

Inside The Eagle



Army Space
Soldier named
Outstanding,
page 7



HQ USASMDC/
ARSTRAT
organization
day,
pages 8, 9



2 Stories —
celebrating
the Army's
birthday,
pages 12, 13

The Eagle

U.S. Army Space and Missile Defense Command/U.S. Army Forces Strategic Command

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SMDC/ARSTRAT celebrates Army's Birthday

By Giselle Bodin
SMDC/ARSTRAT
Public Affairs

REDSTONE ARSENAL, Ala. — The U.S. Army Space and Missile Defense Command/Army Forces Strategic Command celebrated the Army's 233rd Birthday on June 13 at the Von Braun Complex here.

The celebration kicked off at 8:30 a.m. in the courtyard behind building 5220 with opening remarks by Lt. Gen. Kevin T. Campbell, SMDC/ARSTRAT commanding general. Campbell introduced the special guest speaker for the event, former Cpl. Newton Duke, a veteran of the Korean War and Purple Heart recipient. Duke survived 27 months as a Prisoner of War in North Korea from 1951-1953 and was wounded seven times throughout his time in the Army.

"We are honored to have Mr. Duke here to celebrate with us today ... his actions during the [Korean] war made a difference to the people of our nation," said Campbell. "He embodies the attributed of the Warrior Ethos — he is the face that lives it."

"I would do it [volunteer for the Army] again if I had to," Duke commented. "I love the Army

and what it stands for, and I love America."

Following Duke's remarks was the Army birthday cake-cutting ceremony. In alignment with Army tradition, the youngest and the eldest command Soldiers typically make the ceremonial first cut. Campbell, as the eldest, deferred this honor to Duke. Staff Sgt. Jimmy Ayala, as the youngest command Soldier, performed the ceremonial cut along with Duke. They cut the cake with an antique Army saber provided by the historical office.

The birthday celebration featured costumed interpreters representing 11 different eras in American military history: the Revolutionary War, the War of 1812, the Seacoast Artillery, the Seminole War, the Civil War, Indian Wars, the Spanish American War, World War I, World War II, the Korean War and Vietnam.

Three of the living Soldier volunteers were SMDC/ARSTRAT employees who were outfitted with historical office uniforms — Stephen Hutson of the Technical Interoperability and Matrix Center, John Yim of the Office of New Initiatives and Innovations, and Sgt. 1st Class Erika White of the Equal Opportunity Office.

Yim represented the Vietnam

War Soldier of 1975 and later. Yim said that his uniform was similar to the uniform he wore when he was part of the 187th Infantry Regiment at Fort Campbell from 1993-1995, except for the helmet (which included room for insect repellent and cigarettes) and the jungle boots.

"It is an honor to participate in this Army birthday celebration, and I feel like this is a way I can pay tribute to all the Vietnam Soldiers who fought for our nation," said Yim.

Other volunteers were from organizations such as Calhoun Community College, PEO Aviation, AMRDEC, Florence Public School, Alabama Veterans Museum, MDA, and PEO Missiles and Space.

Another interesting component of the day's events included musket and cannon firing



Photo by Diane Schumacher

Staff Sgt. Jimmy Ayala and Norman J. Duke cut the ceremonial Army Birthday cake June 13 in the courtyard at SMDC/ARSTRAT headquarters, Redstone Arsenal, Ala.

demonstrations that were held on a rotating basis every half-hour.

Mark Hubbs of the SMDC/ARSTRAT historical office explained the day's activities as a "celebration and event that could give attendees insight into the history of the Army and the history of its Soldiers."

SMDC/ARSTRAT and MDA Joint Safety Awareness Day a success

By Giselle Bodin
SMDC/ARSTRAT Public Affairs

REDSTONE ARSENAL, Ala. — On May 20, the U.S. Army Space and Missile Defense Command/Army Forces Strategic Command and the Missile Defense Agency came together for their first campus-wide joint venture, the SMDC/ARSTRAT and MDA Joint Safety Awareness Day.

To open the program, SMDC/ARSTRAT Chief of Staff Col. John C. Hamilton spoke about how important the joint venture was because it kicked off both organizations' "101 Days of Safety" program, held from Memorial Day through Labor Day.

Hamilton thanked the organizers and said that "safety is not a campaign; it is a lifestyle.

"In order to maintain a strong Army and DoD [Department of Defense] workforce, we have to maintain safety as a way of life," Hamilton said.

Approximately 300 employees from both organizations visited vendors' booths. They collected pamphlets and paraphernalia, listened to presentations, viewed displays, and participated in demonstrations, all with a coordinated focus on the issue of safety. Different displays included 101 Days of Summer (SMDC/ARSTRAT HHC), BBQ Safety (Phil Patterson, Future Warfare Center), Driving Under the Influence and Simulated Drunk Driving Range (Alabama State Trooper Curtis Summerville), Fire Safety (RSA Fire and Emergency Services), Household Safety and First Aid (Grainger, Inc.), Prevention of Drug and Alcohol Abuse, American Red Cross, Alabama Bike Coalition, Water Safety (U.S. Coast Guard Auxiliary), Weather Safety (WAFF Channel 48 News), and Venomous Snakes and Poisonous Plants (City of Huntsville/RSA).

Outside, a barbecue display reminded attendees of general grilling safety rules, such as ensuring proper ventilation and



Photo by Dottie White

Wearing "drunk goggles" to simulate drunk driving, Brenda Rains, a Technical Center employee ran over five cones earning her a "DWI" score of .25 blood alcohol level. The legal limit is .08.

See *Awareness Day* on page 5

The Command Corner



Lt. Gen. Kevin T. Campbell
Commanding General



CSM Ralph C. Borja
Command Sergeant Major

This month the Army celebrates its 233rd birthday. The 178 campaign streamers that hang from the Army flag provide a glimpse of our nation's history. Streamers with names like Trenton, Gettysburg, Anzio, and the current Iraq campaign represent our nation's growth, the defense of freedom and democracy, the battles against tyranny, and our own internal struggle with the rights of people to be free. More importantly, the streamers represent the strength and courage of the Soldiers who wear the uniform and who continue to guard freedom's frontiers and fight against those who would wrest our liberties from us.

In the winter of 1776, Thomas Paine wrote, "these are the times that try men's souls. The summer soldier and the sunshine patriot will, in this crisis, shrink from the service of their country; but he that stands by it now, deserves the love and thanks of man and woman." The Continental Army of 1776 was in defeat, less than 5,000 men were fit for duty and winter had set in. Undaunted, Gen. George Washington led the attack across the Delaware River Christmas night, 1776 and seized Trenton. The victory would raise the morale of the Army and the entire country. American Soldiers, regular and militia, would help form our nation.

Today, more than 255,000 Active, Guard, and Reserve Soldiers are deployed around the world doing our nation's work. Soldiers are serving with distinction, whenever and wherever needed – making enormous contributions in many vital roles. Our Soldiers are fighting with courage and valor at the forefront of the war against a global extremist network. They are deterring aggression in troubled regions worldwide, securing our borders and preventing attacks on our nation. And, when needed at home, Soldiers support civil authorities to respond to natural disasters.

There are some 142,500 Soldiers supporting Operation Iraqi Freedom and Operation Enduring Freedom. The courage, competence, and commitment of our Soldiers, Army civilians and their Families to the ideals that continue to make this country great are making a difference in our world.

Our nation has relied on Active, Guard, and Reserve Soldiers to protect the liberties we cherish so dearly. No uniform is more widely recognized for freedom around the globe than the U.S. Army uniform.

This month as we celebrate the Army's birthday, let's also remember our comrades who have paid the ultimate price for freedom — Soldiers such as Pfc. Ross A. McGinnis, who was recently posthumously awarded the Medal of Honor. His citation reads, "While Private McGinnis was manning the M2 .50-caliber machine gun, a fragmentation grenade thrown by an insurgent fell through the gunner's hatch into the vehicle. Reacting quickly, he yelled "grenade," allowing all four members of his crew to prepare for the grenade's blast. Then, rather than leaping from the gunner's hatch to safety, Private McGinnis made the courageous decision to protect his crew. In a selfless act of bravery, in which he was mortally wounded, Private McGinnis covered the live grenade, pinning it between his body and the vehicle and absorbing most of the explosion."

Throughout our Army's history, there have been Soldiers who have risen to the occasion to accomplish the toughest jobs of the time. Our nation will be forever indebted to Pfc. McGinnis and others who have fallen when they stepped forward and volunteered to answer the call to duty. Today's Army remains a tremendous fighting force and our center piece remains the American Soldier. **SECURE THE HIGH GROUND!**

Resuming our discussion on Army values and their importance to the men and women who serve as members of the United States Army, we come to the letter S in the acronym "LDRSHIP." S is there to remind us of the importance of selfless service. Army Field Manual 6-22 defines selfless service: **Putting the welfare of the nation, the Army, and subordinates before your own.**

President John F. Kennedy summed up the concept of selfless service in his Inaugural speech in 1961, when he challenged Americans to, "Ask not what your country can do for you — ask what you can do for your country." As members of the United States Army, we all serve our great nation by supporting and defending the Constitution of the United States against all enemies. When members of the Army take their respective Oaths of Enlistment or Office, they are in effect giving America a blank check to be cashed as needed to protect the United States and its citizens. Selfless service means doing what is right for the nation, the Army, the organization, and subordinates.

Payment comes in many forms, each requiring selfless service by the Soldiers who signed those "checks." Over the course of an Army career, the Soldier will be asked to give up time with Family and friends in order to deploy to isolated and often hostile locations around the world. The Soldier will forego Family birthdays, holidays, and numerous special events in order to carry out the oath of enlistment or office — to support and defend the Constitution. Regrettably, selfless service sometimes requires the Soldier to pay for freedom through the loss of limbs or even life.

Sgt. 1st Class Paul R. Smith performed the ultimate act of selfless service near Baghdad International Airport, Baghdad, Iraq on April 4, 2003. In total disregard for his own life, he maintained his exposed position in order to engage the attacking enemy force. During this action, he was mortally wounded. His courageous actions helped defeat the enemy attack, and resulted in as many as 50 enemy soldiers killed, while allowing the safe withdrawal of numerous wounded soldiers. Smith chose selfless service, he chose to place himself directly in harms way in order to save his fellow soldiers.

While the needs of the Army and the nation must come first, selfless service does not require or want Family- or self-neglect. Neglect of Family or self weakens the Soldier and can cause the Army more harm than good. The Army's commitment to the morale and well-being of the Soldier and the Soldier's Family are well documented in the signing of the Army Family Covenant by Army senior leaders — pledging to support Soldiers' Families while they defend the nation. The Army wants to provide Soldiers and their Families with a level of support commensurate with their level of selfless service.

Selfless service not only comes from our Soldiers, Army DoD civilians, supporting many of the Army's most critical missions, must embrace the same values. Many of the civilians currently deployed to Southwest Asia in support of Operations Enduring Freedom and Iraqi Freedom have volunteered to serve there filling vital roles in support of Soldiers and combat operations.

Selfless service is not limited to combat or emergencies. Many individuals continue to place the Army's needs and the needs of the nation above their own. Retirees volunteer for recall, members of the Reserve components serve beyond their mandatory service dates, and Army civilians volunteer for duty in combat zones — all demonstrating selfless service. **SECURE THE HIGH GROUND!**

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What We Think

The Eagle asks:

On Mother's Day or Father's Day what have you done to show either parent how special she or he is?



Since my mom lives in Alaska, Mother's Day is a challenge. This year I sent her flowers, then I give her a call on Mother's Day.

Dan Russell
Contractor/Senior Systems Analyst
FCI Supporting 53rd Signal Battalion
and SMDC/ARSTRAT CIO/G6
Colorado Springs, Colo.



For my mother, I cook her what ever she wants. This year I also went over to her house and planted flowers for her. I just spend time with her because that's all she really wants.

Selwyn Reynolds
Research SW Lead
Battle Lab-Gray
Future Warfare Center
Redstone Arsenal, Ala.



I appreciate them, I love them, I'm there for them. That's what it's all about, isn't it?

Mike Miller
Custodian
Phoenix Services
Redstone Arsenal, Ala.



This year we brought the entire family together to Mother's room for a combination birthday party and Mother's Day party — 43 of us wishing her a happy 95th!

David Lady, Cmd. Sgt. Maj. (Ret.)
Military Analyst
Directorate Combat Dev. (Space)
Future Warfare Center
Redstone Arsenal, Ala.



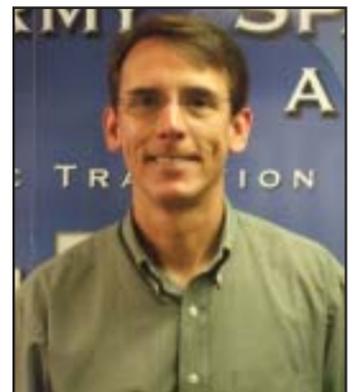
I usually call on Mother's Day and send my mom a plant that she can have all summer and plant in her yard and remind her of us.

Michele Stafford
Legal Office Assistant
USAKA
Kwajalein Atoll



Both my parents have passed away, but I think of them often and thank God that he entrusted me to such wonderful parents. They instilled in me good values and a good work ethic and provided me with a good education and a lot of love, support, and encouragement.

Marilyn M. White
Senior Military Analyst
Support to the Deputy
Commanding General
for Operations
Colorado Springs, Colo.



I call my mom on Mother's Day and usually send her flowers. On Father's Day I call and if I'm in town I'll take my dad golfing.

Andy Roake
Public Affairs Specialist
SMDC/ARSTRAT Public Affairs
Redstone Arsenal, Ala.



I take my mother and father out for dinner to show them how much I care.

James H. Talley
Phoenix Services
SMDC/ARSTRAT Mail Room
Redstone Arsenal, Ala.



Every Father's Day, when my father was alive, I called him to let him know how great a person he was. It's still a very special day for me; so each Father's Day I put flowers on his gravesite.

CW4 Phyllis Mitchell
Installation Food Advisor/
Evaluator
USAKA
Kwajalein Atoll

SMDC/ARSTRAT Technology Protection Program making progress since 2004

SMDC/ARSTRAT G-2

Cappy Bray, technology protection officer has been pioneering and overseeing implementation of the U.S. Army Space and Missile Defense Command/Army Forces Strategic Command's Technology Protection Program since its inception in 2004.

The agreement is strongly supported by the Deputy to the Commander for Research, Development and Acquisition, Michael

Schexnayder. The program is part of a big Army effort to protect the nation's Critical Program Information (CPI) by beginning protection planning at the pre-acquisition phase of development and continuing support from "cradle to grave."

The ARTPC is the lead agency in the fight, and has positioned TPEs (Technology Protection Engineers) at key facilities across the country. TPEs in Huntsville support SMDC/ARSTRAT, AMRDEC

(Aviation and Missile Research, Development and Engineering Center), PEO (Program Executive Office) Aviation and PEO Missiles & Space.

Joseph Farkas, ARTPC representative for Redstone Arsenal, Ala. says execution begins with a request for program documentation, which provides a starting point from which to conduct information assessments.

Once an assessment has been conducted, the technology protection

office can provide assistance with protection planning documentation such as technology/program protection plans, security classification guides, communication strategies, threat assessments, vulnerability assessments, risk assessments, delegation of disclosure letters, export policies, and the assignment of countermeasures.

"Protecting CPI protects the United States investment in research and development," says Bray. "It will

enhance our nation's competitiveness in the global marketplace." She adds that much of our current military dominance in Iraq has been staked on technological superiority, much of which evolved from research conducted in the 1950s-1970s.

Comments and suggestions regarding the Technology Protection Program can be directed to Cappy Bray at (256) 955-1962.

Safety

Safety checklist while vacationing at your "new" home

"It's all too easy to overlook basic child safety precautions when you're on vacation," says Peter Rush, executive director of the Window Covering Safety Council. "People are so eager to focus on the fun of the beach or the mountains that they forget to check and childproof their 'new home' first."

With America's peak vacation weeks just around the corner, the Council has issued a safety checklist for vacationing families staying in a rental cottage or cabin, and credits the U.S. Consumer Product Safety Commission for many of the recommendations.

- Make sure the pull-cord loops on older window blinds and drapes have been eliminated or secured. Cut the loop of the pull cord just above the tassel to result in two cords, or keep the loop taut with a tie-down device that fastens the cord to the floor or wall.
- Hand-test the hot water temperature. A child can suffer third-degree burns in a matter of seconds if exposed to water above 120 degrees F. Most rental homes do not have anti-scald devices or renter access to the water heater thermostat. Hand-test the water upon arrival to avoid accidental scalding in the bath or shower.
- Inspect the rental crib to make certain it is sturdy, properly assembled and in good condition. Be sure the crib slats are close enough together to prevent a baby from becoming caught between them. Also, examine the crib carefully to verify that all support hardware is in place, and that there are no areas with peeling paint.
- Pay attention to the windows. Approximately 70 children die every year by falling through an open window. Avoid placing cribs and other low furniture near windows. With double-sash windows, remember to open them from the top, not the bottom, to let in fresh air.
- Examine bunk beds for proper installation and support of the mattresses. Bunk bed guardrails, like crib slats, need to be close enough together to avoid head entrapment. Carefully inspect the support slats, screws, bolts and welds on both wooden and metal bunk beds to make sure they are secure and in top condition. Avoid allowing children under the age of 6 to sleep in the top bunk.
- Place all household cleaners and other potentially dangerous chemicals in a locked cabinet or closet. Check kitchen, hall and bath cabinets and closets for cleaners, solvents and other potentially harmful chemicals and place them in a single, secure location out of the reach of children.
- Check for proper hand and guard rails along all stairways and decks, and learn the location of all exits. Have your family familiarize themselves with the vacation home's entrance and exit routes, door and stairway locations, and how to best evacuate in case of fire. Inspect stairways, patios, decks, porches and other areas for proper maintenance and safety.
- Although some vacation homes are fully childproofed and meet the latest safety standards, the Council points out that many more contain older or second-hand items that may be in need of repair or lack

current safety features. "Vacations should be a fun and enjoyable time for families," says Rush. "But parents need to set aside a few minutes for safety checks to make sure the family fun of a vacation doesn't turn to tragedy."

•••••

Time for summer fun

By Sgt. Eric Lineberry, Unit Reporter
Alpha Company, 53rd Signal Battalion

FORT DETRICK, Md. — Summer is on the way, and many Soldiers and their Families will want to take advantage of the warm weather by relaxing at the pool, playing in the ocean, or cruising the local lake in a boat. These activities are all a good way to unwind after a long week at work. It is important, however, to remember a few simple safety precautions to ensure your weekend is completely stress free.

When planning for a day in the sun, don't forget to pack the sunscreen. It will help protect you from harmful UV rays that cause sunburn and can lead to skin cancer. Sunglasses are also essential in protecting yourself from the sun. Floatation devices are a good way to help children or inexperienced swimmers stay out of harms way. And, as always, be sure to drink plenty of water to avoid dehydration.

Now that you're prepared for a day of aquatic shenanigans, scope out the right spot for a swim. Find an area with lifeguards if possible. Check for rocks or other hazards in the water before jumping in. Only jump headfirst into areas that are marked for diving to avoid possibly severe injuries. If you're at the beach, take care not to venture too far from shore, and keep an eye out for wildlife such as jellyfish. It is also a good idea to go swimming in groups, especially if there is no lifeguard on duty.

A few additional safety concerns should be noted if your outing takes place on a boat. Boating safety courses are available and should be taken by anyone who plans on operating the boat. Links to on-line courses can be found on the U.S. Coast Guard's Office of Boating Safety Web site. Many of these links also offer online certification for several states. Wearing a life jacket is one of the best and easiest ways to prevent drowning should an accident occur.

According to the U.S. Coast Guard's Boating Statistics for 2006, 90 percent of drowning victims were not wearing a life jacket, and over half of the boats involved did not even have life jackets on board. Mixing alcohol and boating can also be a deadly combination. In nearly 20 percent of all reported boating related deaths in 2006, alcohol was listed as the leading contributing factor.

By following a few simple guidelines, the upcoming summer season can be safe and enjoyable. With proper planning and a little common sense, your next outing should be a fun and relaxing break from daily stresses.



Courtesy photo

Important facts to know about your sleep

Why do I need sleep?

While you are sleeping, your body's systems renew and flourish. Your red blood cells are replenished, your senses are refreshed. Sleep affects your energy level, as well as your health. Sleep also helps bolster your immune system so you can fight off diseases. It improves your alertness and concentration too, which affects your safety.

How much sleep do I need?

Individual sleep needs vary, with 8 hours being about the average for Americans. However, some people do fine on 4-5 hours sleep, while others require as much as 10 hours of sleep nightly to function at their best. The need for sleep does not diminish with age, only the ability to get it.

How can I tell if I lack sleep?

You may need more sleep if you have one or more of the following symptoms: You struggle to get out of bed in the morning, fall asleep while watching TV or a movie, nod off at work or in meetings, feel irritable or stressed out during the week, and/or find it hard to concentrate. Workaholics and new parents are among the most sleep-deprived.

What are the dangers of sleep disorders?

Sleep apnea causes blood oxygen levels to fall, straining the heart and leading to high blood pressure and heart conditions. Chronic insomnia can increase depression and anxiety, reduce your energy level, and lower immunity, leading to increased illnesses. Lack of sleep results in a 25% loss in workplace productivity and causes 100,000 traffic accidents per year.

When should I seek medical help?

Sleeplessness can be a temporary problem, remedied by one or more lifestyle changes. However, when lack of sleep begins to cause safety or health problems in your daily life, seeking medical advice is wise. Most sleep disorders can be treated and cured.

Tips to getting a good night's sleep - If after following these tips you still do not get the sleep you need, make an appointment to discuss your sleep problem with your doctor.

- Exercise is great, but not too late in the day. Avoid exercising closer than five or six hours before bedtime.
- Stick to a sleep schedule. Go to bed and wake up at the same time each day, even on the weekends. "For healthy people, there's a big temptation to stay up an hour or two or get up an hour or two earlier," said Dr. Greg Blenky, director of the Sleep and Performance Research Center at Washington State University Spokane. But you're really reducing your productivity and exposing yourself to risk," Belenky added." (Source: sleepzine.com/YahooHealth)
- Avoid nicotine. Nicotine is a stimulant. It raises blood pressure, increases heart rate and intensifies brain activity.
- Avoid or limit caffeine, especially in the evening as it makes it harder to get to sleep and lowers the quality of sleep.
- Avoid alcohol before sleep, it keeps you in the lighter stages of sleep.
- Avoid large meals at night, they can cause indigestion which interferes with sleep.
- Relax before bed: read, listen to calming music or take a warm bath.

Wideband Global SATCOM: Coming to a theater near you

By Sharon L. Hartman
Public Affairs
Colorado Springs, Colo.

SCHOFFIELD BARRACKS, Hawaii — “In 1900, Admiral Alfred T. Mahan, one of the great American military strategists, said: ‘communications dominate the war; broadly considered, they are the most important single element in strategy, political or military.’ Admiral Mahan’s statement is even more relevant today,” said Brig. Gen. John E. Seward during a ribbon cutting ceremony that marked the beginning of a new era for satellite communications.

On May 1, Seward, deputy commanding general for operations, U.S. Army Space and Missile Defense Command/Army Forces Strategic Command and Brig. Gen. Ronald M. Bouchard, director, J-6, U.S. Pacific Command, took part in a monumental

occasion that celebrated the official activation of the first Wideband Global SatCom. The WGS-1 was launched aboard an Air Force Evolved Expendable Launch Vehicle from Cape Canaveral, Fla., in 2007. After six months of extensive testing, WGS-1 was successfully activated on Apr. 14, 2008, and on Apr. 15, users were transitioned from DSCS (Defense Satellite Communication System) B-9 to WGS-1. The ribbon cutting ceremony symbolized the activation of WGS-1, which is now providing invaluable communications capabilities to the war fighter.

Gen. Kevin P. Chilton, commander, U.S. Strategic

See *Wideband* on page 11



Courtesy Photo
Brig. Gen. John E. Seward, deputy commanding general for operations, SMDC/ARSTRAT, and Brig. Gen. Ronald M. Bouchard, director, J-6, U.S. Pacific Command, cut the ribbon May 1 symbolizing the activation of the Wideband Global SATCOM. WGS-1 was launch Oct. 11 2007 and was activated April 14, 2008.

CG conducts safety council with brigade, battalion commanders

By Diane Schumacher
SMDC/ARSTRAT
Public Affairs

REDSTONE ARSENAL, Ala. – On May 16 Lt. Gen. Kevin T. Campbell, commanding general, U.S. Army Space and Missile Defense/Army Forces Strategic Command and several of his senior leaders conducted a command-wide safety council video tele-conference to discuss a variety of issues of concern to the CG.

As the leaders sat around the large conference table at SMDC/ARSTRAT headquarters, or participated via VTC, they were there to

assess the command’s CRM or composite risk management. Various topics, such as TRiPS (Travel Risk Planning System), Safety occupational health, motorcycle safety training, defensive driving training, Army motor vehicle driver training, and other various online training were discussed for all to hear as each senior leader provided his or her organization’s self-assessment to Campbell.

The senior leaders seemed to be gravely concerned about ensuring Soldiers and civilians learning about and using TRiPS.

In March 2007, Soldiers and civilians were informed about and

should have begun training on TRiPS, a travel safety plan designed to plan traveling with safety in mind. The idea is that a plan is submitted to the Soldier’s (or a civilian’s) supervisor, then the employee/Soldier checks in with the supervisor – this occurs IF driving a privately owned vehicle or rental vehicle more than 50 miles from the place of duty on to a temporary duty location. TRiPS does not apply when flying to a TDY location; however, if the employee is going to use a rental vehicle at the TDY site, then TRiPS must be submitted and observed.

With TRiPS, super- visors have more over-

sight, they are more involved in their Soldier’s travel plans, like it or not. A feature of TRiPS allows them to view the activity of their subordinates two levels down, thereby expanding leadership engagement and awareness. TRiPS was implemented in the Army as ASMIS in 2004. According to USACRC, TRiPS has proven to be a reliable program because vehicular and motorcycle fatalities are down by large numbers between March 2007-2008.

As the council discussed TRiPS, Campbell applauded its added value. “It was put in place principally for Soldiers,” he said. “What typically has happened

in the history of these young Soldiers is that they drive 3- or 400 miles out of their field training. Maybe they will go from, say, Portland to Houston in one fell swoop and that’s really what it was designed for – to get people to think. It’s also for the supervisor who can say ‘you’re not leaving tonight, you haven’t slept for the past four days.’ [TRiPS] really works.”

A second major concern for the military leaders seemed to be that of defensive driving and motorcycle safety training.

See *Council* on page 10

Awareness Day

Continued from page 1

checking hoses for a leak on a gas grill. Also outside were two Redstone Arsenal fire trucks set up to display what firemen carry with them and wear as part of their uniform during a routine call. Jeff Burns, a driver and volunteer for the RSA Fire and Emergency Services, demonstrated the “rope walker” system that fire-fighters learn as part of their training. Burns attached himself to a unique rappelling system that was attached to his feet and chest area, allowing his arms to be free for rescue. He went up the rope rather fast, “running up the rope” as he said, and was able to descend down easily as well.

Perhaps the most popular outdoor demonstration was the interactive Drunk Driving Range Simulation. Attendees were given the opportunity to drive a standard golf cart through a slightly twisted coned-off path with a set of “drunk goggles” that were set to simulate driving under the influence. The glasses were set at .25 blood alcohol level, which is approximately three times the legal limit of .08.

Almost all of the attendees testing the

goggles hit at least one cone and veered off the track several times; many hit multiple cones or never made it onto the track correctly. Brenda Rains, an SMDC/ARSTRAT Technical Center employee, hit five cones during her drive.

“It felt like I was sick. I can’t believe anyone gets in a vehicle in that state and tries to drive,” Rains said.

Alabama State Trooper Curtis Summerville says that unfortunately, people do often try to drive while that intoxicated. Summerville is a Public Information and Safety Officer who spends his days at schools and safety days throughout the region, informing them on the same topics he discussed during his presentation and throughout the day on the driving course.

“[The drunk goggles] only affect vision, not flexibility or response time ... so as bad as this appears, it usually is worse ...,” Summerville said.

Overall, coordinator JoAnna Brunson of the SMDC/ARSTRAT Technical Center was extremely pleased with the turnout, feeling that many people learned something from the day.

“In promoting safety there are two things I feel can make training effective: hands on/visual training and having fun. That was my objective, and I think that was accomplished. I have to thank my committee and all who supported the event too though - without them, it would not have been successful,” Brunson said.

“The Joint Safety Awareness Day was important because it highlighted that safety for all is best achieved through teamwork,” said Carl Johnson, MDA’s safety and occupational health (SOH) program manager.

“This was certainly a collective effort which we are confident will yield positive and lasting results. The variety of vendors, briefings and activities purposefully ensured coverage of both on- and off-duty activities affecting employees and their families,” Johnson said. “In so doing, we hope the overall message was clear – we care about you and the people you care about!”

SMDC/ARSTRAT’s Technical Center and MDA’s SOH Program hope to make Joint Safety Awareness Day an annual event.

Civilian News

NSPS updates

Change in Leadership: The NSPS Senior Executive, Deputy Secretary of Defense, Gordon England, has approved the transition of Program Executive Officer, NSPS, from Mary Lacey to Brad Bunn, effective May 11, 2008. This will be a seamless transition since Mr. Bunn has been there since the program's inception. Mrs. Lacey has accepted a position with the Missile Defense Agency where she will return to her roots in engineering.

Conversion: Army has successfully transitioned over 67,500 non-bargaining employees into the NSPS. Army currently has the largest number of employees in NSPS of any Department of Defense (DoD) component.

Pay Pool: Revised versions of the Compensation Workbench and Pay Pool Analysis Tool are now available on the Civilian Personnel On-Line (CPOL), NSPS, website. The latest version of the Interim Review and Mock Pay Pool Guide, primarily related to use of the tools during mock pay pools, is dated March 26, 2008. The revised user guides are posted in the section entitled, Mock Pay Pool and Interim Review 2008.

Training: The Civilian Human Resources Agency (CHRA), Training Management Division, has developed and posted an online training course for Pay Pool Administrators on their web server. This course is strongly recommended for all pay pool administrators and alternates. It addresses many of the questions and problems that come up when dealing with the suite of automated performance management tools. The course takes from two to four hours to complete and includes web links to various references that are key to pay pool administrator functions.

The link to the course can be found on the CHRA website: www.chra.army.mil, under "NSPS training," or this direct link: [www.chra.army.mil/webcourses/PPA_Functional_Training\(1\)/index.html](http://www.chra.army.mil/webcourses/PPA_Functional_Training(1)/index.html).

New DoD senior leader development program

DoD is launching a new senior leader development program, the Defense Senior Leader Development Program (DSLDP), as the successor program to the DLAMP, which is scheduled to sunset at the end of Fiscal Year 2010.

To be eligible to be nominated for admission to DSLDP, an individual must:

- Be a permanent, full-time civilian employee of the Department of the Army.
- Occupy, on a permanent basis, a position at grade GS-14 or 15, or equivalent.
- Possess a baccalaureate degree from an accredited college or university, as required for admission to Personnel Management for Executives.
- Possess a minimum of one year of significant experience in supervising or managing people in an official capacity.

The two-year program starts February 2009 and runs through September 2010. The suspense for nominations is July 18, 2008. For a complete description of the course, eligibility requirements, application forms, and funding process, interested individuals can refer to the FY08/09 Catalog of Army Civilian Training Education and Professional Development Opportunities on the CPOL website at: [//cpol.army.mil/library/train/catalog/ch04dsldp.html](http://cpol.army.mil/library/train/catalog/ch04dsldp.html).

A new award for the DoD civilian workforce

Some federal employees may not know that on Feb. 26, 2008, the Department of Defense officially announced and unveiled the Secretary of Defense Medal for the Global War on Terrorism, commonly known as the GWOT Medal. The GWOT Medal and certificate (DA Form 7647) has been established to recognize the contributions and accomplishments of the civilian workforce of the DoD in direct support of the Armed Forces, whose members are engaged in operations to combat terrorism in all forms throughout the world. The medal shall be awarded to civilian employees, or former employees, of the DoD, who on or after Sept. 11, 2001, to a date to be determined, participate abroad in an operation that directly supports a U.S. military GWOT operation in a designated geographic location, approved for award of the military GWOT Expeditionary Medal or similar operation for which a separate military campaign award is granted.

The Secretary of the Army is delegated authority for approval of the GWOT Medal for Army civilian employees, with authority for further delegation. Redlegation effort is in progress. Upon receipt of delegation in writing, commands may issue the GWOT Medal. Records must be kept of employees who are eligible and who have received the GWOT Medal. For additional information on the GWOT Medal, visit the Personnel Management Information and Support System (PERMISS) website at: [//cpol.army.mil/library/permis/5485.html](http://cpol.army.mil/library/permis/5485.html).

Military News

2009 Pay raise passes House

The House Armed Services Committee approved H.R. 5658, the National Defense Authorization Act for Fiscal Year 2009. H.R. 5658 authorizes \$531.4 billion in budget authority for the DoD (Department of Defense) and the national security programs of the DoE (Department of Energy). The bill also authorizes a 3.9 percent military pay raise in addition to \$70 billion to support ongoing military operations in Iraq and Afghanistan during fiscal year 2009. A detailed summary of H.R. 5658 as reported by the House Armed Services Committee is available at the Web site: <http://armedservices.house.gov>.

New beneficiary selection options

Beginning in July 2008, servicemembers can choose whom a \$100,000 death gratuity will be disbursed to if they are killed in action. When the policy takes effect this summer, each service branch will adopt a revised version of Department of Defense Form 93, known as the Record of Emergency Data. Then, troops will be able to select up to 10 beneficiaries — regardless of relationships — allotting the whole of the \$100,000 in 10-percent increments. The full article, by John J. Kruzell, American Forces Press Service can be found on www.military.com, May 2 edition.

Retirees and vets allowed to salute flag

The National Defense Authorization Act of 2008 contains an amendment to allow un-uniformed servicemembers, military retirees, and veterans to render a hand salute during the hoisting, lowering, or passing of the U.S. flag. The amendment does not address saluting the flag during the playing of the national anthem, pledge of allegiance, honors (i.e. Taps), or any other saluting situations.

An excerpt from H.R. 4986 reads: SEC. 594. *Conduct by members of the armed forces and veterans out of uniform during hoisting, lowering, or passing of the United States flag.* Section 9 of title 4, United States Code, is amended by striking "all persons present" and all that follows through the end of the section and inserting the following: "all persons present in uniform should render the military salute. Members of the Armed Forces and veterans who are present but not in uniform may render the military salute. All other persons present should face the flag and stand at attention with their right hand over the heart, or if applicable, remove their headdress with their right hand and hold it at the left shoulder, the hand being over the heart. Citizens of other countries present should stand at attention. All such conduct toward the flag in a moving column should be rendered at the moment the flag passes."

Tiger salutes the military

Tiger Woods is saying thank you to the troops this Fourth of July holiday when he hosts the second AT&T National golf tournament at the Congressional Country Club in Bethesda, Md. Each day of the tournament will be dedicated to one of the five services. 25 military children will accompany Woods to the first tee July 2, where two of them will take ceremonial first shots. Active-duty, reservists, and National Guardsmen, retired servicemembers, and Defense Department civilian personnel are eligible for two free tickets per person per day of the July 2- 6 tournament. In addition, the tournament is offering a one-time 10 percent discount on all merchandises. Visit the AT&T National website for ticket and other military benefits information. Read the full article at military.com/news/article/tigers-tournament-salutes-military.html.

Free admission to theme parks

Through its "Here's to the Heroes" program, the Anheuser-Busch brewing company is offering free tickets to its theme parks for servicemembers and up to three family members. Active-duty servicemembers, activated or drilling reservists from all five branches of service, and National Guardsmen are eligible for the program. All servicemembers need do is register online at www.herosalute.com, print and sign the form, and bring it with them. If the form cannot be printed, it can be filled out upon arrival at the park. Every person, older than 10 years of age, who participates in this program must present valid active-duty military or service identification. For more information, visit the Here's to the Heroes website, www.herosalute.com.

Your questions answered by Pres. candidates

If you visit the website <http://election.military.com> you can submit video questions to the presidential candidates and may receive answers to those questions. It's simple and you can use a webcam to record your question.

Army Space Soldier named Pikes Peak 2008 Outstanding Senior Enlisted Soldier

By DJ Montoya, Public Affairs, 1st Space Brigade

COLORADO SPRINGS, Colo. – For most of the Soldiers in the audience of over 500 it felt like a baseball game in the 9th inning with two outs and two strikes. But one of their own came through with a homerun. In a sea of blue, two of three top outstanding enlisted members in Colorado's Pikes Peak Region were already announced as winners during an Armed Forces Day Luncheon sponsored by the Greater Colorado Springs Chamber of Commerce held and at The Broadmoor [hotel], May 16.

Both were in the Air Force.

Then the announcement: 1st Sgt. Steven Adams from 1st Space Company, 1st Space Battalion, 1st Space Brigade, was named as the Outstanding Enlisted in the Category 3 division (E-7 & E-8) for 2008.

Adams thought it would be a shut out for sure with the Air Force already capturing the Category 1 (E1 – E4) and Category 2 (E5 – E6) spots. But suddenly the first sergeant for the Theater Missile Warning Company found himself on stage and in a role other than providing early missile warning to combatant commanders in theater – that of senior outstanding enlisted Soldier for the Pikes Peak area.

"I'm flabbergasted in a way, but I'm really honored to be the Army guy that broke the Air Force's streak," said Adams. "When all 11 of us (candidates) appeared at the luncheon nobody had a clue who won although everybody had their inkling."

"It's the Soldiers who truly deserve it. I strongly believe that I would not be where I am today if I did not have the outstanding Soldiers I have today and have had in the past."

A competition like the Pike's Peak Regional Armed Forces Week allows Soldiers to compete head-to-head against more than 20,000 other men and women from all the Department of Defense services, to include the Active and Army Reserve according to

Command Sgt. Maj. Kevin McGovern from the 1st Space Brigade.

"There were only three Army representatives to move forward and the 1st Space Brigade had two of them from among the thousands of Soldiers at Fort Carson and the surrounding area," said McGovern.

Joining Adams in this year's competition was Sgt. Regina Sierra, paralegal noncommissioned officer, who competed in the Category 2 Division (E-5 & E-6.)

"All the nominated candidates are testimonials to the dedication and selfless service each has given to their country," McGovern said.

"Adams' board presence and nomination packet has separated him from the others as this year's winner in the senior NCO category. He truly represents the quality of Soldiers in U.S. Army Space and Missile Defense Command/Army Forces Strategic Command, the brigade and his company. This is truly an honor for him and Adams has set the bar high for all those he leads to follow."

Maj. Timothy Dalton, commander, 1st Space Company – and Adams' boss – said, "I think it is a great honor for him. As a senior NCO for the organization I think Adams is a direct reflection of many of the NCOs and Soldiers that are within this organization."

"It goes to show the level of commitment that if you do go through and hold a lot of the hard key jobs, take the time to be involved with your community, not only does the leadership here at SMDC/ARSTRAT Operations but the leadership within the community recognize the dedication, the hard work and the efforts that have been made."

As for Adams this honor is only a brief pause from the duties as first sergeant of 1st Space Company. Back in the office his "must do" tasks on the wall board range from dealing with an upcoming



Photo by DJ Montoya

1st Sgt. Steven M. Adams, with wife Maria by his side, reacts to the news that he is selected as the Outstanding Enlisted Personnel for 2008 in Category Three: E-7 and E-8, May 16, at The Broadmoor hotel, Colorado Springs, Colo. Adams is the first SMDC/ARSTRAT Soldier to win this coveted honor. The Colorado Springs Armed Forces Week Awards Luncheon honors enlisted men and women and provides a unique opportunity to express the community's gratitude for their dedication and service to the nation.

quality training brief, NCO evaluations that are due, travel paperwork which requires straightening out, and staffing issues for the all the detachments within the company worldwide no less.

But a smile comes over his face when he reflects on those few hours of being in the spotlight.

"You know, my wife (Maria) was just ecstatic!" Adams exclaimed. "As a matter of fact the first thing she did when we were at Fort Carson afterwards, was, she walked right into her boss' office and started bragging. I think she is more proud of the honor than I am."

A native of East Pointe, Ga., Adams entered the U.S. Army in February of 1994.

Following graduation of Advanced Individual Training as a 14J Air Defense Tactical Operations Center Operator from the U.S. Army Air Defense

Artillery School in Fort Bliss, Texas, he was assigned to 2nd Battalion, 6th Air Defense Artillery Brigade, Fort Bliss, Texas.

Adams has participated in Operations Iraqi Freedom, Enduring Freedom, Northern Watch, Southern Watch, Desert Storm and Desert Fox.

He has served in Korea and numerous stateside assignments. Adams' training assignments include the Joint Tactical Ground Station Initial Qualification Course and the Advanced Individual Training Course 14J Air Defense Tactical Operations Center Operator.

Adams' special duty assignments include selection by the Sergeant Major of the Army to be the single U.S. Army Senior Enlisted Soldier to perform the Secretary of Defense's "Why We Serve" program back in 2007.



Chief of general staff of Polish armed forces visits Fort Greely

Members of the Missile Defense Agency and The Boeing Co. listen intently as Chief of General Staff of the Polish Armed Forces, Gen. Franciszek Gagor, inquires about the capabilities of the exo-atmospheric kill vehicle seen mated to the ground-based interceptor shown. Gagor visited the Missile Defense Complex at Fort Greely, Alaska May 19 and received an overview of the ground-based mid-course defensive system similar to the proposed missile defense base for Poland.

Photo by Sgt. Jack W. Carlson, III, 49th Missile Defense Battalion

SMDC/ARSTRAT at RSA ce

Organization day for Redstone Arsenal, Ala. employees started early on June 6, 7:30 a.m.early with sports...



3-year-old Jackson Bates plays on a slide at the playground. He was a good ham for the camera.

Photos by Diane Schumacher



Brenda Turner, G-2 office shows fine form as she tosses the shoe.



Chief of Staff Col. John C. Hamilton shows his form, too.



Koury Taylor, above, hits a grounder for his mom (Paula Taylor) out in middle field. Koury works for Research, Development and Acquisition, in the Technical Interoperability and Matric Center.



Joshua Voight (l) summerhire and Giselle Bodin (r), both of the Public AffairsOffice and horseshoe teammates "COCIHSAHG" (which means "Close only counts in horseshoes and hand grenades"), high-5 for just winning their first game.



Lisa Gilbert, above, pleads, "Please, please let me hit the ball...I just want to hit the ball!" as she practices while waiting for a softball game to start.



"Ya know, I haven't done this for 25 years!" Paula Taylor exclaimed. Paula is with the Research, Development and Acquisition Analysis Office.



Above: Who will get there first? Command Sgt. Maj. Ralph Borja or Kathy Campbell?



"What time is it? I have to go play horseshoes at 8:30," Dottie White, left, of the Public Affairs Office asked her fans. Command Sgt. Maj. Borja was too busy serving the volley ball to pay attention to Dottie's concerns.



"Listen to me Dottie, it's only 8:10, I tell you!" Nguyet Borja teasingly yells out to Dottie White.



Lt. Gen. Kevin T. Campbell is congratulated after a performance. Campbell wasn't done of performing.



After a 5-minute Salsa dance North... has taught her. T...

celebrates organization day

Over at the Rustic Lodge there were games of Bingo for the grown-ups and older children, face painting for kids of all ages and games for the little ones ... and of course dancing ... as usual. Oh — and FOOD! And more dancing ...



Photos by Diane Schumacher

BINGO!!! Rhonda Norris, G-8 directorate, won a nice piece of luggage as the Bingo! grand prize winner.



Face painting ...



Enjoying lunch inside the Rustic Lodge.

Photo by Joshua Voight



... and froggy tattoos.



Hanging out and visiting.

Photo by Joshua Voight



Campbell is NOT attacking his CSM! Nope, he is Command Sgt. Maj. Ralph Borja on a job well doing the Hokey Pokey dance. Perhaps Kathy so sure!



Photo by Joshua Voight

The Superman (dance)!



Above, Chaplain (Maj.) Mark Moss and his wife dance the Waltz.



13-month-old Denzel Campbell above, runs towards his grandfather, Donnell Campbell of G-8, after running away from him several times!



Lesson, Nguyet Borja enjoys the Roberto Soto-Fuentes (G-1 office) the applause was LOUD!



Lt. Gen. Kevin T. Campbell, commanding general, presents a winner's plaque to softball Coach Lisa Gilbert on behalf of the winning softball team.



The "Go Get It!" winning horseshoe team of Donnie Vanzandt (l) and John Davis (r) receive their winner's plaque from the CG.



CG presents a winner's plaque to representatives 1Sgt. Petey Smith and Sgt. 1st Class Erica White, Headquarters and Headquarters Company. HHC won the volleyball tourney.

Charlie Company visits Operation Combined Endeavor

By Spc. Jason Stevens, Unit Reporter
Charlie Company
53rd Signal Battalion

LANDSTUHL, Germany — Partnership for Peace is a North Atlantic Treaty Organization (NATO) -led program that began in 1994.

The goal of the “in the spirit of” program was to improve security cooperation between NATO and partner countries in Central and Eastern Europe. On May 12, officers and two squads of Soldier’s from Charlie Company 53rd Signal Battalion spent a day at “Combined Endeavor,” the world’s largest military communications and information systems exercise and a Partnership for Peace event. The conference which was conducted at Camp Aulenbach in Baumholder, Germany was sponsored by the United States European Command (USEUCOM) and hosted by Germany.

Combined Endeavor began in 1995 as a conference between ten central European countries. The greatest success of that first year was merely to get these countries to come together and discuss military communications with one another. Since its inception, Combined Endeavor has slowly grown from an initial ten nations to 41 nations.

By 2008 Combined Endeavor had spread to include both the German Army Base of Lager Aulenbach and Loyal Naval Facility, Split Croatia. It has also grown to include

NATO and the South-Eastern Europe Brigade and many other nations.

The main mission of the 2008 Combined Endeavor was to develop command, control, communications and computer (C4) interoperability between NATO and Partnership for Peace nations. This mission was implemented through a series of exercises designed to test and document C4 interop-erability, explore management issues within a multinational network and gain knowledge and experience in planning between nations. The overall objective was to come away with a guide for deploying separate nation’s communication equipment to operate in a multinational combined network. This year’s main focus was “Everything over Internet Protocol.”

The Soldier’s of Charlie Company are satellite network controller’s and saw this operation as a great opportunity for cross-training not only with communication systems of their own military but with those of many different nations.

Upon arriving at Combined Endeavor Charlie Company was received a briefing detailing the goals and scope of the exercise. The Soldier’s learned that despite all the technolog-ical advancements of the last 13 years the base concern for the operation to be a success was Human Interoperability.

After the initial in-briefing Charlie Company was broken into small groups and encouraged to go wherever their desires (and OpSec) could

take them. Since Charlie Company was represented by all ranks and military occupational specialties, the whims of these small groups varied greatly. Some groups went straight to the top and observed the high level interoperability exercises. Other groups went out to mingle with the operator of specific countries and learn at a more hands-on level.

It did not take the Soldiers long to discover the true goal of Combined Endeavor: human interoperability. There were many experiments and exercises designed to integrate many nations’ communication systems into a combined network, but on another level there was the need for the operators to move from nation to nation and to work on a personal and hands-on level to accomplish these exercises.

As the Soldier’s moved from tent to tent and asked questions about the different communications equipment being used by each nation, they also found that with technical knowledge also comes cultural knowledge and many times a sampling of that nation’s foods, beverages and sense of humor.

Whether it meant drinking tea with British Soldiers or eating prosciutto ham with the Italians or hearing familiar military humor from the Bulgarians, all Charlie Company members present learned the importance of getting to know those they talk to over a complex multinational communications network.

Goldstayn caps more than 38 years of federal service, retires

By Marco Morales,
SMDC/ARSTRAT Public Affairs

REDSTONE ARSENAL, Ala. — A U.S. Air Force senior executive service member who served as the associate director for Air Force – Army Program Integration of the U.S. Army Space and Missile Defense Command/Army Forces Strategic Command retired June 3 after more than 38 years of federal service.

Alan B. Goldstayn, serving with SMDC/ARSTRAT since 2005, also served as the acting director of the SMDC/ARSTRAT Technical Interoperability and Matrix Center. Goldstayn has served in all echelons of the Air Force – including the Air Staff, Major Command Headquarters, and field units – in addition to a year in the Department of Energy.

“I believe that my time with SMDC/ARSTRAT has been a unique opportunity to get not only the perspective of other services but to prove that joint integration of Air Force and Army programs works,” Goldstayn said, adding, “Joint service opportunities [like this one] will likely become a rotational assignment in the future for SES’s.”

In his role at SMDC/ARSTRAT, Goldstayn

served as the principal executive within the Air Force Materiel Command and SMDC/ARSTRAT responsible for the corporate integration of Air Force and Army programs and for the promulgation of these programs throughout the Department of Defense and other government agencies.

Another unique aspect of Goldstayn’s career included working as director of Intergovernmental and Interagency Affairs on a detail to the Department of Energy. In this role, he was assigned to the U.S. President’s special administrator to pre-empt the President’s standby plan for gasoline rationing.

Goldstayn earned a bachelor’s degree in industrial engineering from Purdue University and a master’s degree in business administration from the University of Dayton. He is a graduate of the National War College, the Executive Excellence Program at the Federal Executive Institute, and the Program for Senior Executives in National and International Security, Harvard University.

His awards and honors include the Office of Secretary of Defense Award for Excellence, the Presidential Meritorious Executive Rank Award, the Exceptional Civil Service Award, three separate

Meritorious Civil Service Awards, and the Exemplary Civil Service Award.

He and his wife Gayla J.D., have two children, Jessica Ann, 21, and Kevin Alan, 17.



Alan B. Goldstayn

Council

Continued from page 5

Col. Timothy Coffin, commander, 1st Space Brigade said his Soldiers, those who haven’t driven on snow and ice in their past or new Soldiers to the area receive drivers training to include “Master

Drive,” he added the focus is in the Fall. “Especially in areas of inclement weather,” Coffin said, adding, “to make sure they are fully aware of how vehicles operate, especially skidding. We’ve been leveraging some commercial programs to make sure our most at-risk Soldiers have some additional experience before they head into

the winter months.” Even though there are no cars driven or motorcycles ridden on Kwajalein, Col. Stevenson Reed, commander of U.S. Army Kwajalein Atoll/Reagan Test Site said, “We are looking ahead to people going home on leave or moving ahead to their next assignment.” He ensures anyone who rides a motorcycle back

in the States is in “full compliance” as he put it regarding training. Of all the Soldiers in the 100th Missile Defense Brigade (GMD), 21 own motorcycles. The newest owners of motorcycles know they cannot set foot on their bikes until they have received appropriate driving and safety training, said Lt. Col. Mark Krzeczowski, brigade executive officer.

At the close of the council, Campbell said, “Loss of a life is not a good thing for the unit, Families, or the Army. I firmly believe that sometimes it’s just someone saying, ‘I know you’re taking that trip or, I know you’re riding your motorcycle ... just think through it before you do something.’ That can help.”

SMDC/ARSTRAT CG presents Purple Heart



Photos by Michael Misiyanowycz

Lt. Gen. Kevin T. Campbell officially presents a belated Purple Heart medal June 7 to Newton J. Duke, Tarrant, Ala. who served in the Korean conflict as a U.S. Army corporal. He was wounded, and held as a North Korean prisoner of war for 27 months. Duke did not receive his POW medal until 1988 and his Purple Heart came in his mail in 2003. More photos at www.army.mil/slideshows/2008/06/11/9860-cpl-newton-duke-receives-purple-heart/

Fort Meade, Md. celebrates volunteerism with awards

By Spc. Roy Dilworth III
Unit Reporter
Bravo Company
53rd Signal Battalion

FORT MEADE, Md. — No one is more cherished in this world than someone who lightens the burden of another, especially when they do it as a volunteer. Volunteers make a difference in the lives of many so on Apr. 24, Fort Meade volunteers were given the star treatment to show how much they are appreciated by all of those they support with their tireless efforts.

The volunteers were the stars of the evening. At the opening of the night a multimedia presentation showcased all of the attendees, as well as volunteers throughout the year. Following some wise words and an inspirational story, the awards ceremony began.

The event recognized the dedication and selflessness of the more than 1,200 registered volunteers. Thousands of hours were put forth all across Fort Meade and the community from the Pet Care Center, to the Green House, to schools and the rest of the community.

Volunteers helped Soldiers, Families, children, and everyone else around them to have a better life.

Bravo Company, 53rd Signal Battalion Family Readiness Group (FRG) was awarded the Special Volunteer Organization Award for their work with improving morale of Soldiers, as well as improving the dissemination of information by creating an easy-to-use Web site. The Web site features an event calendar for company functions, an open forum for posting and commenting of pictures, and an easy way for

Soldiers, spouses, and Family members to contact each other.

FRG President Stacey Howe said, "We are honored, humbled and inspired." Ever since being elected several months ago, Stacey has been putting forth a tireless effort to not only maintain a high standard of excellence for Bravo Company, but also to improve that record while taking the organization to an entirely new level of excellence.

One of the stars of the evening included Louise Outlaw who received the Lifetime Volunteer of the Year Award for her more than 45 outstanding years of dedication to volunteering.

"Volunteering is a way of life," she said.

Youth Volunteer of the Year went to 17-year-old Gabrielle Filippi for her work at Fort Meade Middle School and the

Pet Care Center. Not only does she tutor students, but in her off time she enjoys caring for animals.

"I never thought I was doing anything anyone else couldn't do," Filippi said.

Other winners included Family Member Volunteers of the Year Althea Freeman and Nan Lawless. The Retiree Volunteer of the year was presented to Gerald Rose, and Active Duty Volunteer of the Year was awarded to Chief Warrant Officer Tony Beaver for his work at the Arts and Crafts Center. "It feels really good to be acknowledged," he said.

Such recognition is highly cherished, but not entirely necessary. Volunteers don't do it for the credit or the pat on the back. If they can make a difference in just one life and make the world a better place to live in, then it is all worth it.

Wideband

continued from page 5

Command, accepted ombatant Command of WGS-1 by signing the WGS-1 CoCom (combatant command) acceptance memorandum on Apr. 11. This set in motion the activation of WGS-1, according to Lt. Col. Michael P. Perry, chief, SATCOM Support Center (SSC) Branch. The activation of WGS-1, which provides coverage over the Pacific theater, was no easy task.

"This required tremendous coordination and timing from many organizations from Washington, D.C., to Korea," said Bouchard. "A couple of stumbling blocks appeared at the last minute, but we prevailed and we now have an operational satellite servicing the U.S. Pacific Command area of responsibility.

"This region is often characterized by the tyranny of distance. It comprises more than 50 percent of earth's surface; from the west coast of the United States mainland to the east coast of Africa, from the Arctic to the Antarctic. Most of the area of responsibility is blue water where it's very difficult to plug into the information highway. So satellite communications is crucial for U.S. Pacific Command forces. The WGS-1 satellite provides incredible communications capacity for the U.S. maritime forces as well as the ground troops deployed."

The activated satellite is the first of

six WGS satellites which will transform the Department of Defense's communications architecture to support future war fighting technologies. Over the next five years, the additional five WGS satellites will be launched, providing worldwide communications coverage.

Each of the WGS satellites will supply more than ten times the capacity of a (DSCS) satellite. The WGS constellation will augment and eventually replace DSCS, which has been servicing the Department of Defense Satellite Communication needs since 1982. The last DSCS satellite was launched in 2003.

"As you may know, the expected life of a satellite is only 10 years, so we have been operating on borrowed time," said Bouchard.

"The development and launching of this satellite was the culmination of a ten year cooperative effort between Boeing, the U.S. Air Force Space Command, U.S. Strategic Command and U.S. Army Space and Missile Defense Command/Army Forces Strategic Command."

"Members of this command have been involved in the WGS program from the very beginning — a briefing in 1997 to a Senior Warfighters Forum — developing the requirements for the system, testing the system, and culminating in its launch on Oct. 10, 2007."

WGS combines distinctive commercial spacecraft capabilities developed by Boeing, according to Perry.

The design includes 19 independent coverage areas, including eight steerable and shapeable X-band beams formed by separate transmit and receive phased arrays; ten steerable Ka-band beams served by independently steerable, diplexed gimbaled dish antennas, including three with selectable polarization; and one X-band Earth coverage beam. The onboard digital channelizer divides the uplink bandwidth into more than 1,500 independently routable 2.6MHz subchannels. This provides any coverage to any coverage including cross-banding. The system will provide much needed capacity, coverage, connectivity, and control to the war fighter.

For now, as far as the PACOM theater is concerned, "WGS will enable USPACOM to meet its mission, in concert with other U.S. government agencies and regional military partners such as our long-time ally, Australia, to promote security and peaceful development in the Asia-Pacific region by deterring aggression, advancing regional security cooperation, responding to crises, and fighting to win," said Bouchard.

Concluded Seward: "Ten years in development — a long time; ten times the capacity — a large increase. And why? Today, as in Admiral Mahan's time, the ability to communicate dominates war fighting."

1st Space Battalion takes on 2 changes of command

1st Space Battalion

Peterson Air Force Base, Colo. – Changes of Command are exciting opportunities for Army units because they bring new ideas and processes into the Army with each new team. They are times to reflect on recent accomplishments of the units. These events are also a part of Army life as leaders move on to other responsibilities, inside and outside of the command. In April, the 1st Space Battalion held two changes of command for 2nd Space Company and for 4th Space Company.

On Apr. 7, Maj. Mike Russell transferred responsibility of the 2nd Space Company (Army Space Support) to Maj. Todd Leitschuh during a ceremony in the training rooms of Building 3. Soldiers of the 2nd Space Company standing in formation at the front of the room proudly represented their commander and first sergeant.

In traditional fashion, the company guidon was formally passed from the outgoing commander, Russell, to the Battalion Commander, Lt. Col. Tom James, who then passed it to the incoming commander, Leitschuh, charging him



Maj. Mike Russell, left, relinquishes command of the 2nd Space Company to 1st Space Battalion Commander, Lt. Col. Tom James, as Maj. Todd Leitschuh prepares to take charge of the company during an April 7 ceremony at Peterson Air Force Base, Colo.

with his new responsibilities.

Russell said he was thankful for being given the opportunity to command the 2nd Space Company and thanked those who supported him throughout his command.

"My wife, Janet, has been the best supporter of me while in command, and I thank her," said Russell.

Lastly, Russell thanked 1st Sgt. John Bruce for being the Rock of the Company, a great personal mentor and a fair, compassionate leader to the Soldiers.

On Apr. 17, 4th Space Company, led by Maj. Jeff Groskopf, changed command at the Air Force Space Command Headquarters auditorium. Groskopf,

repeating the change of command ritual referred to earlier, passed command of his company to Maj. Randy Wheeler. As with the 2nd Space Company change of command, the 4th Space Company Soldiers represented the command and their company well.

Groskopf said his farewells to the Soldiers of the company that served him well during his year of command, at home and in combat. He thanked his family, previous and present superiors, and gave enormous praise to his First Sergeant, Douglas Bram, for being a quality leader.

Wheeler and Leitschuh were both excited about the opportunity to command

space companies. Collectively, their personal goals are to take their new units to

new heights. With these goals, the companies are guaranteed to be in excellent hands.



Courtesy photos

Outgoing 4th Space Company commander, Maj. Jeff Groskopf, followed by 1st Space Battalion commander, Lt. Col. Tom James, and new 4th Space Company commander, Maj. Randy Wheeler moving to the podium area just after James passed the company guidon from Groskopf to Wheeler April 17.



Wheeler family receiving line April 17 after the 4th Space Company's Change of Command ceremony. Dillon Wheeler (10) stands by his father, Maj. Randy Wheeler, the new 4th Space Company Commander, along side his daughter, Katie (7) and wife DeeDee.

U.S. Army celebrates its birthday

By Sharon Watkins Lang
SMDC/ARSTRAT Command
Historian

On June 14, 2008 the United States Army will celebrate its 233rd birthday. But, what are the origins of this occasion?

The date can actually be traced to the resolution by the Second Continental Congress on June 14, 1775, which created the Continental Army. That resolution, which everyone is encouraged to read each year, states:

"Resolved that six companies of expert riflemen be immediately raised in Pennsylvania, two in Maryland, and two in Virginia, that each Company consist of a captain, three lieutenants, four sergeants, four corporals, a drummer or trumpeter; and sixty-eight privates.

"That each Company, as soon as completed, will mark and join the Army near Boston, to be there employed as light

infantry under the command of the Chief officer of that Army.

"That the pay of the officers and privates be as follows vis, a captain at 20 dollars per month; a lieutenant at 13 and ½ dollars; a sergeant at 8 dollars, a corporal at 7 and ½ dollars, a drummer or (trumpeter) @ 7 and ½ dollars; privates at 6 and 2/3 dollars, to find their own arms and clothes.

"That the form of the enlistment be in the following words:

"I, have this day, voluntarily enlisted myself as a soldier in the American Continental Army, for one year, unless sooner discharged; And I do bind myself to conform in all instances to such rules and regulations as are, or will be, established for the government of said Army.

"Upon motion, Resolved, that Mr. (George) Washington, Mr. (Philip) Schuyler, Mr. (Silas) Deane, Mr. (Thomas) Cushing, and Mr. (Joseph) Howes be a committee to bring in a draft of

Rules and Regulations for the government of the Army."

The initial Army then was composed of those militiamen already engaged with British troops, following the battles of Lexington and Concord, and these ten new companies. On the next day, the Congress unanimously elected George Washington to be commander in chief. Upon taking command on July 3rd [1775] Washington described his army as "a mixed multitude of people ... under very little discipline order or government." Nevertheless, the Continental Army evolved and proved itself on the battlefield.

Given the circumstances of the colonial era, however, there was a certain distrust of centralized government and a standing Army among the Congress and the American people. Most of the Continental Army was therefore disbanded after the 1783 Treaty of Paris ended the Revolutionary War. At the direction of Congress,

Washington discharged "such parts of the Federal Army now in Service as he shall deem proper and expedient." After the British departure from New York, the American Army consisted of 600 men, an infantry regiment and a battalion of artillery, to guard military supplies at West Point and other frontier posts.

On June 14, 1784, Congress disbanded the remnants of the Continental Army and established the United States Army with a requirement for 700 men, a regiment of eight infantry and two artillery companies. It was designed to protect the nation with coastal fortifications and expand the western frontier, and oversee the production of ordnance and the education of officers trained in exploration, cartography and civil engineering. From these beginnings the U.S. Army and its soldiers have continued to evolve to meet the changing needs of the nation and her citizens.

CG reads Army Birthday story to children

By Dottie White
SMDC/ARSTRAT
Public Affairs

REDSTONE ARSENAL, Ala. – Lt. Gen. Kevin T. Campbell, commanding general, U.S. Army Space and Missile Defense Command/Army Forces Strategic Command, read a story about the Army's 233rd Birthday to children during SMDC/ARSTRAT's annual organizational day at the Rustic Lodge on Redstone Arsenal, Ala.

The new storybook, written and illustrated by Army Child and Youth Services, was published to help children better under-

stand Army history and their role in the greater Army Family. The book, which is less than 25 pages, is titled "Happy Birthday U.S. Army!"

SMDC/ARSTRAT's Organizational Day provided an opportunity for military and civilian Families to come together for activities, lunch and fellowship. Events included softball, volleyball, horseshoes and other activities.

There were also several events set up for the children such as face painting and games.

To access the Army Children's Storybook, please visit: http://www.army.mil/birthday/233/kids_book/index.html



Photo by Dottie White

Lt. Gen. Kevin T. Campbell, commanding general, U. S. Army Space and Missile Defense/Army Forces Strategic Command reads the official U.S. Army 233rd Birthday storybook to a group of children attending the command's headquarters organization day June 6.

Some vacation memories are hard to forget, maybe they should be

A commentary by Dan Adler
Reprinted from *The Kwajalein Hourglass*
May 16, 2008

My wife has a phrase she likes to use when we're going to a family function, a special occasion of any sort, and of course, when we go on vacation.

She likes to say, "Let's go make a memory."

We just returned Saturday from a quick two-week vacation in the Sacramento area of California. From that short period, I think I have memories which will last a long time.

If you will indulge me, I'd like to relate a few of those experiences to you.

In the course of getting from Honolulu to Sacramento, we had to go through Los Angeles International Airport. As we waited for our flight, I went to get a cup of coffee. Standing in line in front of me was a young Soldier. He looked to be about 25 or so. He was wearing a battle dress uniform and carried a heavy sack. We began talking and I asked him where he was headed. He said he was on his way to Iraq — for his fifth tour.

When his turn came to be waited on, I paid for his coffee and some overpriced pastry. He looked at me and said, "Thank you, sir."

That young man was going back for the fifth time to a place that must be hell on earth and, he was thanking me for a simple cup of coffee and a Danish.

My voice caught a little as I told him to take care and come home safe.

I went one way to catch my plane and he went the other way to catch his. I looked back to watch him walk away and then he turned and waved to me. Yes — I'll remember that young Soldier for a long time.

When we arrived in Sacramento, we borrowed a car from my in-laws. Do you believe it — they had the audacity to make us buy the gas. I mean the nerve of some people.

Anyway, I pulled the car into the local gas station and pumped \$20 worth. Being the penny pincher that I am, I chose the cheap regular unleaded.

When I was finished I looked at the meter and thought it was broken. It said I

had pumped less than five gallons I wondered how that could be. Then I looked at the price. It was \$4.19 per gallon for that 'cheap' regular unleaded gasoline. Holy smokes.

While we were driving around the area, we noticed very affluent looking neighborhoods. Many of the houses were decked out with foreclosure and for sale signs in the front yards. We were told that houses selling for \$500,000 a year ago would be lucky to get \$300,000 today.

Those signs really are, as the saying goes, 'signs of the times.'

Kwajalein was definitely looking better and better.

We drove with family members to a little town called Nevada City and stayed overnight in an old 1800s hotel that might have had some ghosts in it. At least, it smelled like it did. I think the bed I was in was the original one some old prospector slept in. I just hope he didn't die in it — or anything else.

After waking up with backaches and smelling very unappetizing odors from the hotel kitchen, we got on the highway and headed back to home base in Sacramento.

We were driving on the interstate in the far left lane when we noticed some vehicles ahead of us moving slowly in the far right lane. They had their four-way flashers on and were decorated with red, white and blue ribbons. On all of the back windows was written, 'Welcome home Cess.'

As we drove on, the line of cars, pickups and vans kept coming into view. There must have been 50 vehicles, all with flashers going and all with that same message on the back windows.

We came alongside a car that had several young Soldiers in it and in front of that car were two fire trucks.

Then we saw it. A larger fire truck bearing a flag-draped coffin. We realized we were watching a funeral procession.

But the most amazing sight was yet to come. In front of the fire truck was motorcycles. There must have been at least 100 of them. They all flew large American flags. The riders were veterans from various veteran organizations. The line of cycles seemed to stretch for miles.

Then I recalled reading in the local paper

about a firefighter who was also a reservist. He was killed in Iraq and I figured it was him all those people were welcoming home.

The motorcycle riders were motioning for cars to move over to the left lane so as not to break the funeral line in the right lane.

I could tell some drivers were annoyed until they realized what was going by them and then they courteously moved over.

That funeral procession with all those vehicles, motorcycles, American flags and a flag-draped coffin on a fire truck isn't something I think I'll forget anytime soon. It was indeed a real 'welcome home' for a man named Cess.

Our time in California came to an end and we flew back to Honolulu. We have some friends who were staying at the Hale Koa military hotel and we went to say hello.

As we stood in the lobby, a young man who looked to be in his mid-twenties walked into the lobby.

He was on prosthetic legs and they were state-of-the-art technology. He moved fairly well, but it was obvious he was still getting used to them. As he came closer to where we were standing, I could see that a good portion of his left arm was missing as if it had been torn away by a jagged edge.

As he went by me, he smiled and said, "Good morning."

I couldn't help but think that if I was that young man and I had left my legs somewhere in Iraq, the last thing I'd be saying to anyone would be good morning or anything else that had the word good in it. I wondered if I would have ever had that kind of strength and character.

So those are my vacation memories this year. A young Soldier who thanked me for a cup of coffee and waved goodbye to me, as if I was an old friend.

A flag-draped coffin riding on a fire truck, American flags flying in the wind, and hundreds of people welcoming a Soldier home.

A young man who, with two simple words, had shown more courage and honor than I could ever hope to have.

Yeah, I know. They're not the usual vacation memories, but maybe like the foreclosures in those front yards, they are indeed signs of the times.

Sec Def lectures '08 graduating class at USMA

On the evening of April 21 Secretary of Defense Robert M. Gates delivered a speech to the U.S. Military Academy's 2008 graduating class. Last month, in the May issue of *The Eagle* the first half of Gates' speech was printed, this is the second part which completes full printing of the entire speech.

It has now been six-and-a-half years since the attacks on September 11th, and we just marked the fifth anniversary of the start of the Iraq war. For America, this has been the second-longest war since the Revolution, and the first since then to be fought throughout with an all-volunteer force. In Iraq and Afghanistan, initial, quick military successes have led to protracted stability and reconstruction campaigns against a brutal and adaptive insurgency and terrorists. This has tested the mettle of our military and the patience of our people in a way we haven't seen in a generation.

At the turn of the 21st century, the U.S. armed forces were still organized, trained and equipped to fight large-scale conventional wars, not the long, messy, unconventional operations that proliferated following the collapse of the Soviet Union. The same traditional orientation was true of our procurement procedures, military health care, and more. The current campaign has gone on longer and has been more difficult than anyone expected or prepared for at the start, and so we've had to scramble to position ourselves for success over the long haul, which I believe we're doing.

A drawdown of U.S. forces in Iraq is inevitable over time — the debate you hear in Washington is largely about pacing. But the kind of enemy we face today — violent jihadist networks — will not allow us to remain at peace. What has been called the "Long War" is likely to be many years of persistent, engaged combat all around the world in differing degrees of size and intensity. This generational campaign cannot be wished away or put on a timetable. There are no exit strategies. To paraphrase the Bolshevik Leon Trotsky, we may not be interested in the long war, but the long war is interested in us.

How America's military and civilian leadership grapples with these transcendent issues and dilemmas will determine how, where and when you may be sent into the battle in the years ahead.

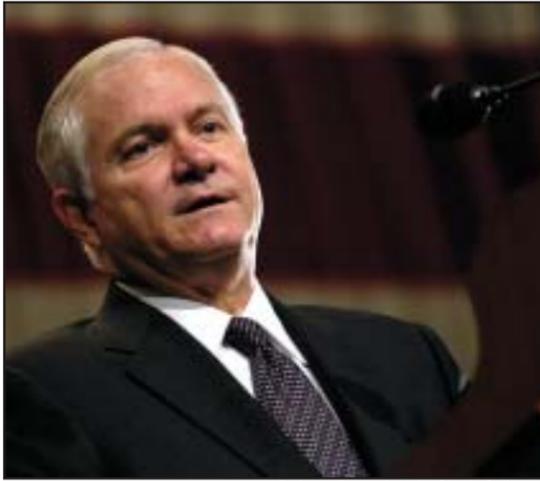
In discussing Fox Conner's three axioms, I've raised questions and provided few, if any, answers, and that's the point. It is important that you think about all this, not just at the Academy but throughout your military careers, and come to your own conclusions.

But in order to succeed in the asymmetric battlefields of the 21st century — the dominant combat environment in the decades to come, in my view — our Army will require leaders of uncommon agility, resourcefulness and imagination; leaders willing and able to think and act creatively and decisively in a different kind of world, in a different kind of conflict than we have prepared for the last six decades.

One thing will remain the same. We will still need men and women in uniform to call things as they see them and tell their subordinates and their superiors alike what they need to hear, not what they want to hear.

Here, too, Marshall in particular is a worthy role model. In late 1917, during World War I, U.S. military staff in France was conducting a combat exercise for the American Expeditionary Force. Gen. Pershing was in a foul mood. He dismissed critiques from one subordinate after another and stalked off.

But then-Capt. Marshall took the arm of



Defense Dept. photo by Cherie Cullen

U.S. Defense Secretary Robert M. Gates speaks to students of the Air War College/ Air Command and Staff College at Maxwell AFB, Ala., April 21 before he went on to the USMA.

the four-star general, turned him around and told him how the problems they were having resulted not from receiving a necessary manual from the American headquarters — Pershing's headquarters. And the commanders said, "Well, you know, we have our problems." And Marshall replied, "Yes, I know you do, General ... but ours are immediate and everyday and have to be solved before night."

After the meeting, Marshall was approached by other officers offering condolences for the fact he was sure to be fired and sent off to the front line. Instead Marshall became a valued adviser to Pershing, and Pershing a valued mentor to Marshall.

Twenty years later, then-Gen. Marshall was sitting in the White House with President Roosevelt and his top advisers and Cabinet secretaries. War in Europe was looming but still a distant possibility for an isolated America. In that meeting, Roosevelt proposed that the U.S. Army — which at that time was ranked in size somewhere between that of Switzerland and Portugal — should be the lowest priority for funding and industry. FDR's advisers all nodded. Building an army could wait.

And FDR, looking for the military's imprimatur to his decision, said, "Don't you think so, George?" And Marshall, who hated being called by his first name, said, "I'm sorry, Mr. President, I don't agree with that at all." The room went silent. The Treasury secretary told Marshall afterwards, "Well, it's been nice knowing you." And it was not too much later that Marshall was named Army chief of staff.

There are other, more recent examples of senior officers speaking frankly to their civilian senior officers.

Just before the ground war started against Iraq, in February 1991, General Colin Powell, then-chairman of the Joint Chiefs, met with the president, first President Bush. I was there in the Oval Office. Colin looked the president in the eye and said words to this effect: "We are about to go to war. We may suffer thousands of casualties. If we do, are you prepared to drive on to victory? Will you stay the course?"

Colin wanted the President to face reality. The President gave the right answer.

I should note at this point that in my 16 months as secretary of Defense, I have changed several important decisions because of general officers disagreeing

with me and persuading me of a better course of action.

For example, at one point I had decided to shake up a particular command by appointing a commander from a different service than had ever held the post. A senior service chief persuaded me to change my mind.

On trips to the front, I've also made it a priority to meet and hear from small groups of soldiers ranging from junior enlisted to field-grade officers, and their input has been invaluable and shaped my thinking and decisions as well. All in senior positions would be well-advised to listen to enlisted soldiers, NCOs, and company and field-grade officers. They are the ones on the front line, and they know the real story.

More broadly, if as an officer — listen to me very carefully — if as an officer you don't tell blunt truths or create an environment where candor is encouraged, then you've done yourself and the institution a disservice.

This admonition goes back beyond the roots of our own republic. Sir Francis Bacon was a 17th century jurist and philosopher as well as a confidante of the senior minister of England's King James. He gave this advice to a protégé looking to follow in his steps at court: "Remember well the great trust you have undertaken; you are as a continual sentinel, always to stand upon your watch to give [the king] true intelligence. If you flatter him, you betray him." Remember that. If you flatter him, you betray him.

In Marshall's case, he was able to forge a bond of trust with Roosevelt not only because his civilian boss could count on his candor, because once a decision was made, FDR could also count on Marshall to do his utmost to carry out a policy — even if he disagreed with it — and make it work. This is important because the two men clashed time and again in the years that followed, ranging from yet more matters of war production to whether the allies should defer an invasion on the mainland of Europe.

Consider the situation in mid-1940. The Germans had just overrun France and the battle of Britain was about to begin. FDR believed that rushing arms and equipment to Britain, including half of America's bomber production, should be the top priority in order to save our ally. Marshall believed that rearming America should come first. Roosevelt overruled Marshall and others, and came down on what most historians believe is the correct decision — to do what was necessary to keep England alive.

The significant thing is what did not happen next. There was a powerful domestic constituency for Marshall's position among a whole host of newspapers and congressmen and lobbies, and yet Marshall did not exploit and use them. There were no overtures to friendly congressional committee chairmen, no leaks to sympathetic reporters, no ghostwritten editorials in newspapers, no coalition-building with advocacy groups. Marshall and his colleagues made the policy work and kept England alive.

In the ensuing decades, a large permanent military establishment emerged as a result of the Cold War — an establishment that forged deep ties to the

See **Lecture** next page

Lecture

Continued from page 14

Congress and to industry. And over the years, senior officers have from time to time been tempted to use these ties to do end runs around the civilian leadership, particularly during disputes over purchase of large major weapons systems. This temptation should and must be resisted.

Marshall has been recognized as a textbook model for the way military officers should handle disagreements with superiors and in particular with the civilians vested with control of the armed forces under our Constitution. So your duties as an officer are:

- To provide blunt and candid advice always;
- To keep disagreements private;
- And to implement faithfully decisions that go against you.

As with Fox Conner's lessons of war, these principles are a solid starting point for dealing with issues of candor, dissent and duty. But like Conner's axioms, applying these principles to the situations military leaders face today and in the future is a good deal more complicated.

World War II was America's last straightforward conventional conflict that ended in the unconditional surrender of the other side. The military campaigns since – from Korea to Vietnam, Somalia and Iraq today – have been frustrating, controversial efforts for the American public and for the American armed forces. Each conflict has prompted debates over whether senior military officers were being too deferential or not deferential enough to civilians, and whether civilians, in turn, were too receptive or not receptive enough to military advice.

In the absence of clear lines, of advance or retreat on the battlefield, each conflict has prompted our nation's senior civilian and military leadership to seek the support of an increasingly skeptical American public, using a variety of criteria and metrics – from enemy body counts to voter turnout and more. Then as now, the American people relied especially on the candor and the credibility of military officers, in order to judge how well a campaign is going and whether the effort should continue.

Candor and credibility remain indispensable, because we will see yet more irregular and difficult conflicts, of varying types, in the years ahead; conflicts where the traditional duties of an officer are accompanied by real dilemmas – dilemmas posed by a non-linear environment made up of civilian detainees, contractors, embedded media and an adversary that does not wear

uniforms or obey the laws of war; an adversary that could be your enemy on one day or, as we've seen in Iraq's Anbar province, your partner the next.

Many of you have gone over some of these scenarios, in ethics classes, or heard the accounts from returning veterans; a situation where, for example, a beloved platoon sergeant is killed by a sniper shot believed fired from a house by the side of a road. When the soldiers arrive, the sniper's gone.

But the old lady, who lives in the house, is still there. The battalion and brigade commanders pass down orders to demolish the house – to teach the enemy's sympathizers a lesson and take away a possible sniper position. The platoon leader conducts an investigation and concludes this course of action is counter-productive. So the lieutenant makes the call not to destroy the house. And his CO stands by him.

This is a true story from Iraq – a campaign that has been dubbed the "Captain's War" because, as in any counter-insurgency, so much of the decisive edge is provided by the initiative and the judgment of junior officers.

When you are commissioned, it will all too quickly be your judgment and your leadership that your soldiers will rely upon.

As you prepare for this awesome responsibility, learn all the lessons you can learn here, from heroes with real-world experience and wisdom in and out of the classrooms – people like Master Sgt. Reginald Butler, NCO Tac Company D-3.

And speaking of lessons learned, I should note that during my time as Secretary, I have been impressed by the way the Army's professional journals allow some of our brightest and most innovative officers to critique – sometimes bluntly – the way the service does business; to include judgments about senior leadership, both military and civilian. I believe this is a sign of institutional vitality and health and strength.

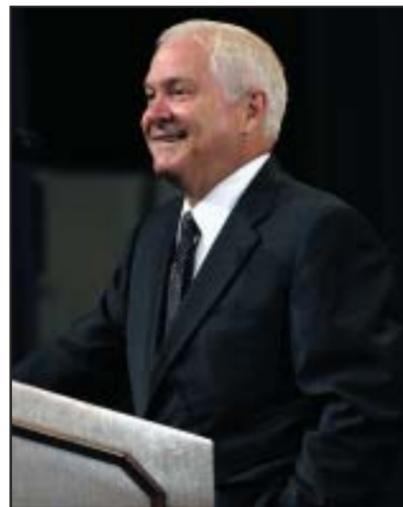
I encourage you to take on the mantle of fearless, thoughtful but loyal, dissent when the situation calls for it. And agree with the articles or not, senior officers should embrace such dissent as healthy dialogue and protect and advance those considerably more junior who are taking on that mantle.

I wrote my first, and far from last, critique of CIA in a professional journal in 1970, four years into my career. Without the support of several senior agency officers, my career would have quickly been over.

Here at West Point, as at

every university and company in America, there's a focus on teamwork, consensus-building and collaboration. Yet make no mistake, the time will come when you must stand alone in making a difficult, unpopular decision, or when you must challenge the opinion of superiors or tell them that you can't get the job done with the time and the resources available – a difficult charge in an organization built on a "can-do" ethos; or a time when you will know that what superiors are telling the press or the Congress or the American people is inaccurate. There will be moments when your entire career is at risk. What will you do? What will you do?

These are difficult questions that you should be thinking about, both here at West Point and over the course of your career. There are no easy answers.



Defense Dept. photo by Cherie Cullen

Defense Secretary Robert M. Gates speaks April 21 at Maxwell AFB, Ala.

But if you follow the dictates of your conscience and the courage of your convictions while being respectfully candid with your superiors while encouraging candor in others, you will be in good stead for the challenges you will face as officers and leaders in the years ahead.

Defend your integrity as you would your life. If you do this, I am confident when you face these tough dilemmas, you will, in fact, know the right thing to do.

I'll close with a few words to all of you but especially to the class of 2008. Soon you will take an oath to protect and defend the Constitution of the United States. I have taken that oath seven times in the last 42 years, the first when I enlisted in 1966 and the last when I became secretary of Defense. I want to encourage you always to remember the importance of two pillars of our freedom under the Constitution: the Congress and the press. Both surely try our patience from time to time, but they are the surest guarantees of the liberty of the American people.

The Congress is a co-equal branch of government that under the Constitution raises

armies and provides for navies.

While you read about the intense debate over Iraq, you need to know that members of both parties now serving in Congress have long been strong supporters of the Department of Defense and of our men and women in uniform.

As officers, you will have a responsibility to communicate to those below you that the American military must be nonpolitical and recognize the obligation we owe the Congress to be honest and true in our reporting to them, especially when it involves admitting mistakes or problems.

The same is true with the press, in my view, an important guarantor of our freedom. When the press identifies a problem in the military, our response should be to find out if the allegations are true – and if so, say so and then act to remedy the problem, as at Walter Reed [Army Medical Center]; if untrue, then be able to document that fact. The press is not the enemy, and to treat it as such is self-defeating.

As the Founding Fathers wisely understood, the Congress and a free press, as with a nonpolitical military, assure a free country – a point underscored by a French observer writing about George Washington in 1782. He wrote, "This is the seventh year he has commanded the army and that he has obeyed the Congress. More need not be said."

Finally, we hear a good deal about men and women who volunteered for military service in the wake of the September 11th attacks.

For you Firsties, your admissions applications for the academy would have come due early in 2004. By that point, it had become clear that Iraq as well as Afghanistan would be long, grinding and complex campaigns. Your decision to come here and the decision of all the Academy classes that have followed was made with the knowledge of almost certain deployment to distant and dangerous battlefields, with the likelihood of more tours to follow. Each of you – with your talents, your intelligence, your record of accomplishments – could have chosen something easier or safer and of course better-paid. But you took on the mantle of duty, honor and country, passed down the Long Gray Line of men and women who have walked these halls and strode these grounds before you, and for that you have the profound gratitude and eternal admiration of the American people.

It is undoubtedly politically incorrect for me to say, but I feel personally responsible for each and every one of you, as if you were my own sons and daughters. And so my only prayer is that you serve with honor and return home safely. And I personally thank you for your service from the bottom of my heart.

Are you smarter than a 'fourth' grader?

By Sharon L. Hartman
Colorado Springs, Colo.

COLORADO SPRINGS, Colo. — In 1978, when the first experimental Block I satellite was launched, few knew what a Global Positioning System was or how far it would come today. Thirty years later, GPS has become a household name, and such an important part of technology that many elementary schools are teaching it as part of their science curriculum. Odyssey Elementary School, a Science, Technology, Engineering and Math school in Falcon School District 49, is one of those schools, and two of their fourth grade classes recently had some subject matter experts brought in to help teach the GPS section of their Earth and Space Science curriculum.

1st Space Battalion's Capt. Charles Hayes III, Capt. Michael Luepke, Sgt. 1st Class Dustin Swinney and Sgt. Tony Lopes, all part of Army Space Support Team 3, with the help of Odyssey fourth grade teacher, Erik Russell, put together a unique experience for the 9- and 10-year-olds, May 5 and 6. The team gave a one-hour presentation on the GPS constellation that captivated the inquisitive class. Then, after the presentation, the students were put into smaller groups and taken to a nearby park where they ran through a navigation course using GPS units.

"Last summer I took a course with the Space Foundation and we did a similar activity at UCCS (University of Colorado - Colorado Springs), hiking like a scavenger hunt through the hills," said Russell.

"I thought that would be a great idea, so I wrote a grant and the Falcon Education Foundation gave me a thousand dollars to buy a bunch of GPS units."

"It's fun because it's almost like a treasure hunt," said 10-year-old Emmanuel Walker. "We get to learn and we get to know where different points are. It's fun while we're finding it. It's almost like a discovery or finding treasure."

To get through the course, each group of four or five students was assisted by a Soldier, teacher or volunteer. The groups had to find seven different waypoints and had a challenge at each point. The original

idea was to bury golf balls or a similar object for the students to find, but it "seemed kind of anti-climatic to me," said Hayes.

"It seemed to me to reinforce the lessons that we taught them, we needed to test them on the knowledge that we had presented in a fun manner."



Photos by Sharon L. Hartman

Sgt. 1st Class Dustin Swinney guides a group of students from Odyssey Elementary School through a navigation course.

Instead of golf balls, the students found cards with multiple choice questions that were based on information from the presentation given by the Soldiers.

According to Sydney Mitchell, also 10 years, "This was a little bit different because we've never done a waypoint; we've only done coordinates like latitude and longitude. I also learned that a (GPS) satellite orbits around the Earth two times every day."

One of the questions Walker encountered: "What is the minimum number of satellites needed for the GPS constellation?" His quick and correct answer: "24!"

Russell had originally arranged for a friend from Schriever to come out and co-teach the class, but plans fell through after an unexpected schedule change.

Fortunately one of Russell's students, _____ Gizzi, had a father who stepped in to help. Lt. Col. Lee Gizzi put the word out to 2nd Space Company Commander, Maj. Todd Leitschuh that the school needed help. Leitschuh turned to his Army Space Support Teams to see who was interested and Hayes volunteered his team.

"Colonel Gizzi's been great, and Capt. Hayes and all the guys have been really instrumental in putting this together," said Russell.

"I had only done it once before, so I've learned a great deal from them. The presentations were great for the kids and they learned a lot as well."

But the students were not the only ones who received some knowledge during the event. The Soldiers learned a few things themselves.

"I didn't know this was a magnet school to begin with, and when I found out they were a math and science school, I thought that was interesting. The fact that the kids had a pretty good basic understanding of satellite and navigation, and that they had already studied it for some time, I thought that was fantastic for that grade," Hayes said.

According to Luepke, "They were using little robots that they could preprogram to go around a route and things like that."

"They were using Bluetooth with (the robots); speaking into the Bluetooth, and telling the robots what to do. Next week, I think they have rockets," added Swinney.

The experience was a memorable one for everyone involved.

According to Hayes, "The whole thing was great. The classes were attentive, they were well behaved. They knew why we were there, what we were there to teach and they seemed eager to learn. I thought the whole thing was an exceptional experience."

"It's always good to get out there with kids and to help teach them," was Luepke's comment. "I think it kind of personalizes the Army for them a little bit. A lot of them have aunts, uncles and parents in the military, but to have somebody come in and be able to interact with them in school, ask them some questions, to have a dialogue I think it's good. Good for the Army, good for us, good for them."



Fourth grade students from Odyssey Elementary School in Colorado Springs, Colo., watch intently as Sgt. Tony Lopes shows them a 3-dimension orbital pattern of the GPS constellation.

As they prepare to find their next point, Emmanuel Walker, a fourth grader at Odyssey Elementary School, points north in response to a question from his teacher Erik Russell.



Capt. Charles Hayes of the 2nd Space Company supervises an Odyssey Elementary School student as she enters her next point into a global positioning system receiver.