 2006. The other section, Training Management, was supervised by SGM Rudolpho G. Garza for the entire year with aid from Operations Specialist Mrs. Bridgette Jordan. The mission of the Training Management section included the coordination of guest speakers, facility issues, ceremonies and training schedules for the SMC, BSC and FSC.

Major Activities

Sergeant Major of the Army Nominative CSM Conference

USASMA hosted the yearly SMA Nominative CSM Conference on 9-12 January 2006 at the Biggs Army Airfield Centennial Club. Sergeant Major of the Army Preston hosted numerous guest speakers including Vice Chief of Staff of the Army, General Richard A. Cody, Secretary of the Army, the Honorable Dr. Francis J. Harvey, Joint IED Defeat Task Force Commander Brigadier General Daniel B. Allyn, Army G3 Lieutenant General James J. Lovelace, and Chief of Chaplains Major General David Hicks. USASMA S-3 coordinated transportation, billeting and audio visual support for over 300 guests in support of the Conference. The highlight of the Conference was the SMA Panel which consisted of a question and answer session between the students of the Sergeants Major Course Class 57 and three former Sergeants Major of the Army.

Army's top NCOs answer call to duty

STAFF SGT. KRISHNA M. GAMBLE
The NCO Journal

More than 300 senior noncommissioned officers representing the active and Reserve components converged on Biggs Army Airfield Monday through today to participate in the 6th Sergeant Major of the Army Nominative Command Sergeants Major Conference hosted by the 13th Sergeant Major of the Army Kenneth O. Preston.

The conference brings together the Army's most senior enlisted NCOs and provides them with an opportunity to interact with their peers and receive briefings and updates on current military issues from senior Army leaders.

Guest speakers for the opening day of the conference included the Secretary of the Army Dr. Francis Harvey and Vice Chief of Staff of the Army Gen. Richard Cody.

Preston opened the conference thanking everyone for attending and urged them to "think and listen" and to "try and understand the Army from the big picture" as they went about their business during the four-day event.

"You represent the 1.3 million men and women who have dedicated themselves to defending our great Nation and our way of life," said Preston. "Your input [here] demonstrates your individual commitment to improving our great noncommissioned officers corps."

During the conference, senior enlisted leaders were challenged to recommend solutions to difficult issues affecting the Army, particularly issues traditional to the NCO Corps such as recruiting and retention, morale, family programs and education. Preston placed a large emphasis for the conference on necessary changes to the NCO education system, stating that he wants to ensure NCOES is adaptive, innovative and effective at providing NCOs with the tools they will need to be successful on the battlefield. He also noted that the Army is faced with a lot of factors that will impact the future force.

"This past year continued to challenge our Army and our nation. We were fully engaged in the global war on terror while at the same time conducting a monumental troop rotation and the biggest transformation the Army has seen since World War II," Preston said. "That transformation is going to change the way the Army does business in a very short time. It is absolutely key, that we as senior leaders develop a senior enlisted structure in line with a transformed Army. Our new structure will require senior enlisted leaders with intelligence, experience and training. This is what we're here to discuss."

Besides the major emphasis on NCOES, attendees received briefings and updates on safety issues, intelligence, operations, National Guard and Reserve issues, IED task force, base realignment and closure, brigade combat team stationing and semi-centralized promotions.

Following the major briefing and updates the attendees broke out into groups consisting of components and major commands to discuss specific issues associated with their particular groups. These working groups briefed their issues and recommendations to the assembly on the final day of the conference.

A first for this year's conference was the inclusion of the sergeants' major spouses, who were briefed on child and youth services, family wellness programs, Army schools, and deployment and redeployment issues.

The conference also served as a reunion of sorts. Eight former sergeants major of the Army also attended the conference: William O. Wooldridge, who was the first sergeant major of the Army taking office in 1965; George V. Dunaway; William C. Bainbridge; Glen E. Morrell; Julius W. Gates; Richard A. Kidd; Robert E. Hall; and Jack L. Tilley.

While attending the conference, the former sergeants major of the Army also participated in an open discussion with the Sergeants Major Course Class 56 students.

Preston uses the information garnered from the conference to propose changes that will improve the Army's education, training and operations.



PHOTOS BY DAVE CROZIER

More than 300 senior noncommissioned officers representing the active and reserve component spent four days at Biggs Army Airfield this week attending the Sergeant Major of the Army Nominative Sergeants Major Conference. The senior NCOs received briefings and updates on an array of Army issues including NCOES, Army transformation, IED Task Force and more.

Sergeants Major Nonresident Course

The opening ceremony for the Sergeants Major Nonresident Course was conducted on 18 June 2006 in the East Auditorium of the Kenneth W. Cooper Lecture Center at the United States Army Sergeants Major Academy. The guest speaker for the opening ceremony was Major General William D. Wofford, Deputy Commanding General, Reserve Component, FORSCOM. The NRC Course graduated over 590 students on 30 June 2006 at the East Auditorium of the Kenneth W. Cooper Lecture Center at Fort Bliss, Texas. The guest speaker for graduation was CSM Marvin Hill, I Corps Command Sergeant Major.

Class 57 Opening Ceremony

The opening ceremony for Class 57 was held in the East Auditorium, Kenneth W. Cooper Lecture Center, United States Army Sergeants Major Academy, on 11 August 2006. The Guest speaker for the ceremony was the Sergeant Major of the Army Kenneth Preston. He addressed the 649 students attending the Sergeants Major Academy Course and the over 200 guest and family members who attended. Immediately following the opening ceremony, Class 57 hosted a reception at the Centennial Club on Biggs Army Airfield. Entertainment for the event was provided by the Old Guard Fife and Drum.

Safety Day Activities

USASMA's annual safety stand-down day was held at Biggs Army Airfield, Biggs Park, on 31 August 2006. Activities commenced at 0600 with a motivational run led by the Post Commander, Major General Robert P. Lennox, the Post Sergeant Major, Stanley Davis, the Commandant, Colonel David Abramowitz and Command Sergeant Major James Dale. Activities continued at 0900 hours at the Kenneth W. Cooper Lecture Center. Guest speakers included individuals from the Fort Bliss Safety Office, the El Paso Parks & Recreation, and the El Paso Police Department. In addition to the guest speakers, several community agencies set up displays at Biggs Park and provided valuable information on safety related matters to all in attendance. Military and local community agencies that participated included: the Fort Bliss Wellness Clinic, Ft. Bliss Military Police, Fort Bliss Fire Department, El Paso Zoo, the WBAMC Clinical Dietetics Section, U.S. Army Dental Activity, and the American Red Cross.

Town Hall Meeting

On 18 August 2006 USASMA hosted a town hall style meeting addressing the concerns and issues of the students of SMC Class 57. The event was held in the East Auditorium and was led by the Garrison Commander Colonel Robert T. Burns.

Special Taskings

Throughout the year, Soldiers of USASMA had been tasked to provide their expertise and experience to the fight against the War on Terror. SGMs Peter Robles, Joseph E. Vargo, Mark Kelley and MSGs Singn C. Horn and MSG Dwight Cobb were

tasked in support of Operation Enduring Freedom. 01 April 2006 thru 28 May 2006 USASMA supported a Mobile Training Team to Poland. The Sergeants Major Academy provided 5 senior enlisted advisors to evaluate the training of Poland's Noncommissioned officers.

Christmas Tree Lighting Ceremony

On 14 December 2006, USASMA hosted the annual Christmas tree lighting ceremony. The Commandant of USASMA Col. David Abramowitz spoke to the attendees and officially kicked off the beginning of the Christmas (Exodus) break.

Hall of Honor Induction Ceremony

On 05 May 2006 a special ceremony was conducted paying homage to individuals (military, civilian and international) who made significant and long lasting contributions to USASMA and the NCOES system. The guest speaker for the event was Brigadier General John E. Seward, former Commandant of the Sergeants Major Academy.

TEST CONTROL OFFICE

Mission

The Test Control Office was responsible for receiving, reproducing, serial numbering, safeguarding, inventorying, distributing, grading and destroying all exams and graded practical exercises for the Sergeants Major Course, the First Sergeant Course and the Battle Staff Course. The test control officer also conducted a statistical analysis on every graded exam and notified the Directorate of Training and Development and the Quality Analysis Office of any questionable questions so they could review them and either justify them or rewrite them.

SGM Olds also served as the USASMA billing official. The billing official oversaw the academy's Government Purchase Card Program. He was responsible for all micro purchases (under $3,000) made with the government credit cards. He supervised the seven credit card holders and approved all credit card purchases for supplies and services.

Staff

SGM Timothy A. Olds served as the test control officer and billing official throughout 2006.

Major Activities

Inspections

Inspection of the Test Control Office found no deficiencies in 2006. Similarly, the Ft. Bliss Directorate of Contracting and personnel from the Combined Arms Center inspected the credit car program and commended it as outstanding.

Purchase Volume

In 2006 the billing official approved and certified over $600,000.00 in purchases.

COMMAND SERGEANTS MAJOR COURSE
&
SPOUSE SEMINAR

Mission

The Command Sergeant Major course (CSMC) and Spouse Seminar is a 5 day course that was integrated with the Pre-Command Course (PCC) and Command Team Seminar (CTS) conducted at Fort Leavenworth, Kansas. PCC, CSMC and CTS are the Chief of Staff of the Army's programs and their missions are to assists command selects, Command Sergeant Majors and their spouses in preparation for command.

Organization and Staff

SGM Reginald Daniel was the Manager for the course – January 2006 - December 2006. LTC Alfred Dodson was the SCP operations officer - January 2006 - December 2006. Guest Facilitators included Brigade CSMs, Nominative-slated CSMs and VIPs like SMA (R) Tilley.

Mr Scott McCoy is the Manager of the Command Team Seminar (CTS).

Major Events

Relocation of the Course

In December 2004 LTG Wallace, Commander Combined Arms Center (CAC), and SMA Preston directed a study to determine the feasibility of integrating CSMC with the Brigade and Battalion Pre-Command Course (PCC) conducted at Ft. Leavenworth. The study also looked at integrating the CSM Spouses Seminar with the officer's spouse's seminar, known as the Command Team Seminar (CTS). The study determined that there would be some value added for both the CSMs and the Battalion Command selects of the common pre-command experience, particularly if those going to the same command could attend the same course.

In 2005 LTG Wallace decided to run a pilot program of a combined PCC and CSMC at Fort Leavenworth. The pilot program would cover one years' worth of classes (12) during FY 2006. USASMA stationed SGM Daniel at Fort Leavenworth to coordinate the activities and manage the incoming CSMs and the guest instructors / senior mentors. The pilot was very successful. The only thing that could have made it a better experience would be always having the new CSM and new commander attend the course at the same time.

Course Characteristics

CSMC

During CSMC the students attend a variety of briefings provided by the senior leaders of the Army that provides the strategic view of what is currently happening that affects soldiers. The CSMs participate in small group discussions with the battalion and brigade commanders, providing a senior enlisted view to subjects like unit assessment and leader development. Additionally, the students participate in several breakout forums with senior CSMs and discuss contemporary issues such as transition issues confronting a new brigade command team, interpersonal relations with the commander, assignment and utilization of Soldiers, the running of Noncommissioned Officer Evaluation Report (NCOER) boards, development of Noncommissioned Officer Development Programs (NCODP), sponsorship programs, a CSM forum covering contemporary issues and the USASMA CSM brief. Finally, the CSMs participate with their spouses during selected CTS seminars dealing with Family Readiness Groups and unit Trauma.

Spouses' Seminar

The spouses' seminar has merged with CTS. During CTS the spouses participate in discussion groups concerning the role of the spouse in the command team, how to manage an FRG, handling trauma within the unit and all of the resources available to the spouse to assist them. They also receive briefings from IMCOM, the chaplain and other senior leaders and spouses providing resources and advice.

Number of Students and Classes

There were 12 classes offered in FY 2006 and 216 CSMC graduates. Eighty-two spouses graduated.

360 Degree Assessment

COL Abramowitz and CSM Dale fought successfully during the year to obtain funding for a 360 degree assessment for the CSMC students. This assessment was offered as matter of course to the officers at the War College and to the officers in the Pre-command Course. It seemed only fair that it be extended toe the CSMC students also.

The 360 program includes tailored leader assessment, coaching and executive feedback to improve leader performance based upon defined competencies, skills and leader behaviors. The 360 degree approach involves obtaining information about the individual's performance and leadership style from subordinates, supervisors, peers and the individuals themselves. The 360 program takes assessments of personnel ranging from sergeants to general officer on their leadership abilities. The Army's elite Special Operations Forces have used the 360-degree leadership assessment and feedback

approach successfully to identify the strengths and weaknesses of noncommissioned and commissioned officers, and to target specific improvements.

Three versions (Commander, Staff Officer, and NCO) of a scientifically valid and reliable leader assessment instrument were developed. The instruments are based on the leader competencies to be published in FM 6-22, *Army Leadership*. A civilian version of the instrument was produced. A developmental leadership action guide was developed to assist feedback interpretation and development of an individual development plan. Program evaluation instruments were developed to assess individual leaders' perceptions about the multi-rater process.

The Center for Army Leadership continues to evaluate options for employing multi-source assessment instruments for Army-wide use and is coordinating implementation policy with the Army G3 (DAMO-TRL).

SPOUSE LEADERSHIP DEVELOPMENT OFFICE

Mission

Our mission was to educate all USASMA spouses about the importance of being knowledgeable, confident and proactive leaders in the Army and civilian community.

Organization and Staff

The staff consisted of SGM Linda Richardson. The course provided training on Personality Type, Benefits and Entitlements, Communication Skills, Public Speaking, Public Affairs, Health Awareness, Family Readiness Group, Volunteer Management, Conflict Management, and Protocol. It was a 42 hour course. This course was not a DA recognized course. DOTD started the process of writing the Program of Instruction towards the goal of having the course become a funded course. The course utilized instructors from USASMA and volunteers from outside agencies to teach the course. In addition to the leadership course, we offered Conversational Spanish and Computer Skills courses.

Major Events

In calendar year 2006, the SLDC conducted 5 courses, graduated 80 spouses. The Computer Skills Course was conducted 4 times, graduating 87 spouses, and the Conversational Spanish Course was conducted 3 times, graduating 47 spouses. On 26-28 June 2006 we conducted the first course for the Nonresident Sergeants Major Course spouses. It was a 19 hour seminar and graduated 10 spouses. At the beginning of Class 56, SGM Richardson organized the Spouse Orientation for Class 56 which was attended by over 200 spouses.

Miscellaneous Events

This office also assisted in the registration and logistics for the annual Senior Spouse Leadership Seminar sponsored by the Army Family and Morale, Welfare and Recreation Command. It was attended by 50 spouses from USASMA and 25 spouses from the Reserve Component from around the nation.

In 2006 this office assisted with the logistics for the Spouses Conference during the annual SMA Nominative Conference, hosted a luncheon and tour, and on the last day hosted a panel of those spouses to address the Class 56 spouses.

After the Dedication of the Hall of Honor ceremony, SGM Richardson hosted the spouses on a tour of the newly renovated Plaza Theater and a luncheon at the Camino Real Hotel.

This office also assisted with the logistics for the Reserve Component Orientation Spouses Conference held at the Radisson Hotel in April 2006.

USASMA trains Soldiers, spouses

MASTER SGT. TROY FALARDEAU
USASMA Class 57

Wives and husbands of Soldiers are often asked to assume mission-essential, but volunteer responsibilities in the Army community – often with only their life experiences to guide them. The U.S. Army Sergeants Major Academy provides training to senior enlisted spouses to make the task easier for them and more beneficial to the Army.

Spouses of Class 57 students, including international students, are eligible to attend the Spouse Leadership Development Course. The course offered is a seven week, 42-hour course to help them understand and assist the Army community with topics such as communications, personality styles, effective listening and public speaking. The training also provides leadership skills which enhance their personal and professional lives. It is managed by Sgt. Maj. Linda Richardson, a member of the USASMA staff. She and volunteer instructors from the Fort Bliss community teach most of the classes.

"Many of the students who attend this course seek more confidence or knowledge to take on leadership positions in the Army community and to coach and mentor junior spouses, said Richardson. "We want to help them gain that, since they are a vital part of the leadership team."

"These senior enlisted spouses are role models, younger spouses in units look up to them for guidance and support. They think the wife or husband of a sergeant major or command sergeant major knows everything. The truth is some of them have been married to their Soldier for only six months or may have never been asked to play an active role in their previous commands."

Richardson conducts the course five times a year with up to 20 students per class. The class meets twice a week for three hours. Although the class has been taught for several years, it continues to evolve. This year's class, includes a health awareness component – which mirrors one of the additions to the Sergeants Major Course. Spouses can do a health screening and then discuss their results, one-on-one, with a health care professional from the USASMA Health Promotion Office, and with assistance from William Beaumont Army Medical Center.

A common theme among students is the importance of being given a voice. Gloria Coronado, wife of Command Sgt. Major Edgardo Coronado, said the classes she took gave her, "confidence to say what needed to be said," as well as the knowledge to do her job more professionally. As a former drug and alcohol abuse counselor for a nonprofit organization in California, she said she knows first-hand the importance of those two skills; she had to use them when she was asked to provide moral support to the wife of an officer from a previous unit when her husband was killed in Iraq.

STAFF AND FACULTY DEVELOPMENT DIVISION

Mission

The mission of SFDD was to provide quality training, education, and professional development that supported improving the skills and abilities of all USASMA personnel to better perform their current and future duties. This training included but was not limited to the Automated Systems Approach to Training Course (ASATBC); Coaching for Commitment (C4C); Contemporary Operational Environment (COE); Guided Experiential Learning (GEL); Human Resources (HR) for Supervisors; Leadership, Education, and Development (LEAD) Course; Systems Approach to Training Basic Course (SATBC), Small Group Instructor Training Course (SGITC), Senior Training Managers Course (SMTC), Total Army Instructor Training Course (TAITC), Test Development Workshop (TDW), and the Video Tele-training Instructor Training Course (VTTITC).

Staff

Bonnie Pyke performed duties as the Chief of the Staff and Faculty Development Division (SFDD) in 2007. SGM Terry Corner joined the office in Jul 06.

Major Activities

During 2006, SFDD trained or coordinated training for approximately 392 Soldiers and civilians: 12 in ASATBC, 49 in C4C, 46 in COE, 18 in Guided Experiential Learning (GEL), 2 in Human Resources (HR) for Supervisors, 3 in Leadership, Education and Development (LEAD), 66 in SATBC, 55 in SGITC, 1 in the Senior Training Manager's Course, 46 in TAITC, 16 in the Training Developer Middle Manager's Course, 24 in the Test Development Workshop (TDW), and 36 in the VTT ITC.

INTERNATIONAL MILITARY STUDENT OFFICE

Mission

The mission of the International Military Student Office (IMSO) WAS to create the conditions and climate for sustained professional growth and success; provide and coordinate support for the world's best international military students and promote a favorable impression of the American way of life; and to support the Security Assistance Training Program (SATP) objectives through:

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

Staff

The staff consisted of four people by the end of the year. Military positions in the USASMA International Military Student Office were civilized to reflect a GS-12, 3 GS-9s, and GS-5. Louis Salas left the office late in the year to take a human resource position in private industry. Freddy Escamilla replaced him. The staff then consisted of:

Callie M. Edwards – Director, International Military Student Officer
Freddy Escamilla – IMSO Sponsorship Program Manager
Joyce Stophel – Field Study Program and Training Manager
Tracye Nelson – International Military Program Specialist

Major Activities

First Afghan Attendee at the Sergeants Major Course

Class 56 of the SMC included the first Afghan soldier to attend the Sergeants Major Academy. He was Command Sergeant Major Roshan Safi from the newly-formed Afghanistan National Army.

English as a Second Language (ESOL) Instruction

Gloria Abramowitz, wife of USASMA Commandant David J. Abramowitz, volunteered to teach ESOL to the wives of International Military Students attending the SMC.

Number and Sources of International Students

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

Exchange Instructors

SGM Derek Bisson of Canada, SGM Ashley Heywood of Australia, and SGM Alfredo Leenderts of the Netherlands served as International Exchange Instructors at USASMA.

Major Projects 2006

Development and Implementation of the International Hall of Honor

The International Hall of Honor was designed to provide a prestigious and visible means of recognition to International Military Student graduates of the Sergeants Major Course at USASMA who have attained, through military merit, the highest positions in their nation's armed forces, or who have held an equivalent position by rank or responsibility in a multi-national military organization. The Hall of Honor was placed in the north wing, first floor of Bldg. 11293 outside the offices of the IMSO.

Sergeants Major Academy Hall of Honor

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

Academy Hall of Honor was located in the hallway between the two auditoriums in Bldg. 11292. The dedication took place in June.

Memorandum of Agreement on the Exchange of Military Personnel between USASMA and the Singapore Armed Forces

During the year USASMA developed and signed a Memorandum of Agreement on the Exchange of Military Personnel between the United States Army Sergeants Major Academy and Singapore Armed Forces. This program provided a system of mutual and reciprocal exchange of personnel between the two services. It was designed to further the bonds of friendship and understanding, which exist between the two services and by which experience, professional knowledge, ideas, techniques, and doctrines of both are shared for maximum mutual benefit. The exchange was scheduled to begin with Class 58 of the SMC. It calls for an exchange of instructors – one at USASMA and another at Singapore's NCO Academy.

First Sergeant Course

This course was developed for international attendance in a resident mode of instruction verses the Army distance-learning version. The Sergeants Majors Academy was responsible for developing the program of instruction.

SMC hosts international banquet before graduation

SGT. MAJ. KATHLEEN ROTH
USASMA

The International Military Student Office, U.S. Army Sergeants Major Academy, held its annual international banquet at the Centennial May 6 to recognize international students attending the Sergeants Major Course and their sponsors.

Joining the students in celebrating their accomplishments were several IMSO command group, staff and faculty members, as well as several students' family members and sponsors.

The event kicked off with a slide presentation depicting the students' nine months at the academy. After dinner, Callie Edwards, director of IMSO, and Command Sgt. Maj. Richard Clem, USASMA battalion commander, presented medals and certificates to each student for attendance and completion of the course. Each international student's sponsor also received recognition for support of their international counterparts throughout the course.



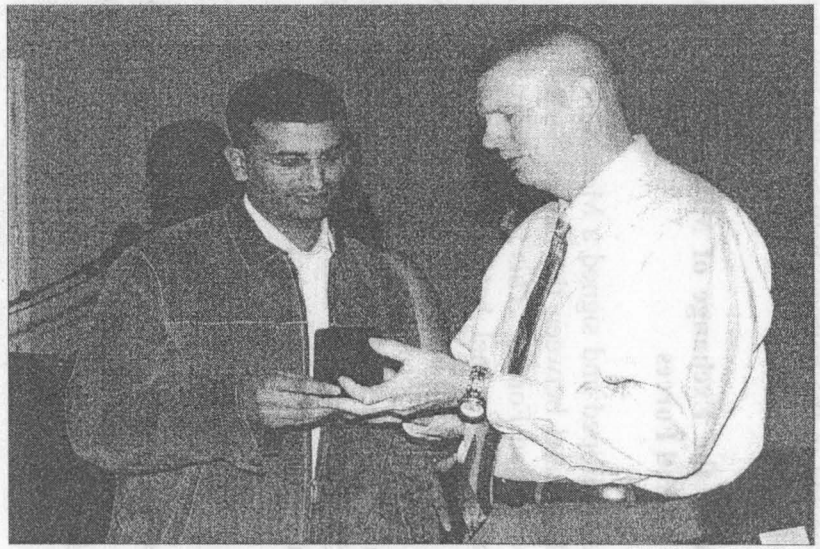
Romanian Army Master Sergeants Dorin Buhoci and Viorel Pruteanu learned the American way, especially while singing karaoke after the formal portion of the International Banquet held by the United States Army Sergeants Major Academy.

One sponsor, Sgt. Maj. Keith Bragg, who also is a Sergeants Major Course student, said his experience with Chief Warrant Officer Henry Trevor, from Trinidad, was tremendously worthwhile. Bragg said he learned a lot from Trevor and recommended all future inbound students take advantage of the experience of sponsoring an international student.

Trevor said he would not have made it through the course as successfully had it not been for Bragg's help. Having Bragg there enabled Trevor to get answers to his many questions, which helped bridge the distance that normally would separate the Trinidad native from Bragg. Trevor's home sits on an inactive volcanic island situated near the northeast corner of Venezuela.

At the banquet, the academy commandant, Col. David Abramowitz, said he was very impressed with the students and sponsors. Abramowitz said the international students have made all the other students "better leaders and Soldiers. We learn as much from them as they do from us."

Academy Commander Sgt. Maj. James Dale said he is always happy to see international students graduate because they take what they've learned back to their units and put it to work. And the partnership bolstered through the learning environment, according to him, will make the world a better place.



SGT. MAJ. KATHLEEN ROTH

Yemen Army Master Sergeant Zeyad Atef receives a medal from Command Sgt. Major Richard Clem, USASMA battalion commander. Each International student received a medal and certificate for their attendance and completion of the Sergeants Major Course, Class 56.

Dale thanked the sponsors for making the transition easier for the students. He also encouraged the international students to have their next soldier-students from their respective countries bring their spouses.

As members of Sergeants Major Course Class 56 prepare to graduate and move on, some of the international student sponsors said they will take something extra with them: close friendships that normally would never have formed.

Any inbound academy students interested in sponsoring an international student can contact the International Military Student Office at 568-9055 or 568-8763.

A COMPANY

Mission

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

Organization and Staff

The Company was made up of the Company Commander, the Company 1SG, one Admin NCO, three Senior Instructors, three Senior Trainers, and 45 Faculty Advisors (FAs) for the Sergeants Major Course. On 1 June 06 the Chief Trainer's position was reinstated. SGM Juan J. Ortiz, Jr., became the new Chief Trainer. The company had seven Course Facilitators (CFs) for the Sergeants Major Nonresident Course.

The Company Commander was CSM Darieus ZaGara at the beginning of 2006. When CSM ZaGara took the Battalion Commander position CSM Michael R Huffman replaced him as Company Commander on 23 October 2006. Huffman had been the Senior Trainer for the Leadership Division.

Sergeants Major Resident Course

Organization and Staff

The Company Commanders were CSM Darius ZaGara followed by CSM Michael Huffman, and the First Sergeant were 1SG Chancellor followed by 1SG Michael Clowser during calendar year 2006. The Leadership Division's Senior Instructor was SGM Terry Branan and the Senior Trainer was SGM Abdul Cole. The Military Operations Division Senior Instructor was SGM James Moore and the Senior Trainer was SGM Annette Mincey. The Senior Instructor for the Resource Management Division was SGM Edward Martinez and the Senior Trainer was SGM Mark Miller. The company had 45 faculty advisors.

Of the 45 faculty advisors, six were civilian contracted (MPRI) and 80% of the remaining instructors were previously Command Sergeants Majors. Having prior-service civilians and former Command Sergeants Major proved invaluable and a good decision made by the leaders of USASMA. They brought their previous SGM/CSM experiences, lessons learned, and maturity to the classroom.

Major Activities

Class 56

In April and May Class 56 graduated. There were 643 graduates. Because of the increase in the Army operations tempo cause by the wars in Iraq and Afghanistan 46 students graduated early. These students were slated to be deployed to those theaters. Class 56 was the second SMC class that released early graduates. Two hundred students received degrees while they were here (see the Education Advisor chapter). The class distinguished itself in being the third in a row to win the Commander's Cup for excellence in intramural sports.

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SPC. JOSEPH EDMONDSON

Master sergeant is frocked

Master Sgt. Jeffrey Wilson, a student at the United States Army Sergeants Major Academy, is frocked to the rank of sergeant major. The April 14 ceremony held before more than 700 students, staff, faculty and guests, recognized Sergeants Major Course Class 56 early graduates and their achievements while they attended the Sergeants Major Course. Wilson was accompanied by his family, including his wife, son, parents, sister, brother-in-law and nephew. Col. David J. Abramowitz, USASMA commandant, hosted the ceremony.

Iron Man Competition

USASMA students compete for 'Iron' titles

SGT. MAJ. KATHLEEN ROTH
Sergeants Major Course Class 56

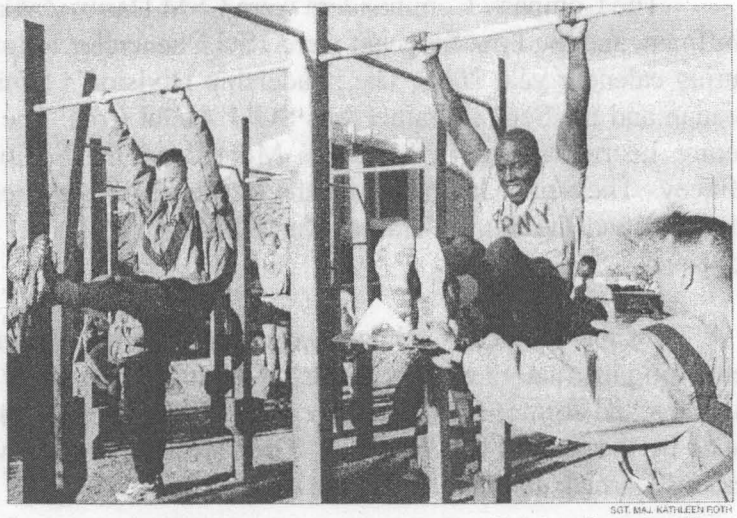
Three Sergeants Major Course students proved they have the most physically fit bodies among their 643-person student body during the recent Class 56 Iron Man, Iron Woman and Iron Person competitions.

The Iron Man and Iron Woman categories were new to this year's competition, as the SMC students previously only competed for the Iron Person award. The award was presented to the one student who scored the highest on the APFT extended scale.

Sgt. Maj. Edward Russell ran away with the overall Iron Person award, beating 19 other competitors and establishing himself as the top athlete in SMC Class 56. Sgt. Maj. Michael Grinston earned the Iron Man award, and Sgt. Maj. Paulette Nash captured the Iron Woman honor.

For the Iron Man and Iron Woman competitions, the students were graded on how well they scored on the extended scale for the Army Physical Fitness Test. In short, competitors earned one point for every six seconds they ran faster than their "max time," the time in which a Soldier must complete the two-mile run to score the maximum 100 points in that event. In addition, the athletes received an extra point for each push-up and sit-up they performed above the number of repetitions required to score the maximum 100 points in each event.

But, in the end, there can be only one Iron Person, whose stakes are a little higher. In addition to tackling the usual APFT events – push-ups, sit-ups and a two-mile run – they competed in one-minute chin-up and one-minute leg-up events. The competitors received an additional point for each properly executed chin-up and leg-up they performed. To complete a correct leg-up, the Soldiers had to hang from the chin-up bar and bring their legs up to a 90-degree angle.



SGT. MAJ. KATHLEEN ROTH

Faculty Advisor Sgt. Maj. Michael Huffman, right, checks Class 56 students Master Sgts. Wayne LeClair and Edward Russell during the Iron Person competition.

"I think [the Company A commander, Command Sgt. Maj. Darius Zagara] finally got it right when he came up with a plan not only to recognize the Iron Person, but to also have an Iron Man and Iron Woman," explained SMC Faculty Advisor Sgt. Maj. Michael Huffman. "This new system allows us to recognize three students instead of one, and makes the competition more exciting and challenging for people who are strong in more than just the three-event APFT."

The winning athletes will receive additional recognition during the SMC's May 19 graduation ceremony.

"These warriors who accepted the challenge are all heroes," said Zagara.

First joint class of Ecuador's Sergeant Major Academy graduates

AIR FORCE MAJ. CAROL MCCLELLEND
U.S. Military Group, Ecuador

MACHACHI, Ecuador – Forty-eight senior noncommissioned officers from Ecuador's military branches completed a grueling eight week course April 28, becoming the first joint class to do so.

The combined U.S. Southern Command and U.S. Army South venture accommodated 45 Army noncommissioned officers in 2005. This year's course expanded to include Air Force and Navy participants. Subjects taught included: leadership, service-specific studies, problem-solving, history, roles of the NCO, management, physical fitness, counseling, communication and the importance of the senior NCO/commander relationship. In addition to Ecuadorian and American instructors, guest speakers from both countries delivered important messages to students.

The keynote speaker for the graduation ceremony was Command Sgt. Maj. Dennis Rydell, interim command sergeant major, who flew in from United States Army South, San Antonio, to give some advice to departing students.

"It's our obligation to train and care for troops. It is our duty to serve as advisors to our commanders; it is our duty to maintain the discipline and standards of our units," he said. "There are obligations that come written in other cases. We assume them in a volunteer form, because if there is something to do – in the absence of orders, we must take the initiative to ensure the mission continues and will not fail."

Grasping the ideal of taking initiative is one thing Ecuadorian Sgt. Maj. Marco Cajamarca learned. He said in the past, one would first have to ask for authority, then they'd have to demonstrate responsibility.

"Now, we see we can be more aggressive to take the initiative and accept the fact that we don't have to be told what to do," he said. As a professional soldier for 33 years, he said he found he had a lot of military experience to offer but appreciated clarification of what he described as blurred values that were now verified.

Teaching the course was a rewarding experience for Master Sgt. Samuel Hernandez, USARSO, who said he learned as much from the students as they learned from him. "We've seen these guys start off a little shaky, not knowing what to expect, and we've seen their confidence grow. We've also seen their eagerness grow to assume leadership roles" he said.

The evening before the graduation ceremony, Army Col. Wayne Richardson, commander of the U.S. Military Group, shared some of his personal experiences to students and their spouses at a dinner. "In the U.S., we call senior NCOs in our armed forces the backbone of our military," Richardson stated. "We place lots of responsibility on them, and trust and confidence is something you build over the years." He described an NCO that took him under his wing as a young lieutenant and spoke to him directly and straight-forwardly but professionally.

"I still call him for advice because he's like a father to me and I'm like his son. I have a special love for him because that guy [who] mentored me is in fact my father." He went on to say his father served in the Air Force for more than 30 years and retired in 1979 at the highest rank of chief master sergeant.



PHOTOS BY AIR FORCE MAJ. CAROL MCCLELLEND

Interim United States Army South's Command Sgt. Maj. Dennis Rydell, places a sergeant majors course completion badge on an Ecuadorian suboficial segundo or "master sergeant" during the graduation ceremony April 28.



Col. Wayne Richardson, United States Military Group commander, presents the Iron Man plaque to the army soldier with the best physical fitness score.

Ecuadorian Training Assistance

25 July - 4 Aug 06 SGM Jose A. Madera deployed to South America (Ecuador) to conduct training for their Sergeants Major.

Polish Mobile Training Team Assistance

SGM Fieck and SGM Ortiz deployed to Poland in April 2006 where they instructed the Polish Land Forces for eight weeks on leadership and team building concepts. Over 60 Polish Senior Non-commissioned Officers graduated at the end of the MTT (mobile training team) visit.

Graduation

The graduation speaker was LTG David E. Petraeus, the Combined Arms Center Commanding General.

Class 57

Class 57 began on 14 August 2006 and graduates on 22 May 2007.

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SPC. JOSEPH EDMONDSON

(Right) To help celebrate the start of Sergeants Major Course Class 57 Aug. 17, the U.S. Army Sergeants Major Academy Chaplain, Maj. Mark Johnston, hosted an ice cream social. Some SMC students volunteered their time to help make the event a success; others relished in the moment.

Implementation of Health Assessment Program

On 8 Sept the Army Physical Fitness Research Institute began conducting briefings about the Health Assessment Program being offered to Sergeants Major at USASMA. Over 300 students and Staff and Faculty participated in the program.

Texas Veterans Home Assistance

A Company assisted the Texas Veteran's Home Association by cleaning there home and throwing a Bar B-Q on 28 October.

Validation of Training Support Packages

SGM Juan J. Ortiz developed a process to validate over 150 TSPs prior to their being taught in the class room. This ensured that what the students received in class was both applicable and accurate.

Classroom Equipment Upgrades

Thousands of dollars were spent in upgrading the classrooms, they received new Plasma TVs and a surround sound throughout the rooms ceiling.

Drill Team Assistance

SGM Elmer W. Feick and his team of evaluators' graded over four High School Drill Teams.

Instructor of the Year

SMSGT Timothy Herrick of the US Air Force from Resource Management Division was nominated and selected as the USASMA Instructor of the Year 2006.

International Students

Forty-four international students attended Class 57. The International Military Student Office administered the program.

Class 56 takes top honors for earning most college degrees

SGT. 1ST CLASS ERIC B. PILGRIM

USASMA Public Affairs

As if Sergeants Major Course Class 56 didn't already have enough honors under their belts for breaking several U.S. Army Sergeants Major Academy records, along came another one May 16: they took top honors for earning the most college and technical school degrees.

During their baccalaureate ceremony held at the east auditorium of the academy, the 264 degree holders relished in their glory.

Col. David Abramowitz, commandant of the academy, said it is the students' pursuit of education that has helped make the U.S. Armed Forces Noncommissioned Officer Corps the most professional in the world. Abramowitz likened noncommissioned officers' levels of expertise as equal to the commissioned officer corps of other nations.

"Today's NCOs, especially our most senior NCOs, are more educated and experienced than any of their peers from any period of our Army's history," Abramowitz said. "The military and civilian education that today's NCOs possess not only makes them better leaders and communicators, but more importantly, makes our NCO Corps the envy of the entire free world."

Of the 264 students who completed degrees, 51 earned associate degrees, 200 earned bachelor degrees, 12 earned master degrees and one – Sgt. Maj. Karen Bolden – earned her doctorate degree. Bolden graduated from Sergeants Major Course Class 55 and signed on with the academy staff. During that time, she was able to continue her pursuit of her doctorate degree in ministry and pastoral counseling from the Minnesota School of Theology.

Besides breaking records for the most higher education degrees earned, Class 56 also broke the record for the most countries participating in the course – 29, including Yemen, Afghanistan and Latvia, whose soldiers stepped through the academy doors for the first time; the most international students who participated – 45; and the most female students to ever attend – 104.

As the first woman president in Park University's 130-year history, guest speaker Dr. Beverly Byers-Pevitts not only connected with the fast record, she also connected with the many struggles military personnel face in earning their degrees.

"You have overcome many challenges while you were pursuing your degrees," she said. "Some of you have accomplished this while you were also full-time spouse, full-time parent, and then you were doing this very exacting [Sergeants Major Course]. Such demands make your accomplishments all the more significant and demonstrate to us the value that you place on your world, your country, your family and your education."

Byers-Pevitts said the events of Sept. 11, 2001, shaped the nation like no other event in recent history, and quoted author Thomas L. Friedman in his book, The World is Flat, when she encouraged the students to be the new generation of great thinkers that solve many of the problems previous generations failed to solve: "While your lives have been powerfully shaped by 9/11, the world needs you to be forever the generation of 11/9 ... the generation that wakes up in the morn and not only imagines that things can be better but also acts on that imagination every day."

The entire student body stood, loudly applauded and walked across the stage with a new degree.



SGT. ERIC B. PILGRIM

Dr. Beverly Byers-Pevitts, left, hands a mock diploma to Sgt. Maj. Karen Bolden, who recently earned her doctorate degree in ministry and pastoral counseling from the Minnesota School of Theology. Along with Bolden's doctorate degree, 51 students earned associate degrees, 200 earned bachelor degrees and 12 earned master degrees.

NON-RESIDENT SERGEANTS MAJOR COURSE (SMNRC)

Mission

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

Organization and Staff

The Chief Instructor of the Non-resident Course was SGM John Mahany. Other members of the staff were:

SGM Leo Adams Jr.	Course Trainer
SGM Judith Ackerman	Course Facilitator (Retired Nov 2006)
MSG Jason Ashley	Operations Sergeant
SGM Lance Babcock	Course Facilitator
SGM Dante Cacal	Course Facilitator
SGM Faithette Foremen	Course Facilitator
SGM Teresa Irizarry	Course Facilitator
SGM Lana Labay	Course Facilitator (PCSed Oct. 2006)
SGM Michelle Mebane	Course Facilitator
SGM David Taylor	Course Facilitator

Major Activities

The SMNRC Phase I Class 33 began 1 April 2006 with 1009 students enrolled. The SMNRC staff planned, designed and implemented new lesson material for Class 33 using the new "Blackboard Academic Suite." Mr. Joe Pratt, MSG Jason Ashley and the SMNRC staff also designed a new student data base named the "Army Training and Learning Assessment System" (ATLAS) for Class 33.

The SMNRC Phase II Class 1-06 resident course began on 15 June 2006 and graduated 30 June 2006, with 652 students completing the course. Class 1-06 was the first SMNRC class to conduct a command post exercise (CPX). The key note speakers for class 1-06 major events were: MG William D. Wofford – opening ceremony; US Navy CMDCM (Command Master Chief) Steven Juskiewicz, Commandant of the US Navy Senior Enlisted Academy – graduation dinner; and CSM Marvin L. Hill, First US Army, Ft. Lewis, Washington – graduation ceremony.

In October 2006 the Army awarded a 1.5 million dollar contract to Cubic Applications, Inc. to re-design and convert over 100 lesson hours of the SMNRC course from TSP format to interactive multimedia instructions (IMI) format.

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 and CSM Edwin D. Moten was the Company Commander and the First Sergeant was 1SG Quentin Cormier. The Instructor of the Year Award went to MSG Quentin K. Brown of the Battle Staff Course.

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.

Course Structure

The course consisted of two phases. Phase I contained 31 self-study lessons and an examination upon completion. Phase II included three weeks of interactive small-group instruction at Fort Bliss (USASMA) or at certain National Guard centers in the United States or by video tele-training (VTT) at locations worldwide.

First Sergeant Course (Resident)

Organization and Staff

Chief Instructor:
SGM Artez Lamar: August 2006 – December 2006

Senior Instructor:
MSG(P) Robert Gains: January – October 2006
MSG Ismael Vazquez: October – December 2006

Instructors Assigned in 2006
SGM Troy Miller
SGM Jeffery Watts
MSG Robert Aldenberg
MSG Ritchie Green
MSG Demetrius Hopkins
MSG Kendall Owens II
MSG Rosa Rivera
MSG Timothy Travis
MSG William Young

Major Events

Number of Classes and Students

The resident course graduated 353 students in ? classes during the year. For the first time international students attended. Over 20 international students attended. The

first pilot class finished in April with students participating from Slovenia, Hungary and the Czech Republic. In September another class graduated students from the Czech Republic, Estonia, Hungary, Slovakia and Jamaica. A total of 12 international students graduated including a student from Macedonia. The international students had come to the academy to participate in the Sergeants Major Course. Participation in the First Sergeant Course was an added bonus.

International Mentorship Program

CSM Clem, the battalion commander, instituted a mentorship program for the international students in the Sergeants Major course and the first Sergeant Course. CSM Clem arranged with the air defense units on main post to have the first sergeant course international students accompany an air defense first sergeant on his or her rounds for several days. The feedback from the students was that they regarded the program as one of the most valuable parts of the course.

ADA ANCOC Symposium

In February the First Sergeant Course faculty visited the Air Defense Artillery NCO Academy on main post and participated in an ANCOC class. They discussed what a First Sergeant expects from a Platoon Sergeant.

Course Revisions

In June the academy delivered FY 2007 training materials to ATSC (the Army Training Support Command). The training materials included changes to the NCOER training support package (TSP). Other changes included a new practical exercise in the Stress Management TSP and updates of reference material in all lessons.

Northrop Grumman, a contractor, began work in the latter part of the year to revise the resident course material to include a simulation end-of-course exercise that would tested IED (improvised explosive devise), combat reports and convoy procedures using FBCB2 to generate reports. The pilot of this exercise was planned for January 2007.

The faculty worked to incorporate and captured relevant issue topics ensuring that both students and instructors stay abreast of our changing Army. They utilized a lessons learned integration team to facilitate capturing lessons learned into all instruction and Assisted DOTD in the development and integration of the GEL theory, COIN and the 11 principles of the COE (Contemporary Operating Environment) for future lesson development. The instructors established a direct relationship with DOTD ensuring lessons were corrected and expedited in a timely manner.

In April DOTD completed an updating of the Sexual Assault Prevention and response lesson for inclusion in the distance learning portion of the course.

Vital to the course curriculum is the decision as to what should be in it. Periodically the academy goes out to the NCO community in a survey to determine what should be taught. This survey results in a "critical task list." The course lessons are designed to provide the training necessary for the students to be able to perform these critical tasks. In April and May the First Sergeant Course faculty helped DOTD review the list developed by the survey.

Instructor Recognition

In date? the Chief Instructor established a recognition program to honor the "Instructor of the Training Cycle" for excellence in teaching. The first instructor recognized was .

Instructor Certification

As personnel came and others departed it was necessary to provide new instructors with the necessary training. During the year seven new instructors received commendable ratings and certification.

Museum Contributions

All First Sergeant resident course students are given a tour of the NCO Museum as a part of their instruction. They are encouraged to contribute to the Museum. The effort produced $7,200 for the museum in 2006.

FSC, VTT

Organization and Staff

Chief Instructor:
SGM Fred Nordstrom: January – July 2006
SGM Artez Lamar: August 2006 – December 2006

Senior Instructor:
MSG Amaury B. Ochart
MSG(P) Shirley Johnson: August – September 2006
MSG(P) Ramzy Noel: October – December 2006

Instructors Assigned from January – December 2006:
MSG Amury Orchart
MSG Demetrius Hopkins
MSG Edward Wilson
MSG Tabitha Hodge
MSG Reginald Chancellor
MSG Richard Janice
MSG Steven Winters

MSG Larry, Daniels
MSG Ramey Noel

Major Events

Number of Classes, Students and Training Sites

The number of students who have attended the FSC, VTT for 2006 was 775. The number of FSC, VTT classes conducted in 2006 was 12. In 2006, the FSC, VTT broadcasted to 16 sites. FSC, VTT provided instructions to students located in Germany, Alaska, Hawaii, Ft. Drum, Ft. Stewart, Ft. Campbell, Ft. Polk, Ft. Hood, Ft. Carson, Ft. Lewis, Ft. Sill, Ft. Leonard Wood, Ft. Bragg, and at Ft. Knox. In May the VTT course picked up two additional classes at Ft. Eustis and at Ft. Riley. In October, for the first time ever, the academy taught the FSC, VTT to students stationed at Fort Benning.

Facilities at USASMA

In 2006, USASMA procured one additional Television Network (TNET) system to facilitate the FSC, Phase II via VTT.

Assistant Instructor Certification

In 2006, 13 Assistant Instructors were certified via VTT by the FSC, VTT staff.

BATTLE STAFF NCO 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 command posts. Noncommissioned officers learned their specific duties and became familiar with the duties of other staff sections.

Course Structure

The course consisted of two phases. Phase I contained 23 self-study lessons with an examination upon completion. Phase II included interactive small group instruction and was located at USASMA, Fort McCoy, WI, or at one of the Video Tele-training (VTT) locations certified to instruct the course. The course focused on plans, orders and annexes, graphics and overlays, military intelligence and combat service support. Each student presented a military information briefing and took part in a command post exercise (CPX). Upon completion of the course each student received the additional skill identifier (ASI) of "2S."

Organization and Staff

The Battle Staff Course had three branches. They were the BSNCOC branch responsible for training at USASMA; the BSNCOC VTT branch responsible for distance classroom training; and a Phase I branch that was responsible for administering the self-study portion of the curriculum that preceded the resident training. The Chief Instructors for the BSNCOC were successively, SGM Dennis I. Oggs (September 2005 to February 2006), MSG Quentin K. Brown and SGM Efren Ordaz. The Senior Instructors were MSG Quentin K. Brown and MSG Jeffrey L. Davis and MSG Quentin K. Brown (August 2005 to February 2006). The Chief Instructor for the BSNCOC VTT was SGM Dennis I. Oggs. The Senior Instructor for the VTT branch was MSG Mikel E. Pardue and MSG Weis. MSG Kilmer handled the Phase I workload. The various training sites distant from USASMA had staff to run their portion of the tele-training. These staff members belonged to the staff of the host location and not to USASMA.

Major Events

USASMA Enrollment

The Battle Staff Course (resident) offered six classes (375 students) and conducted one MTT classes. There were 514 seats available for the resident course and only 375 seats filled (73 %). The number of students attending the Phase II portion increased for the first time in several years. In 2005 290 students graduated at USASMA,

but 375 students graduated in 2006. The problems with Phase I that occurred in 2004 and 2005 seem to have been ameliorated in 2006; hence, the increased enrollment.

Number of Students and Classroom Site

In 2006, the Battle Staff VTT Course graduated 779 students all around the world in 19 classes. This was a substantial increase over the 604 graduates in 2005. There were 15 distance learning sites, one of which was stateside.) Several had two battle rooms. The overseas training was conducted in Korea and Germany. Each of these sites had five Battle Rooms. The BSNCOC-VTT FY 06 course schedule was successfully developed to support 1143 students around the world and we in-processed 796 students which was a 70 % fill rate. The course graduated 779 of the 796 students which was a 98 % graduation rate. During the year the academy discussed with the reserve component the possibility of offering the course at Fort Indiantown Gap in Pennsylvania.

Upgrade of Battle Staff Classrooms at USASMA

In January B Company began modernization (transformation) of the Battle Staff classrooms patterned after the Lewis and Clark classrooms at the Command and General Staff College (CGSC). The money came from end of year funds provided by the combined Arms Command (CAC) at Ft. Leavenworth. The five modernized rooms included new furniture, automation hardware and new smart boards.

BCTP (Battle command Training Program) Augmentation

In April Battle Staff personnel provided augmentation to the BCTP in support of the 25th Infantry Division (Light) Warfighter Exercise. In May the staff again provided augmentation to the BCTP in support of 1Cav Div, Warfigther. On a third occasion in December the staff provided augmentation support to the BCTP for the 2nd Infantry Division Warfighter.

Southwest Asia Common Teaching Scenario

In June, Battle Staff adopts the Southwest Asia Common Teaching Scenario. Two months later In August the staff introduced the scenario to all distance learning facilities.

Search to Expand Digital VTT

At the start of the year the Battle Staff instruction at USASMA was 100 percent digital. This was not true of the VTT instruction, however, because the academy did not possess the capability of training the ABCS system via video teleconferencing (VTC). Initially the academy believed it needed a new "server farm" to provide the necessary capacity to upgrade its VTC capability. It held the promise of making the resident and VTT battle staff training equivalent. LTC Knolton (The CAC G6) and

his staff visited the academy in May to work out a solution. The staff initially thought that use of the TAC-PAC system could provide a solution. The TAC-PAC system would be adapted to the needs of the academy and would be provided by the vendor, SecureTec. The projected cost was $585,000. CAC agreed to fund the initiative but then turned away for TAC-PAC as the way to go. The academy conducted a remote, initial VTT demonstration in September that demonstrated that other technology was available to conduct ABCS training through the VTT sites. Consequently, USASMA decided to participate with TRADOC and the Digital Training Center at Camp Dodge outside Des Moines, IA. The Camp Dodge Initiative promised to provide the capability for the academy to teach MCS and FBCB2 by VTT. In October, the Battle Staff VTT staff began the Camp Dodge Initiative, to conduct ABCS training via teleconferences. The demonstration consisted of an instructor at Camp Dodge teaching to five sites. The five sites were Ft. Benning, Ft. Bragg, Ft. Campbell, Ft. Drum and Ft. Knox. Camp Dodge did not have enough equipment to support a full schedule of VTC training immediately. They planned to have the equipment in place during the first quarter of CY 2007, however.

Battle Staff MMT to Ft. Rucker

In July the academy offered the first Battle Staff MMT (multi-media technology) class under the Army transformation initiative at Fort Rucker AL. The 32 students participated in the new Southwest Asia CPX which consisted of about 90 percent non-kinetic operations. The CPX was designed to reflect ongoing missions in Afghanistan and Iraq.

Battle Staff CPX in the Resident Sergeants Major Course

In the fall the staff developed a Baghdad CPX scenario for the Sergeants Major Course which would be used in the spring at the end of the course for Class 57.

Guided Experiential Learning Model

TRADOC selected USASMA to conduct a pilot project adopting lessons to the Guided Experiential Learning (GEL) model. In the early fall the academy was directed to incorporate the GEL model into a redesign of the Battle Staff Course. To this end TRADOC contracted with the University of South Carolina's Institute for Creative Technologies and Center for Cognitive Technologies to develop and present training to the staff at the academy. Both DOTD personnel and Battle Staff instructors completed the three day workshops in November designed to familiarize them with the new model. While the course was structured in the ASAT model, the intent was to develop 12-15 hours of GEL instruction and insert it into the course. The pilot for this redesigned course was scheduled for delivery in October 2007. The GEL redesigned material would also be used in the Captains Career Course instruction. The intent was to force students to be better cognitive thinkers.

Navy Student

In August the academy enrolled its first Navy student in its battle staff course. He was a Master Chief from Coronado, CA.

Coordination with Ft. Leavenworth Students

In September the academy completed its first mission analysis (pilot) of the Battle Staff Course via VTC with an inbound battalion commander. The intent of the academy was to develop a regular relationship with SCP and CGSC students. The intent of the analysis was to demonstrate the ability of trained NCOs in a battle staff environment.

Staff Assistance

In April CSM Edwin Moten traveled to Germany to evaluate battle staff instruction. Later, in November CSM Dale and several academy sergeants major traveled to Kuwait to assess the effectiveness of the 'battle staff academy' taught by the 3rd ID to staff NCO prior to their deployment into Iraq. The assessment team brought along copies of the USASMA battle staff courseware for the division to use.

Army Transformation Graduation

In September the Battle Staff VTT graduated its first class under the new Army transformation designation.

BSNCOC VTT

Major Activities

Number of Students and Classes

The staff conducted 19 classes at Ft. Bliss and VTT combined and trained over 2000 NCOs.

Chronological List of Developments

In the month of January, B Company began the transformation of the Battle Staff classrooms patterned after the Lewis and Clark classrooms at CGSC. In April Battle Staff personnel provided augmentation to the BCTP in support of the 25th ID (L) Warfighter Exercise. In May the Battle Staff staff augmented the BCTP in support of 1Cav Div, Warfigther. In June, they adopted the Southwest Asia Common Teaching Scenario. In July the first Battle Staff class graduated under the new Army

transformation guidelines and the staff conducted a BSNCOC MTT to Fort Rucker AL.

August, the Battle Staff VTT introduces the Southwest Asia Common Teaching Scenario to all distance learning facilities. In September, VTT graduates the first class under new Army transformation. The Battle Staff VTT began in October the Camp Dodge initiative which was a partnership with Camp Dodge Iowa to conduct ABCS training via Tele-conferences. Another augmentation support to the BCTP for the 2nd ID Warfighter occurred in December.

BNCOC COMMON CORE PHASE I VTT

Mission

The mission of the Basic Noncomissioned Officer Course Common Core Video Tele-Training (BNCOC CC VTT) was to provide training and guidance to Sergeants (SGT) and Staff Sergeants (SSG) in leadership, technical and tactical skills, knowledge, and experience needed to lead a squad-sized unit.

Organization and Staff

Chief Instructor:
SGM Fred Nordstrom: January – July 2006
SGM Artez Lamar: August 2006 – December 2006

Senior Instructor:
MSG Michael Klein: January – July 2006
MSG(P) Shirley Johnson: August – September 2006
MSG(P) Ramzy Noel: October – December 2006

Instructors Assigned from January – December 2006:
MSG Michael Klein; SFC Albaro Gonzalez; SFC William Mayfield; SFC George Mendez; SSG(P) Thomas Weaver; SSG Joshua Caruso; SSG Ramon Valles; SSG Justin Boyce.

Major Events

Number of Students, Classes and Locations

The number of students who attended BNCOC CC VTT for 2006 was 4,709. The number of BNCOC CC-VTT classes conducted in 2006 was 71. In 2006, the Basic Noncommissioned Officer Course Common Core Video Tele-training (BNCOC CC-VTT) instructed BNCOC CC-VTT students located in Korea, Germany, Italy, Ft. Drum, Ft. Stewart, Ft. Campbell, Ft. Polk, Ft. Hood, Ft. Riley, Ft. Carson and Ft. Lewis. For the first time ever, the academy taught the BNCOC CC to students in Belgium and Iraq (May) utilizing VTT. Coordination with Ft Irwin, Schofield Barracks, Hawaii, the Military District of Washington, Alaska and Japan to begin BNCOC CC VTT began during 2006

Equipment Upgrade

In 2006, USASMA procured one additional Television Network (TNET) systems to facilitate the BNCOC CC Phase I instruction via VTT. This brought the number of classrooms available to six. The upgrade of the last older VTEL system to Tandberg (models TVs) was also coordinated with SPRINT and was scheduled to take place in

January 2007. The quality of teaching was greatly enhanced by the purchase of a Sympodium for each TNET system. Sympodiums are television screen display systems possessing "interactive pen display." The instructor can write on the screen and subsequently save both the basic display and the added pen display for future use.

Instructor Certifications

In 2006, over 400 Assistant Instructors were certified via VTT by the BNCOC-VTT staff. The Assistant Instructors were located at the various sites that received the video tele-training.

Course Revision

The academy completed an integration team critical task selection for BNCOC using students from the Class 56 Sergeants Major Course in February 2006. By April GEN Wallace had approved the academy's proposed redesign of both the BNCOC and ANCOC common core curriculum. One result of the redesign would be a reduction in the 96 hours of VTT instruction to 40 hours.

Digital Training Division (DTD)

Mission

DTD's responsibility included management of the USASMA Battle Simulations Center and management of ABCS (Army Battle Command System) training. This included command post exercises for both the resident and non-resident Sergeants Major Courses (SMC) and the resident and video tele-training versions of the Battle Staff NCO Course. The SMC and the Battle Staff Noncommissioned Officer Courses received MCS (Maneuver Control System) training, while the First Sergeants' course received training in the use of FBCB2 (Force Battle Command Brigade and Below) system.

Organization and Staff

The Digital Training Division (DTD) was separated into two branches; one, the Battle Simulation Center and two, the Digital Training Instructors. At the beginning of 2006 DTD consisted of SGM Steve Gatton as the DTD chief, MSG Stacy Saunders as CPX Manager, and 12 contractors including Ron Penland of General Dynamics Information Technology as the site lead. An additional four contractors were in simulations and eight in digital training. In late spring MSG Saunders retired and was not replaced. In mid-December SGM Gratton PCSed to Ft Lewis and MSG Daniel Weis was named as the Chief of DTD.

Battle Simulation Center

Mission

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

Overview

The simulation system was updated from BBS 6.3 to BBS 6.4. Consequently the Run Time Manager was updated to be able to convert the BBS information into MCS. The version of MCS used in the 2006 CPXs was MCS 6.4.4.3.p7. Late in the summer DTD changed the scenario and battle space to meet the 'common teaching scenario' and the Southwest Asia (Baghdad) scenario. This made the BBS 5.XX version (the simulation used to in the VTT instruction) obsolete. This decreased the number of students receiving simulation.

Exercises

SMC

The resident SMC Class 56 exercises consisted of three, 3 day division, brigade, and battalion level exercises on a linear battle field. Each exercise consisted of one division, three brigade, and 12 battalions. Seven hundred and forty students participated. The SMC Nonresident course consisted of the same size of exercise, but only lasted two days and trained over 585 students.

Battle Staff NCO Course

Six resident classes conducted brigade and battalion level exercises. The first four exercises were the linear battlefield and the last 2 were the common teaching scenario and Southwest Asia (Baghdad). Over 300 resident students were trained. The BSNCOC VTT Course conducted five exercises using the BBS 5.XX at the brigade and battalion level. Over 350 students were trained in the linear battle field using 5.XX. The new scenario could not be remoted because the BBS 5.XX could not support the new scenario. At the end of the year DTD was searching for another system that could support remote simulation.

Digital Training Branch

Mission

The mission of the branch was to provide instruction of MCS and FBCB2, at the appropriate levels of instruction for all NCOs attending the academy. This includes providing expert advice on how to incorporate ABCS into the teaching curriculum and construction of the ABCS course to be taught at the academy.

Overview

Late in 2006 the classroom configuration was trained to better facilitate the instruction of MCS and FBCB2. Stadium style seating allowed the students to see a reference screen as well as the instructions. Project Manager MCS updated our systems with MCS 6.4.4.3.p7 and fielded 150 deployable systems within the academy. Late in October, the BSNCOC began to utilize MSC throughout their course.

First Sergeant Course

The First Sergeant Course conducted 16 hours of FBCB2 familiarization during the six resident courses this year. The instruction consisted of the tasks that a 1SG would normally use an FBCB2 for. Over 380 students were trained. The VTT classes did not receive this training. At the end of the year the branch was searching for a system that could support remote instruction to 1SG VTT sites.

BSNCOC

The six resident courses trained 16 hours of MCS. The MCS system was also used throughout the 27 hour CPX at the end of the course. During the last two classes of the year the MCS system was used throughout the course for messaging, graphics, and orders. Over 300 resident course students were trained.

Remote training of MCS was conducted for the first time, in November for BSNCOC VTT. Using a MCS system at Camp Dodge, IA, the students were able to receive the training at their class location around the world. The instructor was at Ft Bliss. The first class consisted of four stateside classrooms and five classrooms in Germany. They received two, four hour blocks of instruction for familiarization. The number of students was limited to 30 which is the most the server at Camp Dodge could handle over 120 students were trained remotely using this platform.

SMC

The resident SMC students received four hours each of training in MCS and FBCB2 for familiarization. An additional 158 students received eight more hours of training in MCS so they could support the use of MCS during their CPX. During the December exodus 62 Class 57 students received 24 hours of FBCB2 training and 50 students received 24 hours of MCS.

Additional Training Provided

The Digital Training Section trained an additional 158 Soldiers throughout the instillation during the last year.

SPECIAL PROJECTS OFFICE

Mission:

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

Staff

SGM Deborah Trexler was the Special Projects Sergeant Major for 2006. She was a graduate of Class 55 and remained at USASMA following graduation to assume responsibility of the program.

Major Volunteer Efforts

The events covered during this period encompass projects completed and volunteer hours for both Class 56 and Class 57.

Flood Relief

More than 200 Sergeants Major and their family members participated in a flood relief effort in Canutillo and West Way following the devastation caused by severe rains in August 2006. The volunteers purchased school supplies; personal hygiene and baby items; conducted a drive which resulted in the donation of 10 pickup trucks full of much needed goods; and selflessly gave countless hours helping residents clear their homes and yards, salvage property, and help restore a sense of normalcy.

Volunteer Hours

During the 2005/2006 and 2006/2007 school years through December 2006 students at the academy volunteered over 7000 hours in the local schools, including an alternative school located inside a juvenile detention facility for children awaiting court adjudication: serving as tutors and mentors, participating in Career Days, judging science fairs, and speaking at Red Ribbon Week celebrations.

Coaching

Hundreds of hours volunteered to assist as coaches for youth soccer, basketball, hockey, wrestling, volleyball, and football programs.

International Student Talks

International students have given country briefs to more than 1,000 high school students at Austin High and Socorro High. They will expand to Franklin High at the end of Feb 07. Their briefs directly related to the Texas Essential Knowledge and Skills Test

and incorporated aspects of the history, culture, economy, traditions, and unique aspects of their country.

Cultural Diversity Workshop

International students participated in a middle school Cultural Diversity Workshop and were asked to take part in a question and answer session to help elementary students complete a project on immigration.

Junior Reserve Officer Training Course (ROTC)

Academy SGMs participating in the JROTC committee have volunteered over 200 hours serving as judges at cadet selection boards, parades, exhibition and drill meets, color guard competitions, and physical fitness evaluations.

Make a Difference Day

Over 150 students participated in Make a Difference Day at the Texas Veterans Home. The volunteers performed area beautification and hosted a cook out for the residents and staff.

Habitat for Humanity

Instrumental in the completion of a Habitat for Humanity home that was turned over to a family in December. In 2007 the academy will continue its volunteer efforts on a second home in Horizon City and a project in Las Cruces.

Border Patrol Cadet Academy

SGM students selected to organize and conduct weekly physical fitness training and drill and ceremony instruction for the Border Patrol Cadet Academy. 18 high school students graduated from the program in Jan 07.

Mayor's Thanksgiving Dinner

USASMA requested to organize and run the food service line for the 2d Annual Mayors Thanksgiving Dinner at the El Paso Convention Center. More than 100 SGMs and family members participated in the event which fed almost 4,500 homeless and less fortunate on Thanksgiving Day.

Participation in Community Service Organizations and Projects

Volunteered in various community service organizations and projects including: Animal Rescue League, Animal Shelter, Biggs Air Show, Carley Martinez Race for Awareness, Community Revitalization Project, Franklin Mountain State Parks, Boys and Girl Scouts, local churches, Sun Bowl, the Veteran's Administration, and the VFW.

Participation in Soldier Support Organizations

Volunteer at various soldier support organizations including: The USO, Child Development Center, Thrift Shop, Operation Santa Claus, and at Fort Bliss Chapels. Academy SGMs participated in USO (United Services Organization) soldier send off ceremonies for 4/1 Cavalry Soldiers deploying to Iraq.

Update of the USASMA Website

The Special Projects Office updated the USASMA website to include educational information for incoming families. Information included links to local schools, area maps, and special considerations for students who played varsity level sports or participated in high school extracurricular activities.

Awards and Special Recognition

2006 Fort Bliss Intramural Sports Commander's Cup
Volunteer in Public Schools Positive Role Model Award
EPISD Partner in Education
Volunteer Family of the Year
City Council recognition for participation in the Community Revitalization Project
42 SGM students were awarded with the Military Outstanding Service Medal
10 youth were awarded with the President's Award for Volunteer Service

Computers for Learning Program

Working through the DOD Computers for Learning Program, donated 27 computers to a local school enabling them to establish a computer lab for the students.

USASMA donates computers to Bassett Middle School

DAVE CROZIER
USASMA Public Affairs

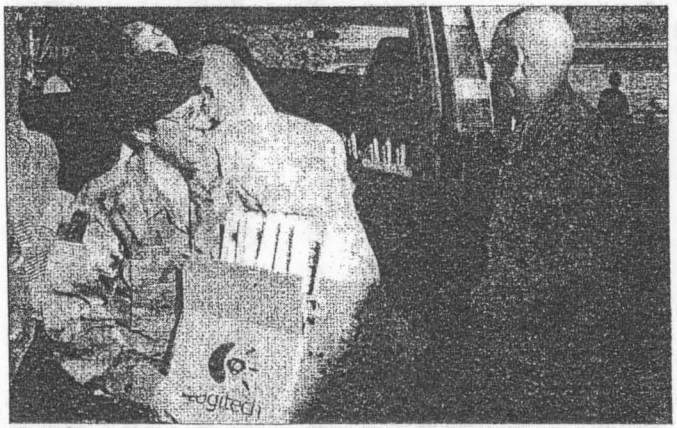
Bassett Middle School got a technology boost March 2, when U.S. Army Sergeants Major Academy Commandant Col. David Abramowitz led a contingent of 10 Sergeants Major Course students in delivering 30 computers to the Northeast school as part of the Partners for Education Program.

"Today is a great day. We have partnered with Bassett Middle School, and we saw a need where they didn't have a computer lab," Abramowitz said. "We had these computers that were being replaced at the academy, and we wanted to donate them to the school."

Abramowitz explained that the academy was able to donate the computers under the Department of Defense Computers for Learning Program, which identifies schools and educational non-profit organizations as eligible recipients of computers being turned in through life cycle replacement programs.

"So instead of just turning these computers in and having them disposed of, we take these computers and wipe off all of the information and are able to give them to the school," Abramowitz said. "And we are partnered with Bassett, and Sgt. Maj. Deborah Trexler, our special projects officer, was here a couple of months ago when we began this partnership with Bassett. She found out that they didn't have a computer lab, so we encouraged the school to sign up for this program."

Under the program, USASMA donated the computers to Bassett Middle School. From there, it becomes the school's responsibility for any repairs or upgrades and the loading of any software the school is licensed for. According to Roseanna Lindley, Texas Assessment of Knowledge Skills coordinator for the school, they hope to have the lab up and running within a few days.



DAVE CROZIER

Sergeants Major Course Class 56 student Master Sgt. Yolanda Rivera carries a box of keyboards into Bassett Middle School to accompany the 30 computers the USASMA donated under the Department of Defense Computers for Learning Program.

"Our tech people are ready to come in and set it up. We have all the hardware and software we need, so we are ready for the students to use the lab," Lindley said. "We are so thrilled with this partnership with the Army. They are wonderful and they rock."

Lindley said the new computer lab is especially timely in that the students will be able to use the new computers to prepare for the upcoming TAKS tests in April.

"After school, we have programs designed for helping the students with TAKS which is a very big thing, as well as after-school programs to help them with math and reading," Lindley said. "The students will also use the computer lab basically for anything and everything from research and Internet access to working with interactive programs that we have at the school."

Lindley thanked Abramowitz and the students for their donation and continued partnership with the school, but noted the work of Trexler as the catalyst for USASMA's donation and partnership efforts.

"Sgt. Maj. Trexler has been the real force behind getting this done. The academy and students are wonderful. They come here to help with science fairs. Anything we need done, they are there," said Lindley.

Abramowitz also lauded Trexler and the students' efforts.

"We see these great leaders who have volunteered their time to come here and do this for these students, I am honored and privileged to be your commandant," he said. "If we change one child – one child that all of a sudden because of these computers and working with the teachers, becomes a teacher, or a doctor, or is just able to go on and not have to work at a fast food place for the rest of his life – then we need to do this. Our children are our legacy, and our legacy is how well our children grow."

Assisting Abramowitz and Trexler deliver the computers were Sergeants Major Course Class 56 students Sgts. Maj. Vernon Perry and Tod Gunther; Master Sgts. Cyrus Netter, Timothy Weatherspoon, Galin Bowens, Brian Harrison, Kent Barth, John Hicks,and Yolanda Rivera; and Master Chief Petty Officer Patrick Reynolds.

Also present for the donation was Lt. Col. Mary Garr, William Beaumont Army Medical Center, whose organization will take over the reigns of the partnership with Bassett from the academy, allowing the academy to focus on the three other schools it is partnered with – Austin High School, Delta Academy and Milam Elementary School.

SCHOOL SECRETARIAT

Mission

The School Secretariat Directorate (SSD) is responsible for providing executive administrative support to the command group; maintaining accurate academic records and reports for all courses provided by USASMA; publishing the *NCO Journal* magazine on behalf of the Sergeant Major of the Army; providing collegiate-level learning resources for all students assigned or attached to USASMA; ensuring educational opportunities are available to all students, staff, and faculty; maintaining and improving the U.S. Army's Noncommissioned Officer Museum; and overseeing the command history program on behalf of the commandant.

The Directorate is also responsible for administering the Defense Travel System (DTS) with the Director serving as the Organization Defense Travel Agent (ODTA). All civilian personnel actions and records are maintained by SSD and the director serves as the key advisor to the commandant on all civilian personnel-related issues.

Organization and Staff

Subordinate offices to the School Secretariat were the Academic Records led by Betty Bradford, with Jeannie Sanchez serving as the Administrative Technician for the section. The *NCO Journal* Office led by MSG Eric Pilgrim, the Learning Resource Center led by Angelica Garcia, the Education Office led by Roxanna Taylor, Larry Arms in charge of the NCO Museum, Dr. Robert H. Bouilly in charge of the Command History program, and Ms. Donna Johnson served as the Secretary for SSD. Ms. Johnson also served as the POC for all civilian personnel-related issues and assisted in the Academic Records Branch, when needed.

Major Activities

Personnel Liaison and Processing

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

USASMA was one of very few units on Fort Bliss in 2006 that exceeded the civilian personnel annual evaluation processing standards by having all reports submitted accurately and on time. This was the second consecutive year that USASMA led Fort Bliss in this category and this success is directly related to the efforts of the directorate secretary and her meticulous attention to detail on all civilian actions.

Defense Travel Service

The Defense Travel Service (DTS) was operated and oversaw by the Director of SSD who served as the Organizational Defense Travel Agent (ODTA) for USASMA. The USASMA DTS program led Fort Bliss and was among the best in the Army for DTS implementation, processing rates for travel documents, and timeliness of pay related travel vouchers. Mr. David Darby of DOTD and Ms. Betty Bradford, also served as ODTAs and fulfilled the responsibilities of the SSD Director in his absence.

Hall of Honor

In May of 2006, the directorate led the operation of dedicating the US Army Sergeants Major Academy Hall of Honor. Seven inductees were honored at the inaugural ceremony, including an international graduate of USASMA. Inductees for Calendar Year 2006 were:

General (Ret.) Ralph E. Haines, Jr.
Sergeant Major of the Army (Ret.) William O. Wooldridge
Sergeant Major of the Army (Ret.) William G. Bainbridge
Colonel (Ret.) Karl R. Morton
Colonel (Ret.) Fredrick Van Horn
Command Sergeant Major (Ret.) Ronnie Strahan
Chief Warrant Officer Willem M. Tanis (SMA for the Netherlands Armed Forces)

Academic Records

The Academic Records Office continued its outstanding support to the academy while switching student evaluation reporting to digital forms which were then electronically transmitted to DA. A new student records data and assimilation program called ATLAS was fielded and replaced the "very expensive" Polar Bear program that had been in use. This was also the first year that the First Sergeant Course was opened up to International Students, with 10 graduating the course. The section played an important role in moving the Command Sergeants Major Course to Fort Leavenworth - an initiative to bring this course and the Pre-Command Course (PCC) together. Lastly, we added Fort Myer, VA to our Video Tele-training (VTT) portion of the Basic Noncommissioned Officer Course (BNCOC), with several classes being conducted there.

Academy honors founding fathers, former leaders

SGT. 1ST CLASS
KRISHNA M. GAMBLE
USASMA

A former commandant of the United States Army Sergeants Major Academy inducted three officers, three noncommissioned officers and one international fellow, all former leaders or students of the academy, into the USASMA Hall of Honor Friday for their contributions to the Noncommissioned Officer Education System and the academy.

Brig. Gen. John Seward, commanding general of the 94th Army Air and Missile Defense Command, Hawaii, and the 15th commandant of USASMA formally inducted seven members of the military family who made significant impacts on the NCO Education System, the growth of USASMA and committed their lives' work to the enhancement and advancement of the NCO.

"[Each of you] truly serve as an inspiration to the students and cadre at the academy," Seward said.

The first two inductees were retired Gen. Ralph E. Haines and the first sergeant major of the Army, retired Sgt. Maj. of the Army William O. Wooldridge. Haines and Wooldridge are known as the founders of the NCO Education System and helped to establish the Sergeants Major Academy.

"I had a vision for this academy and a host of ideas of how it should operate," Haines said. "The commandants and command sergeants major who have led this academy since its inception have worked hard at their jobs. They have met the challenge, giving of themselves the full measure and building on the legacy handed down to them."



SGT. 1ST CLASS ERIC B. PILGRIM

Retired Gen. Ralph Haines talks to more than 400 attendees at the first Hall of Honor inductee ceremony in the U.S. Army Sergeants Major Academy Friday. He and six other senior leaders were selected as key people who shaped the history of the academy and the noncommissioned officer corps. Haines was the founder of the noncommissioned officer education system and the academy itself.

The next inductee was selected as the first command sergeant major of USASMA and was also the fifth sergeant major of the Army, Sgt. Maj. of the Army William G. Bainbridge.

Also inducted was the first commandant of USASMA, retired Col. Karl Morton, who died in March and was inducted posthumously.

"Karl felt privileged to serve with Soldiers of the U.S. military," said Jean Morton, the former commandant's wife. "He believed that his assignment to help establish USASMA and serve as its first commandant was the best and most important of his entire career. When it was time to leave the academy, he thought any assignment would be a step down, so he retired."

The ninth commandant of USASMA, retired Col. Fredrick Van Horn, and the 10th USASMA command sergeant major, retired Command Sgt. Maj. Ronnie Strahan, were inducted for their contributions to the improvement in the NCO Education System.

Chief Warrant Officer William M. Tanis of the Netherlands Armed Forces was the first international inductee to the USASMA Hall of Honor. Tanis is a graduate of the Sergeants Major Course, Class 37.

"I have met them, and I am very familiar with their accomplishments that have earned them their recognition," said Col. David Abramowitz, commandant of USASMA.

The intent of the Hall of Honor is to provide a prestigious and visible means of recognitions to past and present Soldiers, international students and civilians. The academy will induct new members annually. This year's bumper crop is a result of ensuring the founding fathers of the NCO Education System and the academy are the very first to be recognized with this honor.

ACADEMIC RECORDS BRANCH

Mission

The branch supported the academic needs of all courses offered at the USASMA including the Army Training Requirements and Resources System (ATRRS), DA Form 1059s, class demographic profiles, student rosters, diplomas and ceremonial programs. It also analyzed class statistics (graduation and attrition rates). The branch managed and provided support for the USASMA forms and publications system.

Organization and Staff

Throughout 2006 the staff totaled two people. Betty L. Bradford was the Registrar and Jeannie Sanchez was the Academic Records Technician.

Major Events

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

a. SMC. Graduated 643 Class 56 students.

b. NRSMC. Graduated 575 students.

c. FSC Resident. Graduated 353 students.

d. FSC VTT. Graduated 569 students.

e. BSNCOC Resident. Graduated 375 students.

f. BSNCOC VTT. Graduated 844 students.

g. CSMC. Graduated 193 students.

h. CSM Spouses' Seminar. Graduated 64 students.

i. International Pre-course. Graduated 46 students.

j. BNCOC Phase I. Graduated 1094 students from Forts Carson and Riley.

Major Projects

CSM Course Transfers to the Combined Arms Center

In October 2006, the CSMC and CSM Spouses Seminar permanently merged with the Pre-Command Course and began permanently conducting classes in Fort Leavenworth, Kansas. Management of the course left USASMA and became the responsibility of CAC.

First Sergeant Course International Students

The First Sergeant Course trained 12 international students from the Czech Republic, Estonia, Hungary, Jamaica, Macedonia, Slovakia, and Slovenia while the Battle Staff Course graduated one sister service student from the Navy.

Introduction of the Army Training and Learning Assessment System

The Academic Records Branch (ARB) played a major role in development of a new, automated student management system called ATLAS (Army Training and Learning Assessment System). As partners, ARB and IMD piloted the system with the Sergeants Major Course Class 57 and the Nonresident Sergeants Major Course Class 33. Version 1 was successful and emphasis switched to implementing Version 2. ATLAS replaced the POLAR BEAR system used for several years by the Nonresident Course.

NCO JOURNAL

Mission

The mission of the NCO Journal Office is to produce the *NCO Journal* magazine quarterly and distribute it throughout the Army and to other subscribers around the world. In addition, the NCOJ staff serves as USASMA's Public Affairs Office as well as providing photographic documentation of academy ceremonies resulting in the dissemination of thousands of photos each year.

Organization and Staff

At the beginning of 2006, the *NCO Journal* staff consisted of SGM Lisa Hunter, editor-in-chief; Mr. David Crozier, managing editor; SFC Krishna Gamble, reporter/photojournalist; and SPC Joseph Edmondson, graphic artist. Both SGM Hunter and SFC Gamble completed their tours with the NCO Journal and traveled to new positions in July 2006. SGM Hunter's position was filled in June 2006 by MSG Eric Pilgrim. The SGT E-4 reporter/photojournalist position remained vacant through the end of the year and the position is expected to be filled sometime in March 2007. By the end of the calendar year, the *NCO Journal* accomplished increased mission requirements with a staff of three.

Significant Events

NCO Journal Redesign

The January 2006 *NCO Journal* continued the design evolution of the magazine to make it more aesthetically pleasing to the readers and to provide more relevant information to an Army at war. One of the most notable changes is the continuing improvement of the front cover design and index pages, which included a new, bolder flag for the magazine.

The *NCO Journal* continued to procure additional equipment, including camera accessories, new software for desktop publishing and photo editing, up-to-date laptop computers and digital recorders for interviews.

Funding

Funding for printing of the *NCO Journal* magazine dried up in fiscal 07 due to unknown circumstances at higher command levels. However, emergency measures took effect, including DA-level involvement, in order to find the necessary funding to cover current printing costs through the end of the fiscal year.

Public Affairs Activities

In the Public Affairs arena, the NCO Journal staff facilitated civilian media coverage for the following events:

- ❒ SMA's Nominative Conference, January 2006;
- ❒ Early Graduation for SMC Class 56;
- ❒ Graduation for SMC Class 56;
- ❒ Coverage of the two-week Nonresident Course;
- ❒ Hosted USASMA visits from numerous local reporters which resulted in coverage of the dedication of the Hall of Honor, the Freedom Bell Memorial, and the graduation of the first Afghanistan Sergeants Major Course Student.
- ❒ The NCOJ staff has continued to provide at least one article each week for Fort Bliss *Monitor*;
- ❒ The NCOJ staff facilitates the Hometown News Release Program, resulting in more than 300 releases during 2006.

The NCO Journal staff also facilitated increased military coverage and notoriety for the academy with a surge in assistance from Class 57 Sergeants Major Course students, resulting in the publication of more than 60 stories and countless photos in several local and national publications from August through December.

LEARNING RESOURCES CENTER

Mission

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

Organization

Library Technicians Noella Yvonne Canales - GS07, David L. Lawrence - GS05 and Bobbie J. Callahan - GS04 remained on staff as part of the LRC team. Supervisory Librarian, Marijean Murray; however, decided it was time to retire after 28 years at the academy. Her officially retirement date was 3 March 2006 and her farewell festivities were held a week before at the Centennial Club on Biggs Field. The Systems/Reference Librarian, Angelica Garcia, served as Acting Supervisory Librarian until August when her title was officially changed to Supervisory Librarian. Due to budget constraints, it was decided by the Command Group that a second professional librarian would not be hired to fill the now vacant position. The LRC ended the year with three paraprofessionals and one librarian.

Operations

Cataloging

The online catalog underwent some major changes this past year. Unicorn, which is the software interface for the catalog, was upgraded once in February and again in late November. The current version is now Unicorn Workflow Workstation GL3.1.2.1. This software is the behind-the-scenes version of the catalog which allows staff to enter information on each item owned so the catalog correctly reflects what is owned by the library. Also in late November, all the files on the server were migrated over to a Windows Server 2003. With the help of IMD, the migration was successful. The catalog is not accessible anymore via the web; however, IMD is aware of the problem and they have taken steps to correct the problem.

Subscriptions

EBSCO Subscription Services was the LRC vendor of choice to oversee the nearly 300 subscriptions received at the LRC for several years. This past fiscal year; however, the decision was made to switch to WT Cox Subscription Services instead. The transition has resulted in many duplicate issues and missing issues and lots of fine tuning between the two vendors. Library technician Yvonne Canales has been on the ball claiming issues and writing back and forth between vendors to ensure we receive every issue paid for by the past and current vendors.

Computer Lab

The computer lab on the second floor was converted from a local network to high speed Internet in late December. This has made it much easier for staff, students and their families to access the Internet and software programs without logging into the network. This also allows for visitors and neighboring units to be able to use the computer lab to check their email accounts and to consult any necessary websites while at USASMA. Classes can also be held for spouses without special approvals.

Volunteer Help

Class 56 brought us a very helpful and enthusiastic volunteer. SGM Kandi Kozlowski was nice enough to volunteer her time on Tuesday and Thursday afternoons to assist with a scanning project. We needed someone to scan the writings of the finalists and winners of the Haines papers for the past several classes. She took the time to assist us with this project and saved these valuable papers on a CD for future reference.

Children's Library Story Time

During in-processing for Class 57, Ms. Canales asked the students for spouse volunteers to conduct story times during the weekend hours. This effort resulted in finding a fantastic volunteer for our Sunday story time. Gina Kurak, wife of SGM John Kurak, did a wonderful job of reading to the children and also providing them with a family-oriented activity. As a professional school librarian, she was extremely qualified for the task. The plan was to have the first program on August 27 and every other Sunday after that unless it fell on a holiday weekend. The first program was highly successful with several children and their parents as well as the student PAO committee on hand to take photographs. With each following program; however and despite promotion efforts, attendance dwindled and the staff decided it was not worth Gina's time to spend her valuable Sunday afternoon at the LRC unless there were more participants.

Facility

Roof Damage

On March 8, high winds damaged the roof late in the evening. SGM Richardson luckily was in the building with her Spouse Leadership Development Course and was quick to report the damage. The roof was replaced by the following month with no further problems or leakage.

Fire Scare

In late September, the smell of smoke prompted the staff to contact the Fire Department. The elevator had caught and overheated causing the backroom to start smoking. The firemen arrived in time before a fire was actually started. Precautions

have been taken to prevent similar incidents. This also prompted an update of an LRC fire plan and posting of appropriate signage.

Relocation of Student Copier and Typewriter

The student copier and typewriter were kept in Room 17 on the first floor for many years. In March, Ms. Garcia decided to move her desk and all the official LRC files and local personnel records into that room so items would be more secure. The copier and typewriter were moved out into the main floor and setup behind a cubicle area along with a courtesy telephone in order to give the students a work area when making their necessary copies. This work space was formerly occupied by the previous supervisor.

Tenants

CSM William White temporarily moved into Study Room 23 on the second floor of the LRC. He is current assigned to Staff & Faculty Battalion and will be relocated at a later date. SGM Letha Lawson has also moved into Study Room 26 which was formerly used by the Family Readiness Group. Their items were moved out and are currently being stored in the LRC safe behind a gate with a key. Active members of this group will continue to have access to the items in their inventory. SGM Lawson is currently being trained by SGM Linda Richardson to eventually oversee the Spouse Leadership Development courses. She will move later into Study Room 24 which is SGM Richardson's current office.

All conference rooms, study rooms, and committee rooms continue to be major points of activities and networking hubs for USASMA students, spouses, faculty, and staff.

EDUCATION OFFICE

Mission

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

Staff

Roxanna M. Taylor was the USASMA Education Advisor; SGM Ray Johnson, a graduate of Sergeants Major Course Class 55, served as the Education Office NCOIC and SPC Anthony Bonilla served as the Administrative Support Clerk during Class 56.

Major Accomplishments

SMC Class 56

During the in-processing of Class 56 the Education Office introduced three new colleges to the USASMA education program. Representatives from 15 colleges conducted individual counseling sessions and enrollments for interested students. The class graduated in May 2006. During the year USASMA students obtained twelve master degrees, 200 bachelor degrees, 52 associate degrees and 18 certificates/certifications. These degrees and certifications were obtained through 26 different colleges and universities worldwide.

Honors

In February 2006 Ms. Taylor was recognized along with Excelsior College by the CCME (Council of College and Military Educators) for their dedication and hard work when assisting over 1100 Soldiers attain degrees while attending the U.S. Army Sergeants Major Academy from 2000-2006.

Graduate Credit

As the Army has become more educated over the years a need developed to offer a wider range of educational opportunity to soldiers and officers. USASMA graduated 105 students in the first Sergeants Major Class in 1973. During the class six students earned two year associate degrees. Thirty-three years later the Sergeants Major Course graduated 546 students. These students obtained 270 degrees while attending the course – a record. The degrees included bachelors and masters degrees besides the associate/certificate degrees. In 2005 USASMA decided to push for a program that would offer the chance for a student to obtain a graduate degree. The Command and Staff College at Leavenworth already had such a program and the Air Defense School began to implement a similar program in association with its officer courses. USASMA

approached a number of schools that offered on-line degrees to obtain agreement with them to offer graduate credit for attendance in the Sergeants Major Course. Negotiations with the University of Texas-El Paso did not come to fruition during the year. However negotiations with Tauro University, North Central University and Webster University did lead to offers of graduate credit for select graduate programs. (See the attached article for more details.)

Universities offer college credits to SMC students

DAVE CROZIER
NCO Journal

Attendance in the Sergeants Major Course at the United States Army Sergeants Major Academy marks the crowning point of a noncommissioned officer's military education. It is the "ultimate;" the capstone of the noncommissioned officer education system. Attendance at the academy also allows many NCOs the ability to continue their personal growth through participation in college courses.

Thanks to the efforts of Col. David J. Abramowitz, commandant, and three universities, students attending the SMC are not only getting the best in Army education, but are also receiving a leg up on college credits towards masters degree programs.

Those credit hours were officially recognized Oct. 25, during a special signing ceremony held at the academy with one of the universities offering the new credits – Webster University.

"What we are doing here today is signing a collaborative agreement between the Sergeants Major Academy and Webster University that has been about a year in the making," said Samuel Morgan, director of Webster University for Fort Bliss. "We started reviewing the lesson plan and program of instruction of the Sergeants Major Course to determine if there were any graduate credits available to the sergeants majors. After the evaluation we deemed there were indeed nine graduate credits we could award."

In signing the agreement between the academy and Webster University, Abramowitz thanked those in attendance for their hard work.

"I have three priorities while I am commandant of this academy and this is one of them, to be able to somehow, some way, get graduate-level credit for sergeants majors attending the academy and it looks to me like we have done that," he said. "When I see what the captains are getting at the captains' course, it is very comparable to what we are doing here at the academy and I really believe we are doing the right thing."

The new credits made available by Webster University are retroactive to Class 52, according to Randy Wright, associate vice president of Webster University.

"This is retroactive to Version 4 of the POI; back to Class 52. The thing that sparked this accreditation was the fact that the students do research papers which brought the course of instruction to the graduate level," he said. "Once we came to an agreement that your sergeants majors in the course had to do a research paper on leadership, management and human resources, that brought the instruction similarly to the level of the Command and General Staff College."

Dr. Richard Sinclair, senior academic director for military programs, explained how Webster University was able to grant the new credit hours.

"Two things allowed us to do this," said Sinclair. "The course has extensive coverage of the curriculum areas that we are giving credit for and secondly the nature of the sergeants major course requires students to engage in research and writing which allowed them to share very special expertise in specialized topical areas," "So those things together gave me a comfort level in determining that this was truly a graduate-level course."

Webster is providing nine semester hours of credit toward three MBA degree areas: Human Resources Development, Management and Leadership.

Wright explained all three degree specialties will soon be available online through Webster University for those students, present and past, who would like to complete their degrees after graduating from the SMC.

"The full MBA, including prerequisites is available online with an extensive array of electives," he said. "Human resources is in the process of being put online, but the other two areas are already available online."

Two online (distance-learning) universities are also offering master degree credit hours for the SMC. They are Touro, based out of Cypress, Calif., and Northcentral University, based out of Prescott, Ariz.

Touro offers eight credit hours towards an MBA in Military Operations and Northcentral offers 12 credit hours towards an MA in Psychology Industrial/Organizational Psychology Specialization once the graduate articulates. Northcentral also offers an additional six credits hours towards a PhD in the same functional area.



DAVE CROZIER

U.S. Army Sergeants Major Academy Commandant, Col. David J. Abramowitz, shakes hands with Randy Wright, associate vice president of Webster University, after signing a collaborate agreement between the academy and the university.

"This is great news for the academy and will be included in the student guide for all incoming students of the Sergeants Major Course. I don't have much of a legacy here, but this is one that I will remember because I think it is huge," Abramowitz said. "Education makes our Soldiers better Soldiers and this will have a tremendous impact on our Soldiers."

Those interested in finding out more about the new graduate credit available through the universities can contact Roxanne Taylor, USASMA education advisor, at 568-9070.

NCO MUSEUM

Mission

The NCO Museum mission was to collect, preserve, exhibit, and interpret historically significant property related to the history of the US Army Noncommissioned Officer from 1775 to the present. The Museum supported military training and education, 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

Certification

The major development for the NCO Museum in 2006 was certification by the Center of Military. In April, the Center sent a three person team to the NCO Museum to inspect the Museum's compliance with AR 870-20 and professional standards. The certification team consisted of Ceilia Stratton, Director, 4th Infantry Museum, Steven Draper, 1st Cavalry Museum, and William O'Neill, Virginia War Museum.

After a two day inspection the team submitted their findings to the Army Museum Certification Panel. The panel reviewed the findings of the team noting that the NCO Museum is successful in accomplishing it mission, and that the staff deserves recognition for their fine work. The major shortfalls noted by team and the panel were staffing and personnel.

Oral History

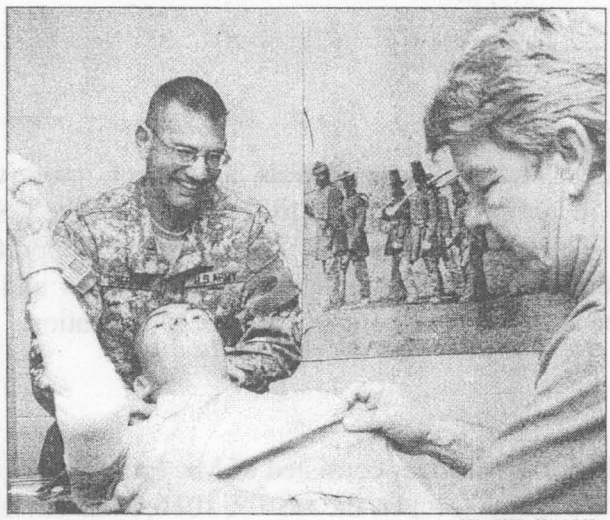
During the year the museum resumed responsibility for the NCO oral history program as the curator videotaped and recorded an interview with former Sergeant Major of the Army (SMA) McKinney. The transcript along with the transcripts of other interviews of former SMAs went on the USASMA website.

New Exhibit

During 2006 the Army changed uniforms. It phased out the battle dress uniform (BDU) and phased in the combat dress uniform (CDU). To reflect this change the museum put on display an exhibit featuring the new uniform. Students from the First Sergeant Course provided the uniform and helped install it.

Dressing up the museum

First Sergeant Course student, 1st Sgt. David Gherlone, assists Museum of the Noncommissioned Officer Curator, Larry Arms, in dressing the mannequin with a complete set of the Army Combat Uniform. Gherlone and his classmates, who are attending the course at the U.S. Army Sergeants Major Academy, donated the ACUs so the museum would have an example of the Army's newest uniform. The ACUs will be on display permanently at the museum on Biggs Army Airfield. The museum is open, free of charge, Monday through Friday from 9 a.m. to 4 p.m. For more information or to schedule a tour, call 568-8646.



SPC. JOSEPH EDMUNDSON

The Monitor • April 27, 2006 • 9

Conclusion

The year 2006 proved eventful for the NCO Museum. The recertification of the Museum demonstrated that operations are fully in accordance with AR870-20 and professional standards. This is a credit to the Museum's staff whose hard work, despite both personnel and budgetary shortages maintain operations at such a high level.

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 in 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 2007. He had occasional help from SGM William Manchester, a Class 57 SMC student, who helped especially in obtaining pictures for the CY 2006 Annual Command History.

Major Activities

Command History

The historian finished the CY 2005 USASMA Annual Command History.

Oral History Program

Work on the oral history program initiated at the 2004 Offsite Conference ran into considerable delay due to changing priorities in the Historical Office and to great difficulty in obtaining the requisite supplies. Responsibility for the program reverted back to the NCO Museum. Transcription of commandant exit interviews restarted with funding through the museum. Several of the completed transcripts were placed on the NCO Museum/History portion of the USASMA website.

Staff Ride

In 2005 the historian devoted a substantial effort to the improvement of sources for the staff ride participants. He also spent considerable time outside the office helping two authors who were writing about the Columbus raid. The objective was to get a couple of good books in print the academy could use in its staff ride lesson. One of the authors was a Pulitzer Prize winner. That book was published in June 2006. Called *The General and the Jaguar* by Eileen Welsome, it was the recipient of the Southwestern Book Award in March 2007.

SMC Lesson Revision

As part of the Army Transformation effort LTC George Sarabia from the Combat Studies Institute at Ft. Leavenworth undertook the task of building a new military history lesson for the resident Sergeants Major Course. He completed it in time for use in Class 57. The old lesson consisted of students giving a series of briefs and writing a paper

Rewriting history class

Combat Studies Institute helps Sergeant Major Academy improve curriculum

LT. COL. GARY LINHART
Combat Studies Institute

FORT LEAVENWORTH, Kan. – The Combat Studies Institute has completed a year-long project to improve the military history instruction at the U.S. Army Sergeants Major Academy at Fort Bliss.

Lt. Col. George Sarabia, a member of the CSI's Military History Instructional Support Team, reviewed the military history program at USASMA in September 2005. The review was part of MILHIST's continual effort to ensure military history is progressive and sequential throughout a Soldier's military education. At the end of the review, he met with USASMA Commandant Col. David Abramowitz and Command Sgt. Maj. James Dale and gave them the results.

"Your program is okay," Sarabia said, "if that is what you want."

Previously, the students were randomly selecting a famous noncommissioned officer of the past and briefing their class on that person's individual contributions to the NCO Corps. This is not what the commandant or command sergeant major wanted for a course that is equivalent to a graduate-level program. While the exercise honed the briefing skills of the student, little critical analysis was being accomplished and little was gained by the students not involved in the brief.

On his own initiative, Sarabia proposed a totally new course with the goal of using history as a tool for relevant analysis of current and future issues facing today's sergeants major.

"The new course marks a transition from an emphasis on NCO heritage to an emphasis on honing cognitive skills and decision making," Sarabia said.

After receiving the full support of Abramowitz and CSI Director Col. Timothy Reese, Sarabia proceeded to build the course, which he termed H100.

Now in its final form, H100 is a 20-hour class that includes classroom lecture and discussions, a written product and 16 case studies. The case studies are the heart of the class, as they allow each student to employ critical analysis of historical events. The case studies also allow each student to practice briefing and leading a discussion.

"This is not history for history's sake," Sarabia said. "We are attempting to improve the decision-making abilities of our most senior NCOs through an examination of the past."

Given the limited time the course has available, H100 could not cover every aspect of the U.S. military history as it pertains to the NCO, but concentrates on specific events that illustrate the progression of the Army.

While leadership and tactical lessons are found in such case studies such as Kasserine Pass and Task Force Smith, future students will also discuss how the U.S. Army dealt with post-Civil War reconstruction, Filipino insurgents in 1903 and America's own internal strife during the 1960s.

H100 recognizes military history is not just analysis of past war-fighting, but a tool that provides lessons in leadership and insights toward relevant challenges facing today's NCOs.

"History may not have all the answers, but it may help NCOs learn to ask the right questions," Sarabia said.

about an NCO topic of their choosing. The new lesson consisted of ten multimedia-based lesson covering selected aspects of the American military experience from the colonial period to the present. Students had do prepare a presentation to their class and also write a paper as a part of the coursework.

HEADQUARTERS AND HEADQUARTERS COMPANY

Mission

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

Organization and Staff

CPT Lisa K. Walsh was the commander until 15 June 2006. She was succeeded by CPT Anita L. Burke who served as the commander through the rest of the year. First Sergeant Trevor C. Adams was the First Sergeant through most of the year until 1SG Kendall Owens, II replaced him in December.

In June 2006 the HHC Commander assumed new duties as the Commander/Staff Officer due to the reorganization of the academy's TDA and the departure of Soldiers in the military-to-civilian conversions.

Major Activities

Training

After several Soldiers departed as a result of the military-to-civilian conversions, Sergeants Time training was no longer conducted. All annual training was scheduled through the S3 in an effort to accommodate sister company schedules.

Activities

In August of 2006 thirty-two HHC Soldiers and family members traveled to San Diego, California for a unit trip. The Soldiers utilized unit funds to pay for hotel accommodations, transportation, and some meals. The weekend's activities included a visit to Disneyland and downtown area merchants.

Website

The HHC Commander continues to maintain the role of "project officer" responsible for the design, organization and Liaison between all staff sections of the web

master, to include the designing of a new program, the Army Relational Executive System (ARES) (for internal use only) directed by the commandant.

New T-shirt

In February, the HHC Commander and the First Sergeant created new Company T-shirts to build cohesion and esprit de corps within unit.

Community Contributions

The Academy contributed over $13,000 in support of the AER campaign and over $35,000 for the Combined Federal Campaign.

FACILITY ENGINEER

Mission

The Facility Engineer coordinated the upkeep of the facilities and grounds of the Academy. He supervised the grounds crew that consisted of a civilian groundskeeper and inmate personnel form the branch of the federal La Tuna Prison located on Biggs Army Airfield. A big part of the Facility Engineer's role in 2006 involved coordination of upgrades at the Academy as a part of the 'World Class Academy' initiative.

Staff

Due to a drawdown of Soldiers and noncommissioned officers at the academy in the military-to-civilian conversion program SGT Parker rotated out of the academy and was not replaced. Consequently, 1SGT Trevor C. Adams took over the Facility Engineer's duty in June. When 1SGT Adams was reassigned in December 1SG Kendall Owens, II replaced him. Javier Contreras was the academy's groundskeeper throughout the year. The Federal Bureau of Prisons provided eight inmates on a daily basis. Their primary duty was to help the groundskeeper. The inmates came from the Federal Satellite Low Risk Prison facility located at the end of the Biggs Airfield runway. This facility was a branch of the La Tuna Federal Prison located at Anthony, New Mexico.

Major Developments

Buildings and Grounds Improvements

The academy continued to enhance and develop major projects: a new irrigation system; area beatification; roof repairs to Building 11293; calcium deposit removal from the brick walls; (Working) Access Card entry for Academy; floor raising to the DOTD area of Building 11291 to allow greater electrical power and flexibility to the directorate; fire code improvements to academy; identification of emergency medical locations; parking improvements; renovation to the IMD building (112); increase to the storage area in Bldg 11291 (HQ area); and auditorium upgrades. The academy also provided major renovations for the chapel.

1SG Owens continued to maintain critical relations with Fort Bliss budget personnel, DPWL (Directorate of Public Works and Logistics), the Strategic Initiatives Group, and the academy's contracting officer in order to guarantee implementation of the vision of the academy's leadership through completion of projects.

APPENDIX A (1)

USASMA STAFF DIRECTORY

1 SEPTEMBER 2005

U.S. ARMY SERGEANTS MAJOR ACADEMY

11291 SGT E. Churchill Street
Fort Bliss, TX 79918-8002
1 September 2005

COMMAND GROUP

ATSS-C (Bldg 11291)		
Commandant	COL Abramowitz	8009
Exec Asst	Ms. Teague	8292
ATSS-CC (Bldg 11291)		
Command Sergeant Major	CSM Dale	8307
Admin NCO	SSG Harris	8193
EO Advisor	SFC Sumpter	9383
ATSS-CA (Bldg 11291)		
Asst Commandant	LTC Grace	8585
ATSS-CH (Bldg 11293)		
Chaplain	MAJ Johnston	8223
Chaplain Asst	SGT Hoang	8223
ATSS-COP (Bldg 11291)		
Protocol NCOIC	Mr. Fraser	8489
Protocol Specialist	SPC Mejia	8448
ATSS-CM (Bldg 11293)		
Health Promotion Officer	MAJ Weaver	9403
Health Tech	Mr. Hurrell	8271
ATSS-CI (Bldg 11293)		
IMSO Director	Ms. Edwards	9055
IMSO IP Mgr	Mr. Salas	8763
IMSO Admin	Ms. McAllister	9451
ATSS-CE		
Reenlistment NCO	SSG Harris	8193
ATSS-CF (Bldg 4, Rm 104, FB)		
Resource Mgmt Office (Budget)	Mr. McDowell	1398
Resource Mgmt Office (Personnel)	Mr. Terico	2231
FAX		8358
ATSS-CG (Bldg 11291)		
ARNG Advisor	SGM Mayo	8313
ATSS-CR (Bldg 11291)		
USAR Advisor	MSG Bensley	8313
ATSS-CSI (Bldg 11291)		
Strategic Initiatives Group	Mr. Holifield	8049
ATSS-CN (Bldg 11291)		
NCO Net	Mr. Pearson	9267

HEADQUARTERS COMPANY

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

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

USASMA Homepage Address:

https://www.bliss.army.mil/usasma/

SCHOOL SECRETARIAT DIRECTORATE

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

DIRECTORATE OF TRAINING & DOCTRINE

ATSS-D (Bldg 11291)		
Director	Dr. Vereen	8633
Operations SGM	MSG Bryan	8274
Admin Operations	Mr. Flynn	8332
ATSS-DC (Bldg 11291)		
Concepts	SGH Holder	9192
ATSS-DL (Bldg 11291)		
Chief, Distance Learning	Ms. Jacobs	8294
ATSS-DM (Bldg 11291)		
CMDD	SGM Bennett-Green	8854
ATSS-DCP (Bldg 11291)		
Chief, PLDC	SGM Legloahec	8405
ATSS-DCB (Bldg 11291)		
Chief, B/ANCOC	Vacant	8331
ATSS-DCS (Bldg 11291)		
Chief, SMC	SGM Collins	8358
SMC Cell	Vacant	8854
ATSS-DCBS (Bldg 11291)		
Chief, BSNCOC	Vacant	8331
ATSS-DCF (Bldg 11291)		
Chief, FSC	Vacant	8275

U.S. ARMY SERGEANTS MAJOR ACADEMY

11291 SGT E. Churchill Street
Fort Bliss, TX 79918-8002
1 September 2005

QUALITY ASSURANCE OFFICE

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

LOGISTICS OFFICE

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

INFORMATION MANAGEMENT DIRECTORATE

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

STAFF & FACULTY BATTALION

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

STAFF & FACULTY BATTALION (Cont'd)

ATSS-BB (Bldg 11293)		
Cdr, CO B	CSM Moten	8011
First SGT	1SG Alameda	9452
Admin NCO	SGT Martinez	9647
Admin Clerk	SPC Govea	8359
ATSS-BBB (Bldg 11293)		
CI, BSNCOC	SGM Oggs	9165
SI, BSNCOC	MSG Melton	9194
CI, BSNCOC VTT	SGM Magee, C.	9185
SI, BSNCOC VTT	MSG Pardue	8516
Phase I, BSNCOC	MSG Melton	9211
ATSS-BBF (Bldg 11293)		
CI, FSC	SGM Smith	8205
SI, FSC	MSG Gains	8479
CI, FSC VTT	SGM Magee, C.	9185
SI, FSC VTT	SGM Green, M.	8525
FSC Phase I Cell	MSG Greene, H.	9690
ATSS-T (Bldg 11293)		
Chief, DTD	SGM Gratton	8848
CPX Manager	MSG Sanders	9081
BNCOC-VTT (Bldg 11293)	SGM Magee, C.	9185
ATSS-BP (Bldg 11291)		
NCOIC	SSG Negron	8416
Asst./NCOIC/Reassignments	SGT Shirley	8563
Finance Clerk	Ms. Brock	8237
Actions Clerk / Awards	Mr. Howard	8055
Promotions/NCOER	Ms. Bell	8349
Mailroom Clerk	Mr. LaBarbera	8335
ATSS-BS (Bldg 11291)		
Security Manager	Mr. Chapa	TBD
ATSS-BO (Bldg 11291)		
Opns Chief	Mr. Guyette	8305
Opns SGM	SGM Garza	8362
Plan & Ops Specialist	Ms. Jordan	TBD
ATSS-BOD (Bldg 11294)		
CSMC	SGM Daniels	9179
CSMSS Course Manager	SGM Richardson	7990
SFDD Course Manager	Ms. Pyke	569-6743
ATSS-BOL (Bldg 11292)		
Proj Equip Oper	Ms. Mitsakos	8832
Audio/Visual Tech	Mr. Hamilton	8316
ATSS-BOT (Bldg 11291)		
Test Control	SGM Noyes / SGM Olds	8855

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

APPENDIX A (2)

USASMA STAFF DIRECTORY

7 MARCH 2006

U.S. ARMY SERGEANTS MAJOR ACADEMY

11291 SGT E. Churchill Street
Fort Bliss, TX 79918-8002
7 March 2006

COMMAND GROUP

ATSS-C (Bldg 11291)		
Commandant	COL Abramowitz	8009
Exec Asst	Ms. Teague	8292
ATSS-CC (Bldg 11291)		
Command Sergeant Major	CSM Dale	8307
Admin NCO	SSG Harris	8193
EO Advisor	SFC Sumpter	9383
ATSS-CA (Bldg 11291)		
Asst Commandant	LTC Grace	8585
ATSS-CH (Bldg 11293)		
Chaplain	MAJ Johnston	8223
Chaplain Asst	SGM Peters	8223
ATSS-COP (Bldg 11291)		
Protocol NCOIC	Mr. Fraser	8489
Protocol Specialist	SPC Mejia	8448
ATSS-CM (Bldg 11293)		
Health Promotion Officer	MAJ Weaver	9403
Health Tech	Mr. Hurell	8271
ATSS-CE		
Reenlistment NCO	SSG Harris	8193
ATSS-CF (Bldg 4, Rm 104, FB)		
Resource Mgmt Office(Budget)	Mr. McDowell	1398
Resource Mgmt Office(Pers)	Ms. Dixon	5824
FAX		8358
ATSS-CG (Bldg 11291)		
ARNG Advisor	SGM Mayo	8313
ATSS-CR (Bldg 11291)		
USAR Advisor	MSG Bensley	8313
ATSS-CSI (Bldg 11291)		
Dir,Strategic Initiatives Grp	Mr. Smith	8007
Training Specialist	Mr. Holifield	8049

HEADQUARTERS COMPANY

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

LOGISTICS OFFICE

ATSS-HL (Bldg 11292)		
Chief	CPT Hernandez	8367
PBO/S-4	Ms. Gilmore	8739
NCOIC	SSG Tanner	8361
	SPC Brown	8482
	Mr. Moore	8798
	Ms. Bennett	9731
	SSG Herron	8366
ATSS-HLM (Bldg 11292)		
LMDC	Ms. Jackson	8715
TDD	Ms. Hernandez	8371

SCHOOL SECRETARIAT DIRECTORATE

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

DIRECTORATE OF TRAINING & DOCTRINE

ATSS-D (Bldg 11291)		
Director	Dr. Vereen	8633
Operations SGM	SGM Grimes	8274
Admin Operations	Mr. Flynn	8332
ATSS-DC (Bldg 11291)		
Concepts	SGM Pullom	9192
ATSS-DL (Bldg 11291)		
Chief, Distance Learning	Ms. Jacobs	8294
ATSS-DM (Bldg 11291)		
CMDD	SGM Bennett-Green	8854
ATSS-DCP (Bldg 11291)		
Chief, PLDC	MSG Bryan	8405
ATSS-DCB (Bldg 11291)		
Chief, B/ANCOC	MSG McMullen	8562
ATSS-DCS (Bldg 11291)		
Chief, SMC	SGM Rosen	8895
SMC Cell	Mr. Sanchez	8358
ATSS-DCBS (Bldg 11291)		
Chief, BSNCOC	MSG McMullen	8562
ATSS-DCF (Bldg 11291)		
Chief, FSC	SGM Todd	8275

USASMA Homepage Address:

https://www.bliss.army.mil/usasma/

U.S. ARMY SERGEANTS MAJOR ACADEMY

11291 SGT E. Churchill Street
Fort Bliss, TX 79918-8002
7 March 2006

QUALITY ASSURANCE OFFICE

ATSS-Q (Bldg 11291)		
Director	SGM Ogletree	8296
Chief, Phase I Evals	SGM Fegan	569-6715
Chief, Phase II Evals	Ms. Strand	569-8871
ISS	Vacant	8455
ISS	Ms. Wallace	569-6725
ISS	Vacant	569-6724
Evaluator	SGM Mainor	8868
Evaluator	SGM Brooks	8424
Evaluator	SGM Cossel	8735
Evaluator	SFC Williams	7436
Evaluator	Mr. McGough	569-6731

INFORMATION MANAGEMENT DIRECTORATE

ATSS-IM (Bldg 11274)		
Chief, IMD	Mr. Martin	8221
Help Desk Supervisor	Mr. Wilkinson	9564
Web Master	Mr. Pratt	8950
Help Desk Technician	Mr. Turner	9210
Help Desk Technician	Mr. Shepherd	9564
Telephone Control	SGT Walker	8457
ATSS-IN (Bldg 11291)		
Chief, NCO Net	Mr. Pearson	9267
Forum Leader	Mr. Stenzel	8420

STAFF & FACULTY BATTALION

ATSS-B (Bldg 11291)		
Commander	CSM Clem	569-6730
XO	SGM Puertas	569-6732
CI, SMC	SGM Estrada	569-6733
Bn Admin NCO	SGT Jones	569-6734
ATSS-BA (Bldg 11293)		
Cdr, CO A	CSM Zagara	8785
First SGT	1SG Chancellor	8508
Admin NCO	SGT Davis	8418/8567
Admin NCO	SSG Negron	9437
ATSS-BAR (Bldg 11293)		
SI, LD	SGM Larder	8120
ST, LD	SGM Trevino	8657
SI, MO	SGM Moore, J.	8109
ST, MO	SGM Lamar	8729
SI, RM	SGM Artis	8311
ST, RM	SGM Martinez	8692
ATSS-BAN (Bldg 11293)		
CI, NRC	SGM Mahany	8570
Course Trainer	SGM Adams	8572
Admin NCO	Vacant	8584
ATSS-BSP (Bldg 11293)		
Special Projects	SGM Trexler	8364

STAFF & FACULTY BATTALION (Cont'd)

ATSS-BB (Bldg 11293)		
Cdr, CO B	CSM Moten	8011
First SGT	1SG Alameda	9452
Admin NCO	Vacant	9647
Admin Clerk	SPC Govea	8359
ATSS-BBB (Bldg 11293)		
CI, BSNCOC	Vacant	9165
SI, BSNCOC	MSG Brown, Q.	9194
CI, BSNCOC VTT	Vacant	9165
SI, BSNCOC VTT	MSG Pardue/ MSG Weis	8516
Phase I, BSNCOC	MSG Kilmer	9211
ATSS-BBF (Bldg 11293)		
CI, FSC	SGM Smith, S.	8205
SI, FSC	MSG Gains	8479
CI, FSC VTT	SGM Nordstrom	8225
SI, FSC VTT	MSG Ochart	8303
FSC Phase I Cell	MSG Greene, H.	9690
ATSS-T (Bldg 11293)		
Chief, DTD	SGM Gratton	8848
CPX Manager	MSG Sanders	9081
ATSS-BN (Bldg 11293)		
SI, BNCOC-VTT	SFC Klein	6415
ATSS-BI (Bldg 11293)		
IMSO Director	Ms. Edwards	9055
IMSO IP Mgr	Mr. Salas	8763
IMSO Admin	Ms. McAllister	9451
ATSS-BP (Bldg 11291)		
NCOIC	SFC Robles	8416
Asst /NCOIC/Reassignments	SGT Shirley	8563
Finance Clerk	Mr. Morgan	8237
Actions Clerk /Awards	Ms. Haas	8055
Promotions/NCOER	Ms. Brock	8349
Mailroom Clerk	Mr. LaBarbera	8355
ATSS-BO (Bldg 11291)		
Opns Chief	Mr. Guyette	8305
Opns SGM	SGM Garza	8362
Plan & Ops Specialist	Ms. Jordan	8363
Safety NCO	SFC George	9752
ATSS-BS (Bldg 11291)		
Security Manager	Mr. Chapa	9755
ATSS-BOL (Bldg 11292)		
Proj Equip Oper	Ms. Mitsakos	8832
Audio/Visual Tech	Vacant	8316
ATSS-BOD (Bldg 11294)		
Spouse Leadership Dev Course	SGM Richardson	7990
SFDD Course Manager	Ms. Pyke	569-6743
ATSS-BOT (Bldg 11291)		
Test Control/Billing Official	SGM Olds	8222

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

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

APPENDIX A (3)

USASMA STAFF DIRECTORY

15 AUGUST 2006

U.S. ARMY SERGEANTS MAJOR ACADEMY

11291 SGT E. Churchill Street
Fort Bliss, TX 79918-8002
15 August 2006

COMMAND GROUP

ATSS-C (Bldg 11291)		
Commandant	COL Abramowitz	8009
Exec Asst	Ms. Garner	8292
ATSS-CC (Bldg 11291)		
Command Sergeant Major	CSM Dale	8307
Admin NCO	SFC Harris	8193
EO Advisor	SFC Sumpter	9383
ATSS-CA (Bldg 11291)		
Asst Commandant	LTC Suits	8585
Budget OIC	CPT Marchand	9381
ATSS-CH (Bldg 11293)		
Chaplain	MAJ Johnston	8223
Chaplain Asst	SGM Peters	8223
ATSS-COP (Bldg 11291)		
Protocol NCOIC	Mr. Fraser	8489
Protocol Specialist	SPC Mejia	8448
ATSS-CM (Bldg 11293)		
Health Promotion Officer	MAJ Trevino	9403
Health Tech	Mr. Hurell	8271
FAX		8013
ATSS-CE		
Reenlistment NCO	SFC Harris	8193
ATSS-CF (Bldg 4, Rm 104, FB)		
Resource Mgmt Office(Budget)	Mr. McDowell	1398
Resource Mgmt Office(Pers)	Ms. Dixon	5824
FAX		8358
ATSS-CG (Bldg 11291)		
ARNG Advisor	SGM Mayo	8313
ATSS-CR (Bldg 11291)		
USAR Advisor	MSG Bensley	8304
ATSS-CSI (Bldg 11291)		
Dir,Strategic Initiatives Grp	Mr. Smith	9192
Strategic Planner	Mr. Holifield	8049

HEADQUARTERS COMPANY

ATSS-H (Bldg 11291)		
CDR	CPT Blake	9875
First SGT	1SG Adams	8354
Training NCO	PFC Hosten	8023
ATSS-HF (Bldg 11291)		
Facilities Mgr	Mr. Contreras	8816

cell javier 443-632-9

LOGISTICS OFFICE

ATSS-HL (Bldg 11292)		
Chief	CPT Hernandez	8739
PBO/S-4	Ms. Gilmore	8366
NCOIC/S-4	SSG Tanner	8361
	Mr. Bindley	8367
	Mr. Moore	8482
	Vacant	9731
ATSS-HLM (Bldg 11292)		
NCOIC/LMDC	SSG Herron	8798
LMDC	Ms. Jackson	5715
TDD	Ms. Hernandez	8371

SCHOOL SECRETARIAT DIRECTORATE

ATSS-S (Bldg 11291)		
Director	Mr. McKinney	8383
Secretary	Ms. Johnson	8123
ATSS-SA (Bldg 11291)		
Chief, Academic Records	Ms. Bradford	8619
Academic Records Tech	Ms. Tapia (Sanchez)	8379
ATSS-SE (Bldg 11293)		
Education Advisor	Ms. Taylor	9070
NCOIC	SGM Johnson	8915
Admin SPC	Vacant	
Fax		8061
ATSS-SH (Bldg 11294)		
Historian	Dr. Bouilly	9978
ATSS-SJ (Bldg 11291)		
NCOJ, Editor-in-Chief/PAO	MSG Pilgrim	8550
Managing Editor	Mr. Crozier	9069
Photo Journalist	Vacant	8101
Journalist		8101
Graphic Artist	SPC Edmondson	9145
ATSS-SL (Bldg 11294)		
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Library Technician	Ms. Canales	8454
Library Technician	Mr. Lawrence	8462
Library Technician	Ms. Callahan	8614/8176
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Director, Museum	Mr. Arms	8646
Museum Specialist	Ms. Cooper	8306

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Operations SGM	SGM Grimes	8274
Admin Operations	Mr. Flynn	8332
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ATSS-DM (Bldg 11291)		
CMDD	SGM Bennett-Green	8854
ATSS-DCP (Bldg 11291)		
Chief, WLC	SGM Smith	8405
ATSS-DCB (Bldg 11291)		
Chief, B/ANCOC	MSG McMullen	8562
ATSS-DCS (Bldg 11291)		
Chief, SMC	SGM Rosen	8895
SMC Cell	Mr. Sanchez	8358
ATSS-DCBS (Bldg 11291)		
Chief, BSNCOC	MSG McMullen	8562
ATSS-DCF (Bldg 11291)		
Chief, FSC	SGM Todd	8861

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U.S. ARMY SERGEANTS MAJOR ACADEMY

11291 SGT E. Churchill Street
Fort Bliss, TX 79918-8002
15 August 2006

QUALITY ASSURANCE OFFICE

ATSS-Q (Bldg 11291)		
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Chief, Phase I Evals	SGM Fegan	569-6715
Chief, Phase II Evals	Mr. Wong	8871
ISS	Mr. Dustan	8455
ISS	Ms. Wallace	569-6725
ISS	Ms. Strand	569-6724
Evaluator	SGM Hummel	8868
Evaluator	SGM Brooks	8424
Evaluator	SGM Cossel	8735
Evaluator	SFC Williams	7436
Evaluator	Mr. McGough	8731
Evaluator	SGM Cespedes	569-6727
Evaluator	SGM Sharp-Chancellor	8340

INFORMATION MANAGEMENT DIRECTORATE

ATSS-IM (Bldg 11274)	8420	
Chief, IMD	Mr. Martin	8221
Help Desk Supervisor	Vacant 8885	9564
Web Master	Mr. Pratt	9210
Help Desk Technician	Mr. Turner	8950
Help Desk Technician	Mr. Shepherd	9564
Telephone Control	SGT Walker	8457
ATSS-IN (Bldg 11291)	Help 568-9210	
Chief, NCO Net	Desk Mr. Pearson	9267
Forum Leader	Mr. Stenzel	8420

STAFF & FACULTY BATTALION

ATSS-B (Bldg 11291)		
Commander	CSM Clem	569-6730
XO	SGM Puertas	569-6732
CI, SMC	SGM Estrada	569-6733
Bn Admin NCO	SGT Jones	569-6734
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Cdr, CO A	CSM Zagara	8785
First SGT	1SG Clowser	8508
Admin NCO	SGT Davis	8418/8567
Admin NCO	SSG Negron	9437
ATSS-BAR (Bldg 11293)		
SI, LD	SGM Larder	8657
ST, LD	SGM Trevino	8120
SI, MO	SGM Moore, J.	8109
ST, MO	SGM Lamar	8729
SI, RM	SGM Artis	8311
ST, RM	SGM Martinez	8692
ATSS-BAN (Bldg 11293)		
CI, NRC	SGM Mahany	8570
Course Trainer	SGM Adams	8572
Admin NCO	Vacant	8584
ATSS-BSP (Bldg 11293)		
Special Projects	SGM Trexler	8364

STAFF & FACULTY BATTALION (Cont'd)

ATSS-BB (Bldg 11293)		
Cdr, CO B	CSM Moten	8011
First SGT	1SG Alameda	9452
Admin NCO	Vacant	9647
Admin Clerk	SPC Govea	8359
ATSS-BBB (Bldg 11293)		
CI, BSNCOC	Vacant	9165
SI, BSNCOC	MSG Brown, Q.	9194
CI, BSNCOC VTT	Vacant	9165
SI, BSNCOC VTT	MSG Weis	8516
Phase I, BSNCOC	MSG Kilmer	9211
ATSS-BBF (Bldg 11293)		
CI, FSC	SGM Lamar	8205
SI, FSC	MSG Vazquez	8479
CI, FSC VTT	SGM Nordstrom	8525
SI, FSC VTT	Vacant	8303
FSC Phase I Cell	MSG Greene, H.	9690
ATSS-T (Bldg 11293)		
Chief, DTD	SGM Gration	8648
CPX Manager	MSG Sanders	9081
ATSS-BN (Bldg 11293)		
SI, BNCOC-VTT	SFC Klein	569-6415
ATSS-BI (Bldg 11293)		
IMSO Director	Ms. Edwards	9055
IMSO IP Mgr	Mr. Salas	8763
IMSO Admin	Ms. Nelson	9451
ATSS-BP (Bldg 11291)		
NCOIC	SFC Robles	8416
Asst /NCOIC/Reassignments	Vacant	8563
eMILPO/Evals	Mr. Morgan	8055
Actions Clerk /Awards	Ms. Haas	8237
Promotions/Finance	Ms. Brock	8349
Mailroom Clerk	Mr. LaBarbera	8335
ATSS-BO (Bldg 11291)		
Opns Chief	Mr. Guyette	8305
Opns SGM	SGM Sharp	8827
Plans SGM	SGM Lawson	9436
Trng Mngt SGM	SGM Garza	9752
Plan & Ops Specialist	Ms. Jordan	8363
Safety NCO	SFC George	8096
Ops	MSG Hamilton	8552
ATSS-BS (Bldg 11291)		
Security Manager	Mr. Chapa	9755
ATSS-BOL (Bldg 11292)		
Proj Equip Oper	Ms. Mitsakos	8832
Audio/Visual Tech	Mr. Obregon	8316
ATSS-BOD (Bldg 11294)		
Spouse Leadership Dev Course	SGM Richardson	7990
SFDD Course Manager	Ms. Pyke	569-6743
ATSS-BOT (Bldg 11291)		
Test Control/Billing Official	SGM Olds	8222

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

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

APPENDIX B (1)

KEY PERSONNEL

Key Personnel

Commandant

COL David J. Abramowitz

Command Sergeant Major

CSM James E. Dale

Assistant Commandant

LTC Paul F. Grace	Jan-Jun 06
LTC Stanford W. Suits	Jun-Dec 06

Director, School Secretariat

Mr. Jesse W. McKinney

Director, DOTD

Dr. Mack Vereen

Director, QAO

SGM William R. Ogletree

Battalion Commander

CSM Richard A. Clem	Jan-Oct 06
CSM Darius Zagara	Oct-Dec 06

A Co. Commander

CSM Darius Zagara	Jan-Oct 06
CSM Michael Huffman	Oct-Dec 06

B Co. Commander

CSM Edwin D. Moten

HHC Commander

CPT Lisa Walsh	Jan-Jun 06
CPT Anita Burke (Blake)	Jun-Dec 06

Facilities Engineer

SSG Gregory T. Parker	Jan-Aug 06
Mr. Javier Contreras	Aug-Dec 06

Chaplain

MAJ Mark R. Johnston

Health Promotion Officer

MAJ Gregory A. Weaver	Jan-Jun 06
MAJ Amy Trevino	Jun-Dec 06

Chief, Information Management Division (IMD)

Mr. Donald R. Martin

Director, Strategic Initiatives Group (SIG)

Mr. Wilbert Holifield	Jan-Jun 06
Mr. Sylvester Smith	Jun-Dec 06

ACRONYMS AND ABBREVIATIONS

1SG	First Sergeant
ANCOC	Advanced NCO Course
AAR	after action review
ABC/MS	Activity-Based Costing/Management System
ABCKS	Army Battle Command Knowledge System
ABCS	Army Battle Command System
ABN	airborne
AC	Active Component
ACE	American Council on Education
ACES	Army continuing Education System
ADA	Americans with Disabilities Act; Air Defense Artillery
ADDIE	analysis, design, development, implementation and evaluation
ADL	Advanced Distributed Learning
ADL-R	Advanced Distributed Learning-Repository
ADT	Active duty Training
AED	automated external defibrillator
AER	Army Emergency Relief
AG	Adjutant General
AGR	Active Guard and Reserve
AKO	Army Knowledge On-line
ALMC	Army Logistics Management College
ALMS	Army Learning Management System
ANCOC	Advanced Noncommissioned Officer Course
APFRI	Army Physical Fitness Research Institute (Carlisle, PA)
APFT	Army Physical Fitness Test
AR	Army Reserve, Army regulation
ARCIC	Army Capabilities Integration Center (TRADOC)
ARES	Army Relational Executive System
ARFORGEN	Army Force Generation
ARNG	Army National Guard
ARTEP	Army Training and Evaluation Program
ASAP	Army Substance Abuse Program
ASAT	Automated Systems Approach to Training
ASI	additional skill identifiers
ATBG	Appropriations TRADOC Budget Guidance
ATC	Army Training Center
ATLAS	Army Training and Learning Assessment System
ATLDP	Army Training and Leadership Development Plan
ATM	asynchronous transfer mode (switch)
ATRM	Army Training Requirements
ATRRS	Army Training Requirements Resources System
ATSC	Army Training Support Center
AUTOGEN	Automated Text and Program Generation
AWC	Army War College

B	Basic Noncommissioned Officer Course
B/ANCOC	Basic/Advanced Noncommissioned Officer Courses
BNCOC	Basic NCO Course
BBS	Brigade/Battalion Battle Simulation
BCKS	Battle Command Knowledge System
BCT	Brigade Combat Team
Bde	brigade
BLOG	term derived from "Web log" – a user-generated website where entries are made in journal style and displayed in a reverse chronological order.
BN	battalion
BNCOC	Basic Noncommissioned Officer Course
BOLC	Basic Officer Leadership Course
BRM	basic rifle marksmanship
BRAC	Base Realignment and Closure
BSC	Battle Simulation Center; Battle Staff Course
BSNCOC	Battle Staff Noncommissioned Officer Course
C4C	coaching for commitment
CAAS	contracted advisory and assistance service
CAC	Combined Arms Center (Ft. Leavenworth)
CAC-T	Combined Arms Center Training Directorate
CAD	course administration data
CALL	Center for Army Lessons Learned
CC	common core
CCC	Captain's Career Course
CENTCOM	Central Command
CF	course facilitator
CFC	Combined Federal Campaign
CGSC	Command and General Staff College
CH	chaplain
CHN	Community Health Nurse
CID	combat identification and detection
CIO	Command Information Office; Chief, Information Office
CL	class
CLRT	critical literature review team
Cmdt	commandant
CMDMC	Command Master Sergeant (Navy rank)
CMH	Center of Military History
CMP	Course Management Plan
CO	Company
CoC	Council of Colonels
COE	contemporary operational environment
COIN	counter insurgency
COL	Colonel
COR	Contract Officer Representative

CORDRA	Content Object Repository Discovery and Registration Architecture (trademark)
CPR	cardio-pulmonary resuscitation
CPT	Captain
CPX	command post exercise
CREW	Counter RCIED Electronic Warfare [RCEID –Radio Controlled Improvised Explosive Devise]
CSI	Combat Studies Institute (Ft. Leavenworth)
CSA	Chief of Staff of the Army
CSM	Command Sergeant Major
CSMC	Command Sergeants Major Course
CSM-D	Command Sergeant Major-Designate
CSMSS	Command Sergeants Major Spouses' Seminar
CST	Central Standard Time
CTSSB	Critical Task Site Selection Board
CVS	Contractor Verification System
CY	calendar year
DA	Department of the Army
DAMO-SS	Department of the Army Military Operations—Strategic Plans and Policy Office
DARWARS	DARPA's [Defense Advanced Research Projects Agency] universal, persistent, on-demand training WARS
DASD	Deputy Assistant Secretary of Defense
DAIM-FD	Assistant Chief of Staff for Installation Management
DCSINT	Deputy Chief of Staff for Intelligence
DCSOP	Deputy Chief of Staff for Operations
DCSOPS&T	Deputy Chief of Staff for Operations and Training (TRADOC)
DCSRM	Deputy Chief of Staff for Resource Management (DA)
DEPEX	deployment exercise
DFAS	Defense Finance and Accounting Service
DISA	Defense Information Systems Agency
DIV	Division
dL	distributed learning
DL	distance learning
DMPO	Defense Military Pay Office
DOD	Department of Defense
DOIM	Directorate of Information Management
DOTD	Directorate of Training and Doctrine
DOTMLPF	Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities (DOD Office)
DPTMS	Directorate of Plans, Training, Mobilization and Security – Ft. Bliss
DPWL	Directorate of Public Works and Logistics
DR.	doctor
DRM	Directorate of Resource Management
DTD	Digital Training Division

DTS	Defense Travel System
EAD	extended active duty
EJPME	Enlisted Joint Professional Military Education
EKG	electro cardiogram
ELO	enabling learning objective
EMERCWG	Enlisted Military Education Review Council Working Group
EoF	escalation of force
EPMD	Enlisted Personnel Management Directorate
ERM	execution roadmap
ES2	every soldier is a sensor
FA	faculty advisor
FAQ	frequently asked questions
FBCB2	Force Battle Command Brigade and Below
FID	foreign internal defense
FM	field manual
FMI	Field Manual-Interim
FNP	Family Nurse Practitioner
FORSCOM	Forces Command
FRAGO	Fragmentary Order
FRG	Family Readiness Group
FSC	First Sergeant Course
FSF	Foreign Security Force
FSC-VTT	First Sergeant Course - Video Tele-training
FT	fort
FY	Fiscal Year
GEL	guided experiential learning
GIG	gigabit
GS	general service
G3	Assistant Chief of Staff (Operations and Plans)
GWOT	Global War on Terrorism
H.E.A.R.T	Health Evaluation and Risk Targeting
HHC	Headquarters and Headquarters Command
HPO	Health Promotion Office
HQ	headquarters
HRC	Human Resources Command
HVAC	heating, ventilation and air conditioning
IA	Iraqi Army
IAW	in accordance with
ICDT	Integrated Combat Development Team
ICH	instructor contact hours
ID	infantry division
IDEP	individual development plan
IDT	Inactive Duty Training
IED	improvised explosive device
IED-D	improvised explosive devise-defeat
IG	Inspector General

I/ITSEC	Inter-service/Industry Training, Simulation and Education Conference
ILS	Integrated Library System
IMD	Information Management Directorate
IMDR	Instructional Media Design Report
IMI	interactive multimedia instruction
IMPAC	International Purchase Authority Card
IMS	international military student
IMSO	International Military Student Officer
IP	Information Program
IPB	Intelligence Preparation of the Battlefield
IPR	initial planning review
ISDN	integrated services digital network
ISR	intelligence, surveillance and reconnaissance
ISS	Instructional Systems Specialist
IT	information technology
ITC	Instructor Training Course
ITP	individual training plan
ITRM	Institutional Training Reserve Model
ITS	individual training study
JADD	Joint Allied Doctrine Division
JAG	Judge Advocate General
JEPME	Joint Enlisted Professional Military Education
JFCOM	Joint Forces Command
JIEDDO	Joint Improvised Explosive Devise Defeat Organization
JKDDC	joint knowledge development and distribution capability
JLA	joint learning activity
JLO	joint learning outcomes
JPME	Joint Professional Military Education
JROTC	Junior Reserve Officer Training Corps
JSAT	Joint Security Assistance Training
JTF	Joint Task Force
L2I	Lessons Learned Integration
LA	Louisiana
LAN	local area network
LD	Leadership Division
LDR	leader
LLC	Lifelong Learning Center (USASMA)
LLD	Leader Development Directorate (TRADOC)
LEAD	Leadership, Education and Development
LMDC	Lesson Management and Distribution Center (USASMA)
LNO	Liaison Officer
LOGEX	logistics exercise
LRC	Learning Resources Center
LT	Lieutenant
LTC	Lieutenant Colonel

LTG	Lieutenant General
MACOM	major command
MANCEN	Maneuver Support Center
MAJ	Major
MCIP	Marine Corps Information Publication
MD	Doctor of Medicine
MDEP	Management Decision Package
MDMP	Military Decision Making Process (FM 5)
MEB	Medical Evaluation Board
MEDPROS	Medical Protection System
MFP	military personnel files
MCS	Maneuver Control System
MG	Major General
Mgr	manager
Mil-Ops	Military Operations Division
MMT	multi-media training
MO	military operations
MOE	method of evaluation
MOBEX	mobilization exercise
MOI	memorandum of instruction
MOS	mission-oriented skill
MP	military police
MPRI	Military Professional Resources, Inc. (contractor)
MSG	Master Sergeant
MSSC	Mission Service Support Center
MWR	Morale, Welfare and Recreation
NATO	North Atlantic Treaty Organization
NBC	Nuclear, Biological and Chemical
NCO	noncommissioned officer
NCOA	noncommissioned officer academy
NCOACC	Noncommissioned Officer Academy Commandant's Course
NCODP	Noncommissioned Officer Development Program
NCOES	Noncommissioned Officer Education System
NCOIC	Noncommissioned Officer in Charge
NCOTEAM	NCO Team
NGB	National Guard Bureau
NIPRNET	Non-classified Internet Protocol Router Network (Unclassified but Sensitive Internet Protocol Router Network)
NRC	Non-resident Course
NRSMC	Nonresident Sergeants Major Course
NSA	national security affairs
O/C	observer/controller
OCAR	Office, Chief of Army Reserve
OES	Officer Education System
OIC	officer in charge
OIF/OEF	Operation Iraqi Freedom/Operation Enduring Freedom

OIL	observations, insights, lessons
OPFOR	opposing force
OPSEC	Operational Security
OPTEMPO	operations tempo
OPORD	operations order
OSD-RA	Office of the Secretary of Defense-Reserve Affairs
P	promotable
PB	program budget decision
PBAC	Program Budget Advisory Council
PCC	Pre-command Course
PCS	Permanent Change of Station
PDHRA	Post-Deployment Health Reassessment
PE	practical exercise
PEP	Personnel Experience Paper
PERSCOM	Personnel Command
PFC	Private First Class
PG	Proving Ground
PLDC	Primary Leadership Development Course
PMCS	preventive maintenance checks and services
PME	Professional Military Education
PO&A	Program Objective and Analysis
POC	point of contact
POI	Program of Instruction
POM	Program Objective Memorandum
POSH	People, Opportunity and Sexual Harassment
PT	physical training
PWS	performance work statement
QAO	Quality Assurance Office
QM	Quartermaster
R	retired
RC	Reserve Component
RCS	Record Control Series
RCIED	Radio Controlled Improvised Explosive Device
RFI	Rapid Fielding Initiative
RM	Resource Management
ROTC	Reserve Officer Training Corps
RTI	Regional Training Institute
RTM	run time manager
S-1	Personnel Staff Officer
S-2	Intelligence Staff Officer
S-3	Operations Staff Officer
S & F	staff and faculty
SaaS	Soldier as a System
SACC	Stand Alone Common Core
SAEDA	Subversion and Espionage Directed Against the U.S. Army and Deliberate Violations of Security

SAPR	sexual assault and prevention response
SAT	Systems Approach to Training
SAV	staff assistance visit
SATBC	Systems Approach to Training Basic Course
SATP	Security Assistance Training Program
SCORM	Sharable Content Reference Model
SGM	Sergeant Major
SF	Special Forces
SFC	Sergeant First Class
SFDD	Staff and Faculty Development Division
SFMC	Soldier and Family Medical Center
SGITC	Small Group Instructor Training Course
SGM	Sergeant Major
SGS	Secretary of General Staff
SGT	Sergeant
SI	senior instructor
SIM	simulation
SIG	Strategic Initiatives Group
SIPERNET	Secret Information Processing Router Protocol Network
SIRSI	library supply company name
SLDC	Spouse Leadership Development Course
SMA	Sergeants Major Academy; Sergeant Major of the Army
SMDR	Structure and Manning Decision Review
SME	subject matter expert
SMIFPC	Sergeants Major International Fellows Pre-course
SMIPC	Sergeants Major International Pre-course
SMNRC	Sergeants Major Non-resident Course
SMSC	Sergeants Major Spouse Course
SMSGT	Senior Master Sergeant (Air Force)
SOCAD	Servicemembers Opportunity Colleges Army Degree
SOP	standing operating procedure
SOW	statement of work
SPC	Specialist
SQI	Special Qualification Identifier
SSD	School Secretariat Directorate
SSG	Staff Sergeant
ST	senior trainer
STP	Soldier Training Publication
STRAP	system training plan
STX	Situation Training Exercise
SWA	Southwest Asia
T&EO	training and evaluation outline
TAITC	Total Army Instructor Training Course
TAR	the analysis report
TASS	Total Army School System
TD	training development

TD2	Training and Doctrine Development; training development/developers
TDA	Table of Distribution and Allowances
TDADD	Training Development and Delivery Directorate (TRADOC)
TDMMC	Training Development Middle Manager Course
TDY	temporary duty as assigned
TFI	Total Force Integrator
TIG	The Inspector General
TLO	terminal learning objective
TMCA	Theater Movement Control Agency
TNET	television network
TOC	Tactical Operations Center
TOMA	Training Operations Management Activity (TRADOC)
TRADOC	Training and Doctrine Command
TRAP	Training Requirements Arbitration Panel
TRNS	transportation
TSGT	Training Sergeants Major Academy
TSMA	Training Sergeant (NCO Professional Development)
TSP	training support package
UMMCA	Unspecified Minor Military Construction, Army
UMR	Unit Manning Request
USAARTC	United States Army Regional Training Center
USAFMSA	United States Army Force Management Support Agency
USAIC&FH	United States Army Intelligence Center & Fort Huachuca
USAIS	United States Army Infantry School
USAR	United States Army Reserves
USASMA	United States Army Sergeants Major Academy
USASSI	United States Army Soldier Support Institute
USN	United States Navy
USO	United Services Organization
UTEP	University of Texas at El Paso
VTC	Video Tele-conference
VTT	Video Tele-training
VTT-B	Video Tele-training-Basic Noncommissioned Officer Course
WBAMC	William Beaumont Army Medical Center
WG	working group
WLC	Warrior Leader Course
WO	warning order
WOES	Warrant Officer Education System
WTB	warrior tasks and battle drills
XO	executive officer