



Army Space Journal



A Professional Journal on U.S. Army Space and Missile Defense Operations

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SELTC

PROFESSION OF ARMS: SPACE AND MISSILE DEFENSE NCOS TRAINING OUR WARRIORS

2011

SENIOR ENLISTED LEADERS' TRAINING CONFERENCE

PATRICK AFB, FL
MARCH 21-25





Army Space Journal

A Professional Journal on U.S. Army Space and Missile Defense Operations

The U.S. Army Space and Missile Defense Command/Army Forces Strategic Command publishes **the Army Space Journal** quarterly, with special editions as required. The publication consists of four sections, FROM THE TOP – Leadership Updates; JOURNAL FORUM – Space Topics; TIP OF THE SPHERE – Space Cadre News/Features; and FLIPSIDE – USASMDC Features.

The Journal provides a forum through which Space and Missile Defense professionals can disseminate professional knowledge and furnish information within the U.S. Army. The purpose is to increase the effectiveness of Space operations through a professional discussion of events and lessons learned. It is also intended to inform the Army warfighter on Army Space issues.

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The views and opinions expressed in the Army Space Journal are not necessarily those of the Department of the Army or U.S. Army Space and Missile Defense Command.

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Staff Sgt. James Harris, front center, and Spec. Matthew McLeod, front right, at Department of the Army's Best Warrior Competition at Fort Lee, Va., Oct. 2010

Back Cover Photo: SGT Benjamin Crane

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LTG Richard P. Formica



COMMANDING GENERAL
USASMDC/ARSTRAT

To Our Senior Enlisted Leaders and Other Conference Attendees:

Welcome to this year's USASMDC/ARSTRAT Senior Enlisted Leaders Training Conference. The agenda set by the Command Sergeant Major, the participation of many notable senior leaders, and your attendance promise to make this an outstanding conference and a valuable experience for you.

I am particularly pleased with the approach that will be taken to receive your feedback on the Profession of Arms – so that USASMDC/ARSTRAT can contribute meaningfully to the Army's review of this over the next 12 months. And I'm encouraged by the review of the implementation of the repeal of "Don't Ask, Don't Tell." It's important that we train our leaders and our Soldiers on this so that we can optimize unit cohesion and treat all Soldiers, Civilians and Family members with dignity and respect.

Your leadership across the command, especially in remote locations, is critical to the care and service of our Soldiers and their Families. We expect precise, confident, fit, disciplined and courageous Soldiers who are led by tough, competent, caring leaders. We're counting on you to learn from this conference and take it back to your Soldiers. Thanks for your leadership and service – the sun never sets on USASMDC/ARSTRAT.

**"SECURE THE HIGH GROUND!"
"THE SUN NEVER SETS ON USASMDC/ARSTRAT"**

Sincerely,

Richard P. Formica
Lieutenant General, U.S. Army
Commanding General

CSM Larry S. Turner



COMMAND SERGEANT MAJOR USASMDC/ARSTRAT

Senior Enlisted Leaders/Team:

It's an honor to welcome you to our 2011 Annual United States Army Space and Missile Defense Command/Army Forces Strategic Command Senior Enlisted Leaders Training Conference.

The purpose of this conference is to provide a forum for all former and current USASMDC/ARSTRAT Command Sergeants Major, Senior Enlisted Leaders from the National Guard Bureau, Air Defense Artillery, Signal Regimental, Provost Marshal Command Sergeants Major, selected Nominative Command Sergeants Major/Command Chief Master Sergeants, Joint Functional Component Command Senior Enlisted Leaders and Senior Noncommissioned Officers in order to interact and share your experience, exchange ideas and discuss lessons learned.

This year's theme is "The Profession of Arms: Space and Missile Defense NCOs Training Our Warriors." It promises to be an interesting dialogue to help you gain a deeper understanding of the contributions our Army space professionals provide to our Army and Combatant Commanders.

My sincere thanks and appreciation to our entire USASMDC/ARSTRAT Senior Enlisted Leadership and many others, who contributed, coordinated and supported this year's Senior Enlisted Leaders Training Conference. I'd like to give a special thanks to the 45th Space Wing for their generous support and hospitality in hosting their facilities during this year's conference.

We hope this conference will be productive, beneficial and educational. However, we need your input and expertise to make this conference a success. Safe travels and thanks again for all you do in support of our Soldiers, their Families and our Civilian Workforce.

**"SECURE THE HIGH GROUND!"
"THE SUN NEVER SETS ON USASMDC/ARSTRAT"**

Sincerely,

Larry S. Turner
CSM, U.S. Army
Command Sergeant Major

COL Timothy Coffin



DEPUTY COMMANDER FOR OPERATIONS USASMDC/ARSTRAT

Senior Enlisted Leaders:

Welcome to the 2011 Senior Enlisted Leadership Training Conference. The conference theme – “The Profession of Arms: Space and Missile Defense NCOs Training Our Warriors” – tracks a yearlong campaign endorsed by the Secretary of the Army and the Army Chief of Staff. The campaign examines professionalism in the Army during a time of persistent conflict. I encourage you to use your time at this week’s conference to think about your role in military professionalism for the remainder of 2011 and beyond. Here are a few nuggets to help you on the journey.

You have answered a call to duty and reached a senior leadership position through education, progressive experience and demonstrating the highest level of skills and qualities. An important part of professionalism is being able to explain your work and why it is critical to U.S. national security. Always be ready to give an “elevator brief” tailored to the level of understanding of your particular audience, whether a civilian in the plane seat next to you or a high-school student considering serving the Nation in our armed forces. Making use of the command’s three core tasks is a good starting point.

Remember that the NCO Corps is a proud backbone that has served our Nation for hundreds of years, beginning with the American Revolution. Your predecessors established this uniquely American NCO Corps by blending the traditions of the best armies of the day, but your heritage goes back thousands of years, where soldiers in the ranks provided leadership, discipline and guidance to obtain the most magnificent achievements.

Secretary of Defense Robert Gates declared today’s military to be the most professional, the best educated and the most capable force this country has ever sent into battle. You can take pride in that ringing endorsement. At the same time, please renew your commitment to the principles of the military profession. Your example impacts Soldiers and Civilians for many years to come.

Thank you for your professional service and your contributions to the U.S. Army Space and Missile Defense Command/Army Forces Strategic Command and to the Nation in the days to come.

“SECURE THE HIGH GROUND!”
“THE SUN NEVER SETS ON USASMDC/ARSTRAT”

Sincerely,

A handwritten signature in black ink that reads "Timothy R. Coffin".

Timothy R. Coffin
Colonel, U.S. Army
Deputy Commander for Operations

Steven L. Messervy



**DEPUTY COMMANDER
RESEARCH, DEVELOPMENT AND ACQUISITION**

To Our Senior Enlisted Leaders and Other Conference Attendees:

Welcome to the 2011 U.S. Army Space and Missile Defense Command/Army Forces Strategic Command (USASMDC/ARSTRAT) Senior Enlisted Leaders Training Conference. This year's conference supports the Army's deeper examination of the Profession of Arms, by providing you with additional insight into what our Army space professionals do in support of our Army mission. These Soldiers serve as our mission enablers and silent sentries, providing critical space-based information to you for battlefield awareness and force protection.

The NCO Corps has and always will meet the challenges. Take time during this conference to engage with each other, and discuss how each of you, as Senior Enlisted Leaders and Noncommissioned Officers, contributes to the Profession of Arms, and ultimately, mission success for our Army. Regardless of your position or rank, you must continue to train and set the example to all Soldiers entrusted to your care. As stated in the TRADOC White Paper, *The Profession of Arms*, "the Army develops Soldiers and leaders throughout careers of service to aspire to be experts and use their lethal expertise, both as individuals and as units, with the highest standards of character, for the defense of the Constitution, the American people, and our way of life."

Thank you for your service and your commitment to improving our command. Your active participation during this conference will help build a stronger USASMDC/ARSTRAT and the U.S. Army. As you think of concepts and technologies for improving our mission areas, let me know so we can engage the Army leadership to build capabilities for the future.

**"SECURE THE HIGH GROUND!"
"THE SUN NEVER SETS ON USASMDC/ARSTRAT"**

Sincerely,

Steven L. Messervy
Senior Executive Service, U.S. Army
Deputy to the Commander for
Research, Development and Acquisition

Larry Burger



**DIRECTOR
USASMD/ARSTRAT FUTURE WARFARE CENTER**

Dear Senior Enlisted Leaders:

It is my privilege to help welcome you to the Senior Enlisted Leaders Training Conference. I was honored to again be asked to participate in your conference and am genuinely excited to share with you how the Future Warfare Center is not only supporting today's Soldier in the Global War on Terror but is preparing for tomorrow's Soldier as well. Our support to the Army covers everything from developing new Space and Missile Defense capabilities, fielding equipment in rapid time, to training and educating Soldiers in support of combat operations. Our core competency is to ensure our forces are equipped, staffed, organized and trained in order to prevail on today's and tomorrow's battlefields. This year in particular, I look forward to learning your insights on the Army's Profession of Arms.

Our ability to perform these functions relies heavily on NCO and Soldier competency. Today's NCOs are the cornerstone to successful execution. NCOs must be self-motivated to learn and adapt. NCOs must be innovative in keeping pace with changes. The FWC contributes by providing doctrinal material, tools to assist you and institutional training in your professional development. We support today's Soldiers primarily in three areas: equipment fielding, doctrine development and institutional training. While supporting today's Soldier with innovative equipment, such as the Space Support Equipment Toolset and the Space Applications Technology User Reach back Node, we are working future concepts for tomorrow's Soldiers. These concepts include High Altitude capabilities, operationally responsive space and experimental concepts for tactical satellites. We are also expanding new concepts into SMDC's training program and are looking to expand our online training so our deployed and forward stationed Soldiers can stay on the leading edge.

Let me conclude by saying again that I am honored that the FWC can participate in this conference. Our mission is to support your Soldiers, both now and in the future. I welcome your experience, thoughts and feedback into the FWC's activities in order to ensure we are meeting your requirements.

**"SECURE THE HIGH GROUND!"
"THE SUN NEVER SETS ON USASMD/ARSTRAT"**

Sincerely,

A handwritten signature in black ink, appearing to read "Laurence H. Burger".

Laurence H. Burger
Senior Executive Service, U.S. Army
Director, Future Warfare Center

Share
Your
Story

USASMDC/ARSTRAT

Welcome to the
2011 Senior Enlisted
Leaders Training Conference

Share
Your
Story

CSM James Ross



COMMAND SERGEANT MAJOR 1ST SPACE BRIGADE

Leaders:

I would like to take this opportunity to extend a warm and sincere welcome to the Senior Enlisted Leaders Training Conference, hosted by U.S. Army Space and Missile Defense Command/Army Forces Strategic Command.

This year's conference is sure to be extremely rewarding for all participants. This year there is a distinguished group of guest speakers and presenters who will ensure that the Senior Enlisted Leaders in attendance are educated on the latest Joint and Army initiatives and programs.

The theme for this conference is "The Profession of Arms: Space and Missile Defense NCOs Training Our Warriors." The men and women serving in SMDC/ARSTRAT are members of an old and noble profession, rich in heritage and steeped in tradition. The Profession of Arms relies upon the skill of its members but more importantly the willingness to sacrifice for its cause. Sound Leadership, warrior ethos and Army Values are the foundation for our Profession of Arms.

This conference provides you with an excellent opportunity to build your network and expand your knowledge. Use some of your time here to build new friendships and improve upon your established relationships. You do not get the opportunity to spend time with many of the senior enlisted leaders who will be attending the conference from such locations as Kwajalein Atoll, Qatar, Afghanistan, Germany, Korea, Japan, Alaska, Hawaii, Maryland, Florida and Kentucky, etc. You will also benefit from spending time with former USASMDC/ARSTRAT Command Sergeants Major and other senior Army and Joint Leaders from throughout the Department of Defense. These great leaders are always available to provide mentorship and can enhance your professional growth through your efforts to engage them in professional dialogue.

Thanks to all the personnel who have worked tirelessly behind the scenes to make this conference a reality. It's going to be a great week!

FIRST IN SPACE

Sincerely,

A handwritten signature in black ink that reads "James N. Ross".

James N. Ross
CSM, U.S. Army
Command Sergeant Major

CSM Russell A. Hamilton



COMMAND SERGEANT MAJOR
100TH MISSILE DEFENSE BRIGADE (GMD)

Conference Attendees:

This year's conference is certain to be an extremely rewarding opportunity for all in attendance from a professional development standpoint. The agenda has guest speakers including Army Senior Enlisted Leaders, Senior Enlisted Leaders from our sister services and subject matter experts from across our force. It is an opportunity to gain insight and perspective of the "big picture" we don't always get when hunkered down in our individual fighting positions.

The theme for this year's conference is "The Profession of Arms: Space and Missile Defense NCOs Training Our Warriors." This theme has immediate relevance to both the Space and Missile Defense Brigades, as we strive to increase awareness across our fighting forces of the important role that space operations play in the enhancement of ground operations, and our warriors' efforts to increase awareness of the vital need for missile defense forces both in theater and in defense of the U.S. In both circumstances, the Warriors of this command have worked to inform the unaware of our existence, and how the role we play impacts the daily lives of our military and the public. As the Warriors within the Space and Missile Defense profession, this battle to educate and raise awareness has just begun. There is much more that can and will be done in the future. Rest assured, the warriors of this command are more than up to the challenge.

I encourage members of both brigades to use this conference as an opportunity to step outside your individual lane, and learn from one another. Each element of this command brings a different skill set as we work to accomplish the mission. Gain an understanding and appreciation of what your comrades in arms do every day, and how their role supports yours as part of the "big picture."

I would also like to thank the staff of USASMDC/ARSTRAT for all the work they put into making this conference another overwhelming success, and thank you to the 14th Air Force (Air Force Strategic) and the 45th Space Wing for their support and hospitality. We realize that both the space and missile defense arenas are not branch specific, but are truly the epitome of Joint Forces Operations.

I look forward to having a chance to share ideas and information with each of you at this year's event.

GUARD, ENGAGE, DESTROY!

Sincerely,

A handwritten signature in black ink that reads "Russell A. Hamilton".

Russell A. Hamilton
CSM, Colorado Army National Guard
Command Sergeant Major



We need to communicate about the space and missile defense capabilities we provide in terms that the rest of the Army – and mankind in general – can more easily understand.

Words should be musical and meaningful and descriptive. So I am thinking about nicknaming the ASJ pub “Doc” for doctor. Publications should have personalities and, in its tenth year, the Army Space Journal’s characteristics are changing – maturing is the better word – to future needs. The vision is one of matching content with appearance and making it useful to readers. “Doc” seems like an appropriate title because it sets the mark to live up to in the coming years, beginning with 2011 which is the year our Army focuses on the Profession of Arms. The nut of professionalism is the ability to articulate confidence through actions and words – no less true for Soldiers and Civilians involved in providing space and missile defense capabilities to national security efforts. Since there is no title more recognizable for professionalism than the word doctor, “Doc” feels right to start the journey forward.

Likable and accurate words work because, together with other words, they tell stories, and well-told stories are pretty much what a publication is all about. I have heard LTG Richard P. Formica speak on several occasions since he became commanding general of United States Army Space and Missile Defense Command / Army Forces Strategic Command late last year. His basic words were music to this storyteller’s ears. His straightforward explanations lay out the design – yes, stories need design – for communication. First, the three core tasks of USASMD/ARSTRAT provide the thesis statements for anything we do and say. Second, we need to communicate about the space and missile defense capabilities we provide in terms that the rest of the Army – and mankind in general – can more easily understand. And, third, just because what we say and do is about operational efforts in space and missile defense doesn’t mean it is just about military operations in those areas.

Understanding the command’s three core tasks becomes central to the story:

- “Providing trained and ready space and missile defense forces and capabilities to the component commands and in support of the warfighter;
- “Building future space and missile defense forces;
- “Researching, testing and integrating space, missile defense, high altitude, directed energy and other related technologies.”

It was during an award ceremony in Colorado Springs that things began to jell in my mind about this. Formica said that people typically relate the first core task with the ARSTRAT mission and the later two beyond its scope, but that he would argue all three tasks apply to operational efforts. His point is that providing capability today is not a different effort from providing it tomorrow but, rather, operations today must remain unified with developments of future designs and technology in space and missile defense. Grasping this concept emphasizes the need for clear articulation of how space is vitally integrated into military operations – not just out of sight, out of mind – from the perspective of what it means to those in the fight. This applies equally to missile defense.

The first step toward the refined ASJ is the inclusion of the Army missile defense profession as part of our coverage and readership audience. From the standpoint of missile defense actually being part of the space mission area in terms of space force application, missile defenders have always been included. However, beginning with this mini-edition, the space and missile defense are both formally integral to the ASJ as they relate to the command’s three tasks. On a personal level, this translates to today’s need to return to the three core tasks that Formica has given, and answering the question of what is being provided, built and researched / tested / integrated – and to do so in common everyday language. When public relations trainers speak with executives about this sort of thing, they usually stress the importance of each individual maintaining a three-by-five card listing what he or she does to help the organization accomplish its tasks.

Look for the ASJ’s makeover in the first regular edition later this spring. The Army’s effort to focus its entire ground force – Soldiers and Civilians – on a professional ethic and perspective is a key to uniquely packaging the space and missile defense story. In many ways, the challenge for the ASJ publication itself is the same as it is for every individual member of the Profession of Arms involved in providing space and missile defense capabilities. It is extremely difficult to change the mindset. To use a former commander’s words, the tendency is to sound like a “self-licking ice cream cone” when talking about what space and missile defense professionals do for our Nation. The ASJ looks to reflect this personal maturation of the story. 

Maintaining the Army as a Profession of Arms

To remain a strong profession in the face of today's challenges, Army leaders at all levels need a solid understanding of what it takes to earn our status. We then need to reflect on how well we are meeting these requirements, what strengths of the profession have sustained the Army, and what weaknesses and friction points need to be addressed. Toward this end, we need to agree on two important definitions:

THE PROFESSION OF ARMS. The Army is an American Profession of Arms, a vocation comprised of experts certified in the ethical application of land combat power, serving under civilian authority, entrusted to defend the Constitution and the rights and interests of the American people.

THE PROFESSIONAL SOLDIER. An American Professional Soldier is an expert, a volunteer certified in the Profession of Arms, bonded with comrades in a shared identity and culture of sacrifice and service to the Nation and the Constitution, who adheres to the highest ethical standards and is a steward of the future of the Army profession.

- The profession is "comprised of experts."
- "An American professional Soldier is an expert ... in the Army Profession of Arms"
- The Army profession and its professional Soldiers are "certified" in the "ethical application of land combat" and the "Profession of Arms"
- The Army and its professionals are "serving under civilian authority"
- The Army is "entrusted to defend the Constitution and the rights and interests of the American people"
- The profession practices the "ethical application of land combat power" and an American professional Soldier "adheres to the highest ethical standards"
- Each professional Soldier "is a steward of the future of the Army profession"

THE PROFESSION

Expertise
Trust
Development
Values
Service



THE PROFESSIONAL

Skill
Trust
Leadership
Character
Duty



coming in
SPRING 2011

Army Space Cadre Symposium

- Aug. 1-5, 2011 in Colorado Springs, CO
- Open to all; Army Space Cadre members are priority
- Enhances the professional development and operational expertise of our Army Space Cadre
- Provides a forum to discuss issues that affect the Army and community
- Registration opens May 2, 2011
- Check for updates and agenda on our website

>>> <https://www.us.army.mil/suite/page/343526>



ASPDO
Army Space Personnel
Development Office

Space Badge

- CSA approved adopting the Air Force Badge as a unique Army badge
- Changed to a Group 4 Badge
- Awards Regulation update submitted
- Transition is transparent to Soldiers
- Procedural guide on ASPDO website
- Over 1200 badges awarded to date to over 1000 Soldiers



>>> <https://www.us.army.mil/suite/page/343526>



Who Do You Think You Are?

The Genealogy of an Organization

U.S. Army Space and Missile Defense Command/Army Forces Strategic Command¹

Sharon Watkins Lang
USASMDC/ARSTRAT Command Historian

As the widely popular television shows have shown, we are a product of our environment and those of our ancestors. This could also be said for organizations. Who or What is USASMDC/ARSTRAT? The command can trace its history to a small 24-person office on Redstone Arsenal established in October 1957 – the Redstone Anti-Missile Missile Systems Office (RAMMSO). In the intervening years, it has grown, gaining missions and personnel to become a Major Command and subsequently an Army Service Component Command with units in 13 states and six foreign countries.

Within months the RAMMSO became the Nike-Zeus Project Office, perpetuating the heritage of the Nike series of air defense missiles. During the next seven years, Nike-Zeus developed and demonstrated a ballistic missile defense (BMD) system to protect the nation from the evolving threat. Assigned the highest national priority by the National Security Council, the Nike Zeus united a long-range nuclear tipped Zeus interceptor with a series of specialized radars (Acquisition, Discrimination, Target Tracking and Missile Tracking) which would be deployed in 70 batteries across the nation. Even as they proved the feasibility of intercepting an intercontinental ballistic missile (ICBM), with the first intercept in December 1962, the Secretary of Defense assigned a new requirement – an anti-satellite capability. They achieved this mission with Project MUDFLAP and a successful intercept of an Agena D satellite in May 1963.

Despite these successes, it was determined that the Nike-Zeus system was neither technologically fea-

sible nor cost effective at that time and a change came in 1964. The anti-ballistic missile (ABM) program however retained its top priority and the system manager. The new Nike-X program was designed to address the threat of the 1970s. Through a series of studies, projects and tests, Nike-X improved the Zeus interceptor, and developed new high-speed, high-capacity computers and radars as well as a new short-range nuclear interceptor. At the same time, Nike-X was assigned responsibility for the Kwajalein Test Range, based upon the significant role that it played in the Army's ABM research and development effort. During this phase the Nike-X devised a new ABM system composed of a long-range Spartan, a short-range Sprint and two radars the Multifunction Array Radar and the Missile Site Radar. Studies conducted in 1966 found that "Nike-X would add to U.S. deterrence and provide significant reduction in fatalities in the event deterrence fails."

The year 1967 would be a turning point in the ABM program. In November 1966, Secretary of Defense Robert McNamara announced that the Soviet Union had deployed an ABM system around Moscow. In 1967 at the Glassboro Summit they refused to discontinue this program. Also in 1967, the threat posed by China was renewed as the Chinese exploded their first thermonuclear device and launched a nuclear tipped missile. The American response came in September 1967, when McNamara announced the decision to deploy a light ABM system called Sentinel.

To implement this decision the Nike-X Project Office became the Sentinel Systems Command



(SENSCOM) in November 1967. The Sentinel deployment had two goals to defend urban/ industrial areas against possible ICBM attacks by China and a possible accidental launch by any power. It also included an option to defend the Air Force’s MINUTEMAN sites. The Army and the SENS COM were given 54 months to reorient the program from research and development to production and deployment. An initial deployment consisted of six Perimeter Acquisition Radars, 17 Missile Site Radars, 480 Spartan and 220 Sprint silo-launched interceptors at sites across the nation from Boston to San Francisco and Oahu. Given the political environment – opposition to the war in Vietnam and to the concept of nuclear weapons—this deployment plan was not well received.

With the inauguration of President Richard Nixon in January 1969, the deployment was halted as the President ordered a review of all strategic offensive and defensive priorities. In March, President Nixon announced a new program the Safeguard. Safeguard reoriented the ABM program based upon three priorities (1) “to protect land-based retaliatory forces against a direct attack by the Soviet Union”; (2) to provide a “defense of the American people against the kind of nuclear attack which Communist China is likely to mount within the decade”; and (3) to protect “against the possibility of accidental attacks from any source.”

Now known as the Safeguard Systems Command (SAFSCOM), the command was charged to deploy this new BMD system with a first site operational within the original 54-month deadline. Ultimately ten sites were identified across the country, but construction would only begin at two sites – near Grand Forks AFB, ND and Malmstrom AFB, Mon. Again outside forces would come into play. Even as the construction proceeded, the United States and the Soviet Union conducted the Strategic Arms Limitation Talks that produced the ABM Treaty. This agreement limited both nations to two ABM sites – one near the national capital and the other near

an ICBM site.² As a result, the Malmstrom effort halted in 1972. The program however proceeded in North Dakota. Officially designated the Stanley R. Mickelson Safeguard Complex, this site achieved full operational capability in September 1975. Thus the command deployed the western world’s first ABM system. The system, however, was short-lived. Despite Defense Department arguments to the contrary, the FY 1976/77 Appropriations Bill provided that funds for the ABM facility were to be used for the “expeditious termination and deactivation of all operation of that facility.”³

Even as work progressed on the Safeguard deployment, the command was assigned a new mission to develop a next generation system known as Hardsite Defense a prototype demonstration program. Soon thereafter, in May 1974, the Secretary of the Army realigned all BMD efforts under one organization – the Ballistic Missile Defense Organization. The SAFSCOM became the Ballistic Missile Defense Systems Command (BMDSCOM) and a Ballistic Missile Defense Advanced Technology Center (BMDATC), replaced the Army’s Ballistic Missile Defense Agency. The BMDSCOM would oversee the development of the Site Defense and later a new deployment concept the Low Altitude Defense/Sentry designed to support the mobile MX program. At the same time the BMDATC/BMDSCOM would explore future technologies, within the boundaries of the 1974 Congressional ban on prototyping that limited research and development to the subsystem and component levels. It was during this phase that the command began to explore non-nuclear options – kinetic kill technology and directed energy weapons to include lasers and a neutral particle beam. The Homing Overlay and the Flexible Lightweight Agile Guided Experiments would effectively demonstrate the feasibility of “hitting a bullet with a bullet.”

1. Emblem used by the Nike-Zeus Project Office.
2. The Nike-X Project Office was created in 1964
3. The Sentinel stands guard to protect the nation.
4. Adopted in 1976, the Roman Sentinel Safeguards the nation.... This shoulder sleeve insignia was worn by Soldiers assigned to the command until 1998.
5. This logo was used during the 1970s.
6. This distinctive unit insignia illustrates the command’s mission to protect the nation from threats coming from space. The text, in English, reads They Shall Not Pass.
7. Updating an earlier logo, this design illustrates the two aspects of the command’s mission – the satellite for space and two interceptors in accordance with the new strategy.
8. This shoulder sleeve insignia symbolizing freedom and constant vigilance was adopted by the USASMDC in February 1998.
9. The current logo represents both aspects of the command – its role as an Army Command and as an Army Service Component Command to U.S. Strategic Command.





In March 1983, President Ronald Reagan announced a new national security policy, the Strategic Defense Initiative, which sought to eliminate the threat posed by nuclear weapons. The Army's years of experience provided the foundation for this multi-service effort. In 1985 a newly merged BMDSCOM and BMDATC became the U.S. Army Strategic Defense Command (SDC). Of the twelve components to the "Star Wars" program, the SDC managed or contributed to nine. These included direct oversight of the Exoatmospheric Re-entry Vehicle Interceptor Subsystem, the High Endoatmospheric Interceptor (HEDI), the Ground Based Radar (GBR), the Airborne Optical Adjunct, the Ground Based Laser, and the Ground-based Surveillance and Tracking System (GSTS) and contributions to the Space Based Laser, the Neutral Particle Beam and the Battle Management Command, Control and Communications.

As these programs evolved, in 1985 the command began to explore the theater implications for missile defense. Three years later a joint program was initiated with Israel to develop the Arrow. Finally in 1991, all theater missile defense (TMD) functions would be assigned to SDC. As in the Nike-Zeus era, anti-satellite applications were recognized and ASAT programs developed or were affiliated with the command. Finally during this era, the Secretary of the Army Michael Stone directed that the High Energy Laser Systems Test Facility be transferred to SDC to centralize high energy laser research within one organization.

Concurrent with these developments, the Army also began to explore the potential applications of space and space assets to support operations. An initial planning group, in 1986, became the Army Space Agency, "the foundation of the Army's operational capability in space" and a component of the newly formed U.S. Space Command. They provided the Army input with regard to space support to ground forces and the strategic defense planning process. Following a 1988 reorganization, they became the Army Space Command (ARSPACE). In addition to the planning and coordination missions of its predecessors, the ARSPACE was responsible for the Consolidated Space Operations Center Detachment, the Army Astronaut Detachment, and three Regional Space Support Centers. The Defense Satellite Communications System platform and payload control missions further extended its operational role.

In 1991, Operation Desert Storm saw the direct application of both missile defense and space assets. The small lightweight global positioning system receiver (SLGR) for example allowed Soldiers to navigate the desert while the modified Patriots intercepted the Iraqi Scud missiles. Lessons learned from the Gulf War led to the creation of the Army Space Support Teams (ARSSTs) and the Joint Tactical Ground Stations (JTAGS) as well as a greater emphasis on theater missile defense.

At the same time, President George H.W. Bush reoriented the SDI to establish a new missile defense system – Global

Protection Against Limited Strikes (GPALS), which would address limited attacks of up to 200 warheads, with particular attention given to the boost-phase capabilities of the Brilliant Pebbles program. In keeping with efforts to streamline the acquisition system, the Program Executive Office GPALS was established in 1992.⁴ It consolidated project offices from SDC with the PEO Air Defense (Corps SAM and Patriot) from the U.S. Army Missile Command. Under the agreement, the Ground Based Interceptor, HEDI, GBR, GSTS, BMC3, Adjunct Sensors, and Testbed Product Office and TMD programs such as the Extended Range Interceptor, the Theater High Altitude Area Defense and the Arrow transferred to the new PEO.

A separate study conducted after the Gulf War, reassessed the Army's organization for space. After reviewing several options, officials opted to merge ARSPACE and SDC, creating the U.S. Army Space and Strategic Defense Command (SSDC) in 1992, with the ARSPACE as a subordinate command. The SSDC continued to perform research and development for strategic and theater missile defense technologies and anti-satellite efforts in directed and kinetic energy. The new organization became the Army's focal point for space and missile defense.

Given this guidance, the SSDC continued to provide research and development support to the Strategic Defense Initiative Organization and matrix support to the PEO GPALS, and retained responsibility for Kwajalein and HELSTF. The command however continued to evolve and new initiatives were added to the mission set. In 1994, SSDC was named the operational advocate for TMD. In 1996, under an agreement with Israel, the SSDC began to develop a Tactical High Energy Laser. The Battle Integration Center stood up to combine the four elements of TMD to better test concepts and train soldiers. And, the command began to explore new applications for its technologies, to include the study of aerostats as sensor platforms, an initiative which would lead to the 2007 decision to make USASMDC/ARSTRAT the Army proponent for high altitude.

In addition, as the focal point for space, the SSDC gained new responsibilities as army officials decided to consolidate Army space programs into one entity. This process began in 1992 with the transfer of MILSTAR network management and control. Then in 1993, the Army Space Technology Research Office, which managed the space R&D programs, merged and became the Space Applications Technology Directorate. One year later in 1994, the Army Space Program Office transferred to SSDC bringing with it the Tactical Exploitation of National Capabilities Program. At the same time the command began to explore ways to better provide space support to the warfighter. In addition to the development of ARSSTs and JTAGS units, the MILSATCON Directorate was converted to the 1st Satellite Control Battalion.



In 1996, the SSDC withstood efforts to merge with another command and was instead designated a stand-alone Army Component Command by the Vice Chief of Staff of the Army. General Ronald Griffiths based his decision upon the fact that SSDC carried out “responsibilities in scope and magnitude unlike other Army organizations.” One year later, the command achieved a new milestone as it was elevated to a status of Major Army Command and subsequently renamed the U.S. Army Space and Missile Defense Command (USASMDC). The General Order identified three specific areas for the command – the Army’s specified proponent for space and National Missile Defense and the overall Army integrating command for TMD. As established in agreement with the U.S. Army Training and Doctrine Command, the USASMDC now assumed responsibility for determining space requirements and leading the integration of DTLOMS solutions across the Army and within appropriate joint agencies. This agreement also led to the establishment of the Space and Missile Defense Battle Lab, the only battle lab outside TRADOC, to plan and conduct space and missile defense warfighting experiments. In a concurrent effort, in 1999 the USASMDC stood up the 1st Space Battalion “to institutionalize space within the Army,”⁵ followed in 2001 by the Colorado Army National Guard 193rd Space Battalion and finally the 1st Space Brigade in 2003.

Essentially, the command ensured that Army warfighters have (1) access to space assets and the products they provide to win decisively with minimum casualties; and (2) effective missile defense to protect the nation as well as deployed U.S. forces and those of its allies. To that end, as technologies developed programs transitioned to the PEO. As the Army was designated the lead service for land-based NMD, the NMD TRADOC System Manager was chartered. And when new missions were assigned to the U.S. Space Command, as the Army Service Component Command USASDC assumed new assignments such as Computer Network Attack/Computer Network Defense and Joint Blue Force Situational Awareness.

The year 2002 marks another milestone in the command’s evolution. Two significant events in that year would shape the command’s missions and functions. In June 2002, the United States formally withdrew from the ABM Treaty. In his announcement, President George W. Bush observed “we no longer live in the Cold War world for which the

ABM Treaty was designed.” He added his commitment to deploying a missile defense system as soon as possible to protect the American people and our deployed forces. While much rested with the Missile Defense Agency, as the Army proponent, the USASMDC proceeded with the reactivation and transfer of Fort Greely, Alaska to implement the Ground-based Midcourse Defense (GMD) Testbed, and stood up the 100th Missile Defense Brigade (GMD) in October 2003 and the 49th Missile Defense Battalion (GMD) (January 2004). Ultimately, when the need arose in 2006, the command was prepared to defend the nation.

The final link in the command’s genealogy can also be traced to 2002 and the reorganization which transferred U.S. Space Command missions to a new U.S. Strategic Command (USSTRATCOM). As part of this realignment, the USASMDC became the ASCC to USSTRATCOM and as such became the Army Forces Strategic Command or USASMDC/ARSTRAT.⁶ Its missions are in many ways tied to the USSTRATCOM. And a significant change came in 2003, when the Unified Command Plan Change 2, signed by President George W. Bush, assigned global strike, information operations, space, C4ISR and integrated missile defense to the USSTRATCOM. Based upon this relationship, the command, for example, has assumed the MASINT AGI mission and more recently in 2009 was named the Interim Army Forces Cyber Command, pending the establishment of a separate fully operational command.

Throughout its history, the USASMDC/ARSTRAT has evolved to meet the needs of our nation, warfighters and allies. It has traditionally held a unique role as the research and developer, the tester, the trainer and the operator. Today the USASMDC/ARSTRAT continues this tradition with its three core tasks (1) “Providing trained and ready space and missile defense forces and capabilities to the component commands and in support of the warfighter;” (2) “Building future space and missile defense forces”; and, (3) “Researching, testing, and integrating space, missile defense, high altitude, directed energy, and other related technologies.”⁷ And ultimately, USASMDC/ARSTRAT remains on the cutting edge providing the most up to date missile defense and space products and services, and most recently returning the Army to space with the launch of SMDC-ONE. 

Footnotes

- 1 Due to space restrictions, it is not possible to cover all of the programs and missions that can be traced to the command and its dedicated workforce. This paper does, however, try to explain the evolution of the whys behind the name changes and the influence of outside forces upon an organization.
- 2 The ABM Treaty also specified the number of interceptors and launchers and the number and types of radars allowed. A protocol added to the treaty in 1974, limited each nation to one ABM site and further reduced the number of launchers.
- 3 Members of Congress reasoned that the costs of operating the system, combined with the ABM Treaty limitations and the Soviet development of MIRVed missiles, rendered the benefits from the Safeguard negligible. The Perimeter Acquisition Radar though was not affected. The benefits to the nation’s early warning system and deep space tracking were recognized and the PAR transferred to the Air Force in 1977.
- 4 In subsequent years, the PEO GPALS was renamed the PEO Missile Defense (1993), PEO Air and Missile Defense (1996), PEO Air, Space and Missile Defense (2003) and is now the PEO Missiles and Space (2005). The PEO is now affiliated with the Aviation and Missile Life Cycle Management Command.
- 5 Comments by LTG John Costello, USASMDC Commander, 15 December 1999.
- 6 Although generally accepted, with new insignia, etc., this name change was not formalized until October 2006 and General Order 37. The ARSTRAT designation was selected to correspond with the command’s service counterparts in USSTRATCOM.
- 7 USASMDC/ARSTRAT Vision, Commanding General’s Corner, USASMDC/ARSTRAT Commandnet, <http://www.smdc.army.mil/2008/Vision.asp#CORE>, accessed 18 February 2011.



Can You Hear Me Now?

We Control the High Ground

USASMDC/ARSTRAT and Satellite Communications



Until recently, the five companies of the 53rd were located at Fort Detrick, Md; Fort Meade, Md; Landstuhl, Germany; Camp Roberts, Calif., and Fort Buckner, Japan, the sites of the DSCS Operations Centers.



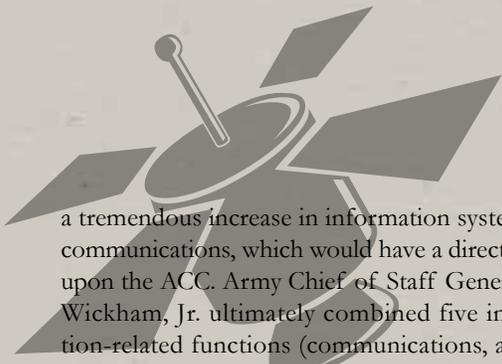
Sharon Watkins Lang
USASMDC/ARSTRAT Command Historian

In June 2010, the U.S. Army Signal Corps marked a significant milestone – its 150th birthday. While only a fraction of the age, the USASMDC/ARSTRAT’s 53rd Signal Battalion has a long tradition of providing satellite communications support to the Soldier and the nation. The two organizations can trace their parallel history back to the early 1960s and the Initial Defense Satellite Communications System.

In May 1960, the DoD established the Defense Communications Agency (DCA) uniting the three services to operate and manage a new Defense Communications System (DCS), a worldwide, long-haul system, the DCS would provide secure communications for the President, the Secretary of Defense, the Joint Chiefs of Staff, government agencies and the military services. In 1962, the Secretary of Defense authorized the new satellite proposal – the Initial Defense Satellite Communications Program (IDSCP), later renamed the Defense Satellite Communications System (DSCS), Phase I. Repeating the formula established in the 1950s, the Air Force was tasked to develop the spacecraft and communications payload and satellite operations and the Army role was limited initially to the ground communications segment.

At the same time an Army-wide restructuring brought changes to the Signal Corps. In 1964, the Chief Signal Officer’s responsibilities were incorporated in a newly established major command – the U.S. Army Strategic Communications Command (STRATCOM). STRATCOM missions included management of all long-distance Army communications and the engineering, installation, operation and maintenance of the Army portions of the DCS.

In 1973, STRATCOM became the Army Communications Command (ACC) to more accurately reflect its broad range of missions. These responsibilities ranged from “providing communications within Army posts, camps, and stations to signaling across the continents with satellites.” The ACC also oversaw civil defense communications and management of air traffic control at Army airfields. The next decade saw



a tremendous increase in information systems and communications, which would have a direct impact upon the ACC. Army Chief of Staff General John Wickham, Jr. ultimately combined five information-related functions (communications, automation, visual information, publications/printing, and records management) into the Information Mission Area. Oversight was assigned to the ACC, renamed the Army Information Systems Command in 1984. The USAISC's role was "to provide the commander the information he needed to make accurate decisions and the ability to put them into effect once they were made."¹ Included in this mix was the responsibility for the satellite ground stations.

In the 1980s, DSCS entered its third phase. The first DSCS III satellite, launched in 1982, provided an improved communications capacity of 200 percent and up to 700 percent for the tactical user. To meet these new requirements, obsolete ground terminals were replaced with DSCS Operations Centers and the program began to transition from analog to digital.

Also in the 1980s, Army re-emphasized its interests in space, establishing the Army Space Agency (ASA), the Army component to U.S. Space Command (USSPACECOM). 1986, however, would be a pivotal year in the history of Army space and the DSCS. In July 1986, General Robert Herres, USSPACECOM Commander, recommended to General Wickham, that the Army take a more active role in space. General Herres particularly noted that DSCS III control should be given to the ASA. In response the ASA assumed operational and maintenance (O&M) responsibilities for the DSCS GMFSC and MSQ-114 functions. The Joint Chiefs of Staff MOP 178 formalized this transfer when it assigned platform control and payload execution to CINCSPACE, with O&M control of all seven DSCS Operations Centers to be given to ASA.

In the meantime, on April 7, 1988, the Army activated the U.S. Army Space Command (ARSPACE), as the new Army component to the USSPACECOM. Later that year, ARSPACE's GMFSC managers formally activated the Regional Space Support Center planning and management cells. These would support the unified and specified CINCS with GMF access on the DSCS. Finally, in February 1989, the USAISC and ARSPACE completed the MOU by which the remainder of the DSCS mission and personnel would transfer to ARSPACE. Effective Oct. 1, 1990, ARSPACE assumed control of the GMFSC Centers, AN/MSQ-114 along with 241 positions

and an additional 103 support spaces created based upon the increased ARSPACE missions.

In August 1992, the Army again reorganized to improve space management. Although ARSPACE became a subordinate command in the merger with the U.S. Army Strategic Defense Command, Army Space now had a voice at the three-star level. Among the six missions specifically listed in the General Order creating the U.S. Army Space and Strategic Defense Command was the requirement to command the DSCS Operations Centers and manage joint tactical use of these resources. Essentially a TDA organization, the ARSPACE aligned personnel in offices and directorates according to their functions. The group that oversaw the DSCS were assigned to the Directorate of Military Satellite Communications or the MILSATCOM Directorate.

The demands for tactical space support grew exponentially following Operation Desert Storm and the concurrent evolution towards a force projection Army. Subsequent efforts to regularize the structure were realized on May 1, 1995, when the 1st Satellite Control (SATCON) Battalion became the first battalion in the history of the Army with an operational mission directly tied to the control of space systems and capabilities. As today, the companies were organized according to location. The Fort Detrick, Md. DSCSOC Detachment became A Company; Fort Meade, Md. – B Company; Landstuhl, Germany – C Company, Camp Roberts, Calif. – D Company and the recently completed Fort Buckner, Japan – E Company.

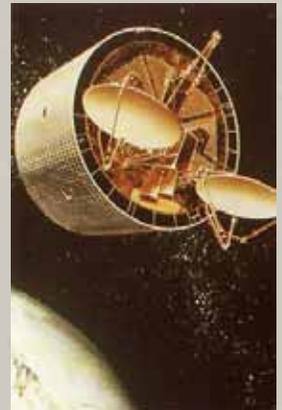
The current configuration traces its history to 2002 and the initial approval of a Modified Table of Organization and Equipment or MTOE structure for Army Space units. The design for the 1st SATCON Bn was approved in 2003 bringing with it significant changes. Effective October 15, 2005, the 1st SATCON Battalion and its companies were formally inactivated. One day later its mission, functions, personnel etc. were activated as the 53rd Signal Battalion (SATCON) and assigned to the 1st Space Brigade (Provisional). As BG Jeffrey Horne, the USASMD/ARSTRAT Deputy Commanding General – Operations noted during the ceremony, "The Army formally recognizes the unit's operational warfighting mission. Soldiers in this battalion make vital communications happen for our civilian leaders and joint warfighters." To paraphrase their motto – they control the high ground. 

DSCS I



The first DSCS satellite was launched in June 1966, from Cape Kennedy, Fla. Launched in groups of eight, a full constellation of 26 of these small 100-pound satellites were put into orbit.

DSCS II



The much larger DSCS-2 had a capacity for 1300 two-way voice channels or 10 million bits of digital data per second. The cylindrical DSCS-2 measured nine feet in diameter and 13 feet in height and weighed a total of 1300 pounds,

DSCS III



First launched in 1982, the DSCS III satellites weigh 2,580 pounds and already exceeded their life expectancy of ten years. The rectangular body measures 6 feet X 6 feet X 7 feet and its solar arrays create a 38 foot span.

Footnotes

¹ Brenda Raines, *Getting the Message Through*, p. 399.



PAC-3

The Evolution of a System from Concept to Deployment

Sharon Watkins Lang
USASMD/ARSTRAT Command Historian

This command and the Air Defense Artillery have been linked essentially from the beginning of our organization. The Nike-Zeus system was in some respects a follow-on to the existing Nike series of weapons – Ajax and Hercules. The Safeguard system deployed in 1975 was a part of the defensive network. And more recently, the Ground-based Midcourse Defense (GMD), manned and operated by USASMD/ARSTRAT Soldiers, has its technological roots within the command as well. However, as we mark the 20th anniversary of Operation Desert Storm it is fitting to focus upon the theater and one of USASMD/ARSTRAT's contributions to the fight.

Even as the then U.S. Army Strategic Defense Command (SDC) led the effort to research and develop, test and evaluate a strategic defense system, they began to investigate the theater applications of missile defense. In December 1985, the command began to develop a series of theater missile defense architectures. In June 1986, Defense Secretary Casper Weinberger relayed Europe's increasing concerns of the "growing threat posed in the chemical, nuclear, and especially conventional areas by increasingly accurate Soviet short-range missiles." Secretary Weinberger further directed that we "explore 'specific ways in which the U.S.-led SDI [Strategic Defense Initiative] research program [could] assist the NATO extended air defense efforts in which the Europeans are taking a leading role.'" ¹ By the end of the year, seven contracts were in place with teams from Germany, France, Italy, Great Britain, Israel and the U.S.



The PAC-3 was declared combat ready in August 2002 and is deployed against tactical ballistic missiles, cruise missiles and air breathing threats.

Army Artist SFC Sieger Hartgers captures a Patriot site in Saudi Arabia during Operation Desert Shield (1990).



The “Enhanced Patriots” deployed during Operation Desert Storm incorporated missile defense technology developed by the command for its national and theater missile defense missions.

» OPERATION DESERT STORM AND NEW DEFENSE POLICY

As the nation prepared for war in 1990, with only three years of R&D behind them, no systems specifically designed for TMD were available. The nearest solution was the Patriot anti-tactical ballistic missile capability 2, designed by the U.S. Army Missile Command. Developed to counter the growing threat of tactical ballistic missiles, however, the Patriot Advanced Capability 2 or PAC-2 was not yet scheduled to begin production, let alone deployment.

In the autumn of 1990, the PAC-2 was rushed into production. To expedite this effort, technologies, to include software and components, developed for SDC’s hit-to-kill TMD programs were diverted to the PAC-2. Even as the PAC-2 deployed, research continued to field a more effective system. During Desert Shield/Desert Storm six different versions of the Post Deployment Build-3 software were fielded to increase the probability of a warhead kill.²

In contrast to SDC’s interceptors, the PAC-2 was designed to maneuver close to the incoming target and detonate its own warhead to destroy it and its components. Deployed to provide air defense for ports, airfields, logistical bases and command and control centers, 3000 + Patriot missiles (Patriot, PAC-1 and PAC-2) were transferred to the battlefield. During the war, 158 PAC-2s were launched against Scud targets. Although there is some debate about the success of their performance, they did herald a new beginning in missile defense. Following the Persian Gulf War, there was an increased interest in the research, development, test and evaluation of TMD systems.

» ERINT BECOMES PAC-3

In the early 1980s, the command conducted the Flexible Lightweight Agile Guided Experiment (FLAGE). Like the Homing Overlay Experiment before it, the FLAGE demonstrated the feasibility of “hitting a bullet with a bullet”, in this case an end-atmospheric or short range bullet. The Extended Range Interceptor or ERINT, a follow-on to the FLAGE, incorporated such component upgrades

as miniaturized components, aerodynamic fins and attitude control motors which extended its range. Following a 1989 final design review, officials concluded that this high velocity hit to kill missile would be used primarily against maneuvering tactical missiles and secondly against air-breathing aircraft and cruise missiles. Elevated to project status in 1992, the ERINT successfully completed intercepts of theater ballistic missile targets with simulated bulk chemical warheads and an air-breathing drone in 1994.

At this point the ERINT was pitted against a proposed upgraded Patriot/PAC-2. The Acquisition Review Council subsequently concluded in favor of the ERINT as the new PAC-3 interceptor. Based upon the ERINT’s reduced size, half that of the Patriot, the council observed that it offered “increased range, accuracy and lethality.” With these decisions, ERINT officially merged with the Patriot Project Office and became the new interceptor for the PAC-3 in 1994.

The Army ultimately pursued a three-phased deployment for the PAC-3. In December 1995, the first units received a PAC-3 Configuration 1, which incorporated the guidance enhanced missile or Patriot GEM and improvements to the BMC³I. The Configuration 2, fielded in 1998, used both PAC-2 and GEM missiles and included upgrades to the radar, communications and other systems. In Configuration 3, the Army introduced the new hit-to-kill missile, and made additional improvements to the AN/MPQ-65 radar, communications and ground support.³ Following a series of production flight and intercept tests, the PAC-3 Configuration 3 was deployed to the 108th Air Defense Artillery Brigade in March 2000, with the first of the new missiles delivered in September 2001. Ultimately, the Pentagon declared the PAC-3, a system consisting of a launcher with up to 16 missiles, a radar, a fire control station, a power supply and communication relays, combat ready in August 2002. It was first used in combat five years later against Iraqi short-range SSMs during Operation Iraqi Freedom.

This milestone by no means marks the end of the story. A technology first conceived in the 1970s and tested in the 1980s continues to evolve. Research and development seeks to further improve the PAC-3 and its support systems. 

Footnotes

- 1 Memorandum from the Secretary of Defense to the Director, SDIO quoted in James Walker, Lewis Bernstein and Sharon Watkins Lang, *Seize the High Ground – The U.S. Army in Space and Missile Defense* (Washington, DC: GPO, 2005), p. 176.
- 2 “The Patriot Air Defense System,” Appendix A “The Whirlwind War” <http://www.fas.org/spp/starwars/docops/wwwapena.htm>.
- 3 The final version of the PAC-3 uses hit-to-kill technology enhanced with a small fragmentation warhead. The upgraded radar provides improved detection and discrimination in densely cluttered environments.



SGT Audie Murphy Club

The Sergeant Audie Murphy Club (SAMC) traces its history to Fort Hood, Texas, and 1986. LTG Crosbie Saint and CSM George Horvath organized the club for the Soldiers of III Corps at Fort Hood. SAMC membership recognizes outstanding Army Noncommissioned Officers, those who exemplify the qualities and virtues of performance and leadership demonstrated by SGT Audie Murphy. In 1991, the Fort Hood Club was expanded to include all of III Corps. Two years later, CSM Richard Cayton transferred to Forces Command. With this transfer, the SAMC was opened to all of Forces Command, including the Reserves and the National Guard. It was not until 1994 that the Sergeant Audie Murphy Club spread Army-wide, with each command retaining the selection process for its own Noncommissioned Officers.

CSM Wilbur Adams organized the U.S. Army Space and Missile Defense Command/Army Forces Strategic Command chapter at the direction of LTG Joseph Cosumano. Prior to 2002, USASMDC/ARSTRAT Soldiers had to compete within other organizations and only one, SFC Chunka Smith, had succeeded. In contrast, the USASMDC/ARSTRAT board is "tailored to support SMDC's specific and highly unique global mission requirements." The first USASMDC SAMC inductees, SFC Earla Reddock; SFC Phillip Tomlin; SSG Darrick Noah; and SSG Devon Roy, represented all aspects of the command. All USASMDC/ARSTRAT Active and Reserve Component, and National Guard Soldiers in the ranks of corporal through master sergeant are eligible to compete. The four-phased competition begins with the Commander's Nomination/Evaluation Packet, followed by a Performance Test based upon recorded accomplishments of the candidate and subordinates. The third phase is an Initial Selection Board and then the Final Selection Board headed by the command sergeant major. The USASMDC/ARSTRAT chapter, governed by USASMDC regulation 215-7, Apr. 2, 2004, now has over 20 members.



Audie Murphy

1924 - 1971

Audie Leon Murphy was a legend in his own time. He was a war hero, movie actor, writer of country and western songs, and poet. His biography reads more like fiction than fact. He lived only 46 years, but he made a lasting imprint on American History.

Audie was born on a sharecropper's farm in North Texas on June 20, 1924. As a boy, he chopped cotton for one dollar a day and was noted for his feats of dering-do and his accuracy with a gun. He had only five years of schooling and was orphaned at age 16. After being refused enlistment during World War II in both the Marines and Paratroopers for being too small (5'5") and underweight (110 lbs.), he enlisted in the U.S. Army a few days after his 18th birthday.

After basic training at Camp Wolters, Texas, and advanced training at Fort George G. Meade, Md., Audie was sent overseas. He was assigned to the famous 15th Infantry Regiment of the 3rd Infantry Division where he



Medal of Honor citation issued Jan. 26th 1945



American Cemetery of War in France (July, 1948). a (deafening) reminder that freedom is never free.

Dusty Old Helmet

Dusty old helmet, rusty old gun,
They sit in the corner and wait –
Two souvenirs of the Second World War
That have withstood the time, and the hate.

Many times I've wanted to ask them –
And now that we're here all alone,
Relics all three of a long ago war –
Where has freedom gone?

Mute witness to a time of much trouble,
Where kill or be killed was the law –
Were these implements used with high honor?
What was the glory they saw?

Freedom flies in your heart like an eagle.
Let it soar with the winds high above
Among the spirits of soldiers now sleeping,
Guard it with care and with love.

I salute my old friends in the corner.
I agree with all they have said –
And if the moment of truth comes tomorrow,
I'll be free, or By God, I'll be dead!

Audie Murphy

fought in North Africa, Sicily, Italy, France and Germany. He earned a battlefield commission for his courage and leadership ability as well as citations and decorations including every medal for valor that America gives. He was also awarded three French and one Belgian medal. Lt. Audie Murphy was the highest decorated Soldier in American History.

Discharged from the Army on Sept. 21, 1945, Audie went to Hollywood at the invitation of movie star James Cagney. He remained in California for the rest of his life and was closely associated with the movie industry, both as an actor and a producer. He acted in 44 films, starting in 39 of them. His best-known film was "To Hell and Back," adopted from the best selling book of his war experiences by the same name. Most of his movies were westerns. In 1955, Audie Murphy was voted the Most Popular Western Actor in America by the Motion Picture Exhibitors.

Audie wrote the lyrics to 16 country and western songs, the most popular of which was "Shutters and Boards," written with Scott Turner in 1962. The song was recorded by over 30 pop singers, including Jerry Wallace, Dean Martin and Porter Wagoner. He was an accomplished poet; unfortunately only a few of his poems have survived.

In 1950, Audie joined the 36th Infantry Division ("T-Patchers") of the Texas National Guard and served with it until 1966. He was a Mason and a Shriner and belonged to several veterans' organizations.

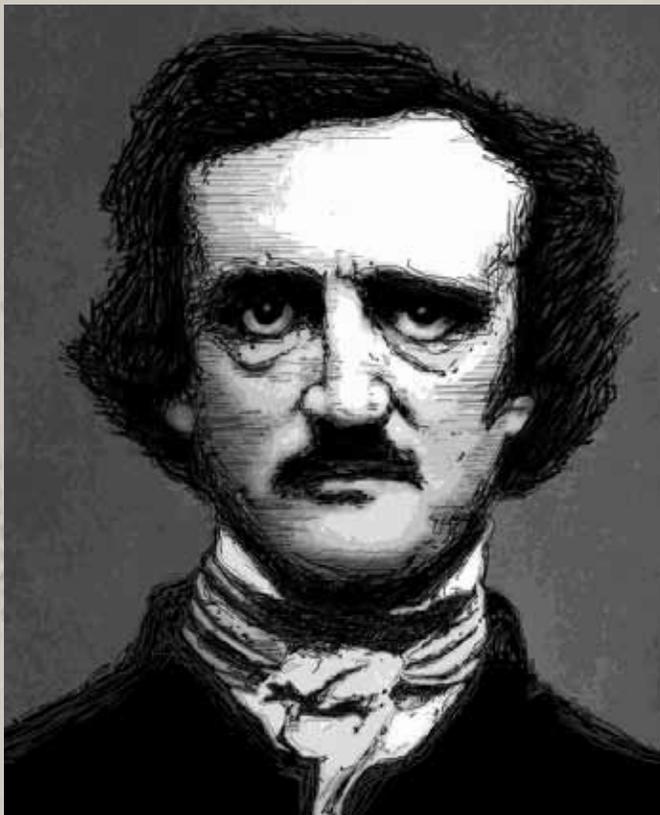
Audie Murphy was killed in a plane crash on a mountaintop near Roanoke, Virginia, on May 28, 1971. Fittingly, his body was recovered two days later on Memorial Day. Audie could very well be the last American war hero. He was the greatest combat Soldier in the 200-year plus history of the United States. **A**



Seeds of a Soldier

The True Story of Edgar Allan Poe — the Sergeant Major —

Michael L. Howard
ASJ Editor in Chief



Edgar Allan Poe wore U.S. Army sergeant major stripes. Using the name Edgar A. Perry, Poe enlisted in the U.S. Army on May 26, 1827. Poe climbed from private to regimental sergeant major of the 1st Artillery Regiment, promoted on Jan. 1, 1829. He served nearly two years of a five-year enlistment before the Army discharged Poe April 15, 1829, so that he could begin a yearlong effort to attend the U.S. Military Academy at West Point, N.Y. He began his studies at the Military Academy on July 1, 1830. The Academy dismissed him March 6, 1831, after a court martial for neglecting duties and disobeying orders.

But is this failure to ultimately succeed at the Academy an accurate portrayal of Poe's military performance? His later notoriety as a writer makes him a revealing example of an early-day sergeant major and Soldier. While many people may disregard Poe's Army experience, letters from the officers he worked for and from Poe himself simply show something very different. Even circumstances leading to his dismissal from the Academy indicate deep personal conflict with his foster father — circumstances which had led him to enlisting in the first place — more as the root of his problems than with discipline, academics or military life. In fact, there are indicators that Poe's performance as an enlisted man contains similar traits to those expected of modern day NCOs and Soldiers.

- Author's Note -

The catalyst for this article came in 1997 through a lone picture and caption printed in an NCO history book written by Ernest F. Fisher Jr. There is no mention of Edgar Allan Poe in the book's text, only a reproduced portrait and statement that Poe was a sergeant major. I was a sergeant major at the time looking for a topic to write on at the U.S. Army Sergeants Major Academy.

The thought of Poe walking through his regiment in 1829 while officers and enlisted men said "Good morning Sergeant Major" stirred a boyish interest. Questions: 1) Was Poe's court martial at West Point an accurate and complete indication of his soldiering and leadership abilities? 2) What circumstances led to Poe reaching regimental sergeant major in less than two years?

3) Are there similarities between qualities he possessed then and those required now that tell a story in the development of Soldiers, NCOs and sergeants major?

The photo in Fisher's book led to a West Point library publication by J. Thomas Russell that briefly told Poe's military history prior to his becoming a cadet. His bibliography introduced Melvin C. Helfers' 1949 unpublished dissertation at Duke University. Collectively, these sources led to biographies which shed light on Poe's Army life. Helfers' dissertation provided invaluable information and original conclusions on Poe's military career. His work included what appears to be a complete bibliography on the subject and, in many cases, included copies of original handwritten letters and documents for review.

Army documents show that, along with faking his name, Poe claimed to be a 21-year-old clerk from Boston when, in fact, he clerked in Virginia and was 18. Little is known about Poe's enlisted days, but a critical look at his circumstances and actions before and while serving in the Army provides an interesting perspective on the forming of today's modern-day Soldier.

The Army assigned Poe to Company H, 1st Artillery Regiment, at Fort Independence, Mass. A malaria outbreak caused the Army to move Poe's unit to Fort Moultrie, S.C., in October 1827 and to Fort Monroe, Va., one year later. Poe's unit was one of 51 artillery companies in four artillery regiments placed at 30 sites along the East Coast during this timeframe. Except for briefly in 1828, Company H and the regimental headquarters were co-located throughout the moves. Colonel James House, the regiment's second commander, was in command of Fort Monroe when he promoted Poe to be the sixth regimental sergeant major since the unit formed in 1821.

Poe's role as sergeant major was probably very similar to that established in William Duane's Handbook of Infantry, which the Army used as its official regulation at the time. In this 1812 handbook, Duane established that the sergeant major owned the responsibility to "conduce ... discipline." He also gave sergeants major "charge of sergeants, corporals, privates and musicians" Most notably, though, Duane established that a sergeant major "should be a complete master of all exercises of the battalion from the first drill to the movements in line of battle." The origin of the sergeant major rank goes to 1775 when General George Washington included the sergeant

major position in organization tables of battalion and regimental headquarters.

Poe's reasons for enlisting appear similar to those of Soldiers throughout the years. For Poe, he had no money, job, marketable skill or college diploma, and mostly, a strained relationship with his adoptive father. Gaining favor in the eyes of John and Francis Allan probably provided additional motivation for Poe to ultimately succeed. Poe's biological father disappeared when Edgar was 3 years old. The Allans took Poe in under their care after his mother died the following year — this accounts for the "Allan" part of his name. Francis Allan raised Poe as a "Southern Gentleman." This lifestyle led Poe to be financially dependent on his new parents. John Allan, though, appeared reluctant to provide that support when Poe went off to college. Arguments with John Allan eventually led Poe to leave home and join the Army. John Allan was upset with Poe over \$2,500 in extra expenses during Poe's brief attendance at the University of Virginia. Poe said the money was needed to maintain the same standard of lifestyle as his classmates while the elder claimed the money was needed to pay gambling debts. In any case, Poe came home from college and John Allan put him to work in the family store. They could not settle the dispute, so eventually Poe left home for Boston.

Another factor in Poe's enlistment was his interest in literature and initial failure as a writer. Poe possibly took on the name Perry with the Army to hide from the embarrassment of being an enlisted man. Or he simply wanted a new identity and personality. There are indicators that Poe wanted to show his parents that he could succeed without their





support or influence. Until his death in 1849, Poe made up and maintained elaborate stories of living in Russia and elsewhere during the timeframe covering his enlistment. The public accepted these until biographers checked with the War Department and discovered the “Perry” connection. Prior to enlisting, Poe used the pseudonym “Henri le Renet” and published his first book under the byline “A Bostonian.” The book, *Tamerlane and Other Poems*, appeared in print around the time he enlisted. The book ultimately failed and, since he invested his own money to publish it, Poe likely entered the Army without money or any other place to go.

Poe’s natural military inclination probably combined with these factors to lead him into enlisting. “General” David Poe, Poe’s grandfather, served under Washington as a quartermaster officer in the Revolutionary War. As a 15-year-old, the junior Poe showed his interest in the Army by becoming second-in-command as a lieutenant in the Junior Morgan Volunteers. The unit formed in Richmond, Va., to serve as honor guard for General Marquis de Lafayette’s October 1824 visit. It appears this interest continued, because he joined the cadet company and volunteered for military drill classes while attending the University of Virginia.

Many Poe biographers portray his military life in degrees of his own dissatisfaction and as a clear mismatch to his actual character. Even the most critical writers describe Poe’s performance in terms such as “successful,” “prospered,” “distinguished himself,” “pleased his superiors” and promoted to sergeant major “for merit.” Another writer on Poe even gave him a backhanded compliment by saying that Poe’s making rank showed that he was not a “dipsomaniac” — alcoholic — at this point in his life. But Poe’s own words may be most revealing: “. . . My desire is for the present to be freed from the Army — since I have been in it, my character is one that will bear scrutiny and has merited the esteem of my officers — but I have accomplished my own ends — and I wish to be gone.” He wrote that to John Allan in a letter dated Dec. 22, 1828.

Poe’s achievements show a clear drive for success. Because of the enlisted structure then, it is difficult to establish Poe’s actual position in Company H when House selected him from the regiment’s nearly 500 authorized enlisted men to become his sergeant major. Artillery regiments did not have first sergeants in those days, so there was no clear career path to sergeant major as there is today. We do know that Poe

rose to the rank of “artificer” within his first year, promoted on May 1, 1828. This rank was actually a special ranking reserved for expert artillerymen who prepared and oversaw the company’s ammunition supply. This appears to have been a natural progression since Poe had both artillery and quartermaster skills. His promotion to artificer made him at least the 11th ranking enlisted soldier, outranking nearly 400 regimental privates in the unit at the time. Poe’s salary as an artificer was \$10 a month, one dollar more than what he would get as a sergeant major.

Another aspect of Poe’s Army behavior matches positive observations about his performance. As an artificer, Poe apparently established relationships of trust and respect. A sign of this is seen in Poe writing to John Allan on Dec. 1, 1828. This was his first letter written home since enlisting in the Army. The letter indicates that Poe admitted to Lieutenant Joshua Howard, his company commander, that he had falsified his enlistment documents. Poe seemed to be seeking Howard’s assistance in gaining a discharge by telling him that arguments with John Allan led to his enlistment. It appears Howard took on a mentoring role as he told Poe to first reconcile with John Allan. Howard introduced Poe to House so they could discuss the discharge and, on Dec. 20, 1828, House reassigned Poe to the regiment’s headquarters for duty in the adjutant’s office.

Because a commander had complete authority in choosing his sergeant major, it is unknown why House “unexpectedly” chose Poe as sergeant major a short time after meeting him. Poe himself wrote that House knew him only as a Soldier in the regiment before their meeting. Poe reported that he and House had discussed his grandfather. Descriptions of House show he was a student of literature and, from that, may have chosen Poe because they had similar interests. House was probably also familiar with Poe’s grandfather. The elder Poe was a popular quartermaster officer who, although he was actually a major, people referred to as “General” because he spent his own money to purchase supplies for his Soldiers during the American Revolution.

Traits of Poe’s people and leadership skills as a Soldier can also be seen during this timeframe as he reunited with his family, came clean with the Army and worked to find his place in the Army. Poe developed relationships based upon apparent hard work, honesty, trust and mentorship with his officers. He was able to do that despite entering the Army using false information. If House’s intent in promoting Poe

was to encourage him to remain in the Army, it is possible the strategy briefly worked. In December 1828, Lieutenant Colonel William J. Worth (later the famous General Worth for whom Fort Worth, Texas, is named) returned to the regiment from his job at the Military Academy as the commandant of cadets. He had a great deal of influence on Poe.

Needing to show Howard proof that he and John Allan had reconciled, Poe informed his parents that he had spent the last 18 months in the Army. John Allan responded indirectly that Poe should stay in the Army, so Poe eventually shifted by stating he wanted a discharge so that he could apply to West Point. Whether it was the idea of Poe going to West Point or the fact that Francis Allan died in February 1829 and John Allan felt some sympathy for Poe, John Allan requested that the Army grant Poe a discharge.

After Poe left the Army in April 1829, he began a successful yearlong lobbying effort, asking then Secretary of War John Eaton for a class seat. Armed with letters of recommendation from Worth and other officers, John Allan, and Virginia politicians, Poe gained a cadet appointment from President Andrew Jackson. Worth's example of swiftly rising from private to lieutenant in 1813 was probably the genesis of an idea that gave Poe an incorrect view of his upcoming Academy time. Poe believed his enlisted training would help him receive a commission within six months at West Point. He later learned he'd need to attend the entire four years.

Most symbolic of Poe's ability to influence was his final act of shaping both his military and personal futures. Poe excelled as a "model cadet," ranking third in French and 17th in math while recording no disciplinary problems from July 1830 to January 1831. In the end, it was his failed relationship with his father — the same factor that led him to the Army — that caused him to leave the Army. Two critical events made Poe realize he would never retrieve his relationship with John Allan. First, Poe insulted John Allan over some rekindled money issues and, second, John Allan took Poe out of the family inheritance. Poe told John Allan in one of his final letters to his father that he would get out of West Point with or without the elder's permission. Poe then purposely set out to gain a discharge. Poe's last efforts ironically ensured the relationship's end.

That is Poe. And, in Poe, we find seeds of today's Soldier and Army.

Allan died in 1834, and is only remembered for his relationship to Poe. And, while the name of

Regimental Sergeant Major Edgar A. Perry (Poe) is perhaps familiar only to military history and literature buffs, Poe's successes and failures are intrinsic to the fact that the name Edgar Allen Poe resonates to this day.

Many criticisms exist among Poe biographers. Maybe Poe received a gratuitous promotion to sergeant major to add dignity similar to the way people promoted Poe's grandfather to "general" years earlier. Maybe Poe used whatever means to get out of the Army because he despised it and was bored with it. Motives and exact circumstances are unknown. Comparing Poe as a Soldier to a Soldier of today is tough. Poe's superiors, though, clearly recognized desired traits. He was intelligent, influential, resourceful, driven for success — an apparent standout. He also mastered basic Soldier traits at the time.

One undisputed fact does remain. Poe out-ranked more than 400 regimental Soldiers when the U.S. Army promoted him to its highest enlisted rank more than 180 years ago. His failures — in his personal life with his father, and at West Point — do not change this fact. 

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LEFT TO RIGHT

U.S. Navy Martin PBM-3C Mariners of patrol squadron VP-201 at Naval Air Station Banana River, Photo taken between December 1942 and February 1943.

Bumper, a two-stage rocket created with a German V-2 rocker and a WAC-Corporal rocket, was the first system launched from Cape Canaveral. Here Bumper #8 clears the umbilical tower and the mobile service tower.

Alan Shepard in his silver pressure suit and helmet preparing for the Freedom 7 launch aboard a Mercury-Redstone rocket. His fifteen minute flight made him the first American in space.

Missile Row at Cape Canaveral Air Force Station. NASA photo, 2005





A Unique History

Patrick Air Force Base

Sharon Watkins Lang, USASMDC/ARSTRAT Command Historian

Patrick Air Force Base can trace its history to the 1930s, specifically the Naval Expansion Act of 1938. The Banana River Naval Air Station, an auxiliary operating base for the installation at Jacksonville, Fla., was part of a larger effort to reinforce the Atlantic Coast Defense System. Construction began in December 1939 and the station was officially commissioned on Oct. 1, 1940. Located on a barrier island between Melbourne and Cocoa, the Banana River Naval Air Station covered 1,791 acres on an area roughly 4.1 miles long by 1.25 miles wide.

During World War II, Banana River served as a base for coastal seaplane patrols. The anti-submarine patrols were conducted by PBY Catalina and PBM Mariner seaplanes. In March 1942, the Navy replaced the PBMs with OS2U Kingfisher seaplanes for the newly created scouting Squadron VS-39. At this time the PBM returned to their primary training mission with both a PBM seaplane pilot training program and an advanced navigation school. The training mission soon expanded to include a blind landing experimental facility, known as Project Baker, and an Air Bombing Training Unit.¹ In addition to U.S. Navy personnel, NAS Banana River also trained officers from the Free French Navy.

With a growing requirement to repair the F6F Hellcats, NAS Banana River gained a new mission as an aircraft repair and maintenance facility. Blimp Squadron ZP-21, which conducted search and rescue missions along the Florida coast, also called Banana River home during World War II. Other occupants of Banana River were a Headquarters Squadron for the Fleet Air

Wing, a Navy Band and a small detachment of German POWs. At its peak, NAS Banana River included 278 aircraft, 587 civilian employees and over 2800 active duty Navy personnel.

Banana River remained active for two years following the war, but was finally inactivated on Aug. 1, 1947. In September 1948, NAS Banana River transferred to the U.S. Air Force and in June 1949 became the Joint Long Range Proving Ground. It was renamed again one year later becoming Patrick Air Force Base on Aug. 1, 1950, recognizing the contributions by Maj. Gen. Mason Patrick to the development of an independent U.S. Air Force.

During the post war years, research and development for missile systems moved to the forefront. A requirement soon developed for a missile range which was both away from population centers and able to accommodate down range tracking stations. White Sands Missile Range in New Mexico proved to be too short for the newer more powerful missiles. NAS Banana River was one of three locations under consideration. The Washington-Alaska path was rejected as too remote and too cold. El Centro, Calif, was the first selection but plans fell through when the Mexican government refused to allow missile flights over Baja, Calif. The Florida location, however, met all of the requirements, remote location, existing infrastructure and pending agreements with Great Britain to allow missile flights near the Bahamas.

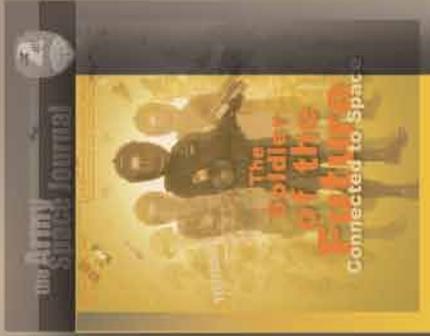
Construction began soon thereafter with launch complexes, missile processing facilities, and instrumentation sites at Cape Canaveral Auxiliary Air Force Base

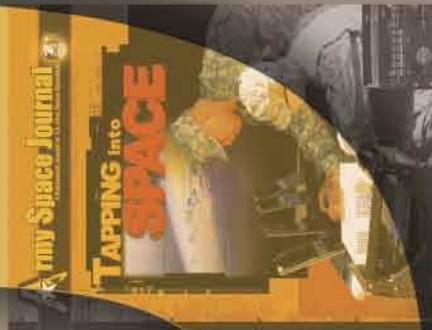
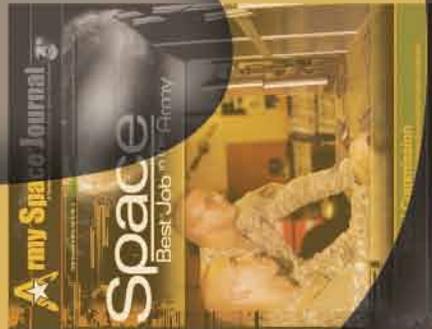
SEE PATRICK
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WHAT'S NEXT_? 2.0

PATRICK 
FROM PAGE 27

LEFT TO RIGHT

WAVES debark from bus after arriving at NAS Banana River, Florida, 1944

Missile display at Patrick Air Force Base near Cape Canaveral.

Close-up of Alan Shepard suited up and inside the Mercury Capsule of Freedom 7.

and down range facilities in the Bahamas. Of the four initial launch pads, number three was first to be put to the test.² The test came on July 24, 1950, when the BUMPER WAC (Without Any Control) moved to the Cape to conduct near horizontal flight tests.

The Eastern Range, operated under government contract since 1954, is truly a joint facility supporting rocket and missile launches for all three services and later the civilian National Aeronautics and Space Administration (NASA). In addition to the BUMPER, Army programs included RV-A-10, REDSTONE, JUPITER, JUNO missiles and more recently the PERSHING I and PERSHING II missiles.³ The Air Force test programs began soon after in October 1950, with the Lark winged missile. These were followed by 50 other Air Force missiles ranging from 286 launches of the bright red MATADOR to the SNARK, Thor, Hound Dog and the ATLAS, TITAN, and MINUTEMAN series of missiles. The Navy's first launch came six years later in December 1956 with the VANGUARD space launch vehicle. The Navy's POLARIS, POSEIDON and TRIDENT ballistic missiles have also been tested at the Eastern Range.⁴

As missile capabilities improved, the Eastern Range was expanded to meet the new requirements. For example, to support the Air Force's SNARK and Navaho programs agreements were negotiated to add an additional 5,000 miles to the test range extending it to Ascension Island.⁵ On Oct. 31, 1957, a SNARK winged missile was the first to use the expanded range. Soon, however, the winged missiles were replaced by ballistic missiles and

space vehicles, which would ultimately dominate the range schedule. Given their requirements, by 1960, the range included "13 major stations, 91 outlying sites, a fleet of ships and three marine support stations." Within three years, it extended even further around the tip of South Africa to the island of Mahe in the Indian Ocean.

Space programs at Cape Canaveral can be traced back to the very beginnings of the U.S. and Army space history. From this complex – #26, the Army launched Explorer I, the first American satellite in January 1958. In 1959, this site made further contributions to the space program as the launch site for Gordo, Able and Miss Baker, three monkeys which were launched into space as a prelude to the manned space flight program. Deactivated in 1963, Launch Complex 26 is now home to the Air Force Space and Missile Museum.

On May 5, 1961, history was made at Cape Canaveral when Alan Shepard, Jr. became the first American to fly in space. Launched aboard a Redstone Rocket, Shepard's Freedom 7 capsule reached an altitude of 116 miles and splashed down 304 miles out in the Atlantic. With the birth of manned space flight, the Cape Canaveral facilities expanded again in 1961 – this time inland. To support the complex Saturn and Nova boosters needed to launch an astronaut into space, an additional 80,000 acres were added to the Air Force facilities missile test facility. Today the Range incorporates 15 million square miles.

Although the name and the management for the range changed several times over the years, the mission remained steady. One unofficial source has documented





LEFT TO RIGHT

Space Launch Complex 41 at Cape Canaveral and the launch of an Atlas V rocket carrying second Wideband Global SATCOM (WGS) satellite. United Launch Alliance Photo for U.S. Air Force

A Delta Rocket launches the SSTS Demo for the Missile Defense Agency from Space Launch Complex 17B. U.S. Air Force photo

Launch of Freedom 7 and Americans first astronaut Alan Shepard aboard a Mercury-Redstone rocket.

3,229 launches at the Eastern Range between 1950 and August 2001. From February 2009 to February 2010, an additional 20 launches were conducted at the facility. It should be noted that these figures do not include weather rockets, sounding rockets and related programs which have also used the launch facilities on a regular basis.

The work of the 6555th Guided Missile Squadron was repeatedly recognized as the unit earned ten Air Force Outstanding Unit Awards between 1959 and 1990.⁶ In that year, the Eastern Space and Missile Center and its components transferred to the Air Force Space Command. Finally on Nov. 12, 1991, the unit was organized into an operational wing with the activation of the 45th Space Wing. As successor to the mission and functions of the ESMC, the 45th manages all unmanned rocket launches at Cape Canaveral Air Force Station to include satellite programs for the military, the National Reconnaissance Office, the National Oceanic and Atmospheric Administration, among others, scientific payload launches for the NASA and other payloads in support of the European Space Agency and various commercial programs.

In addition to the 45th Space Wing, Patrick Air Force Base and Cape Canaveral Air Force Station are now home 35 other tenant organizations to include:

920th Rescue Wing - The only Air Force Reserve search and rescue wing it provide support to NASA for Space Shuttle launches from Kennedy Space Center. Other programs include search and rescue for missing aircraft and transporting ill or injured sailors and passengers from ships at sea. Most recently the unit deployed in support of Operational Enduring Freedom.

Air Force Technical Applications Center – Created in 1973, the AFTAC operates and maintains a network of sensors across the globe to detect events and monitor nuclear treaty compliance.

Defense Equal Opportunity Management Institute – The institute provides training to 1500 students a year from the various branches of the U.S. military and some foreign countries.

NASA's Flight Operations Facility which operates a fleet of helicopters and periodically supports the fixed wing T-38 Talon for Kennedy Space Center.

Naval Ordnance Test Unit - This unit provides a number of functions in support of Strategic Systems Programs e.g. coordinating and monitoring missile support equipment and supporting in-flight testing of sea-launched ballistic missiles; and

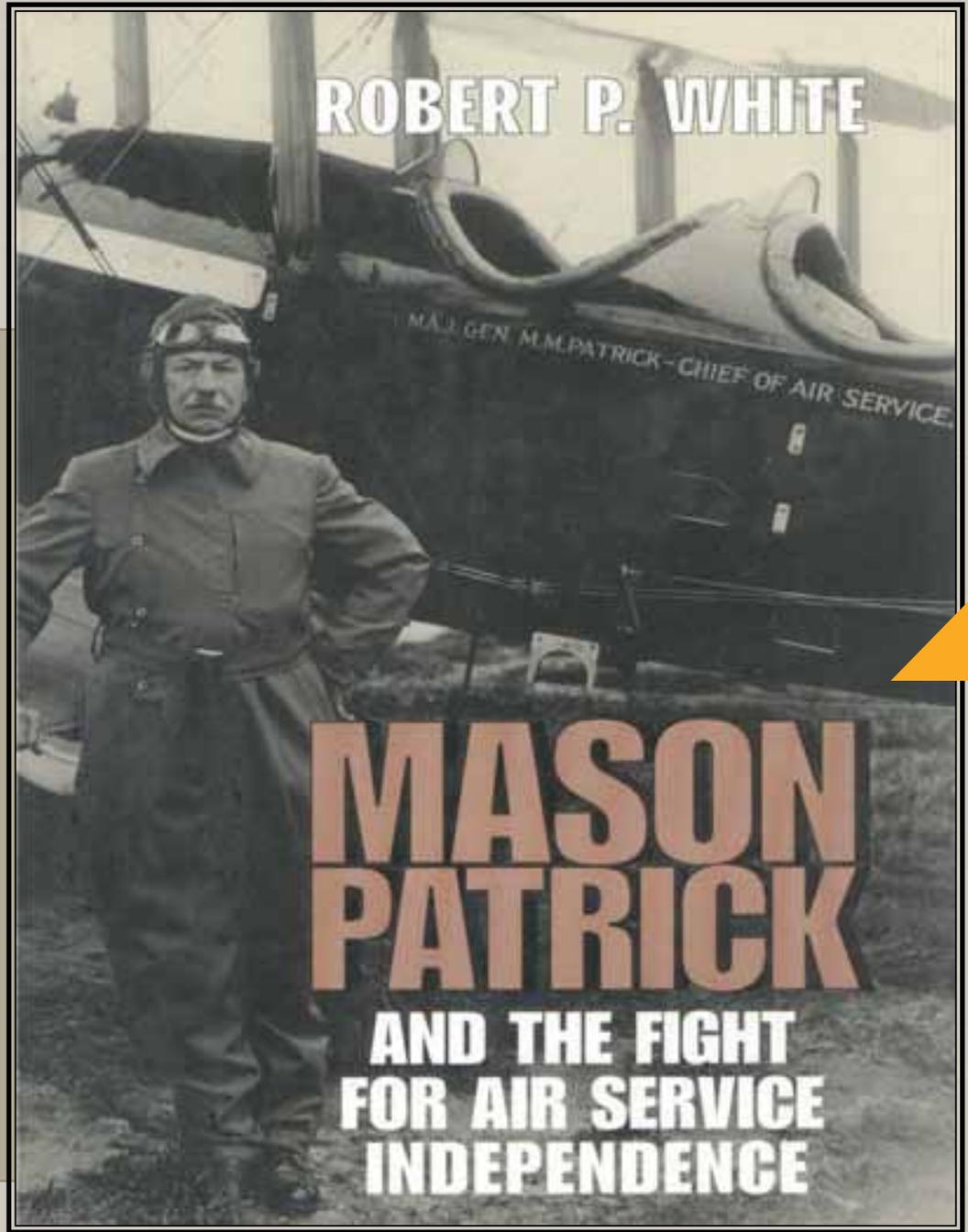
U.S. State Department's Bureau for International Narcotics and Law Enforcement Affairs which conducts counter narcotics missions and provides assistance for foreign countries. 

Footnotes

- 1 William Barnett, "Naval Air Station, Banana River, Florida, WWII," *Indian River Journal*, Fall/Winter 2006, pp. 2-3; Naval Air Station Banana River, Wikipedia, http://wn.wikipedia.org/wiki/Naval_Air_Station_Banana_River, accessed on 4 February 2010.
- 2 Contrary to popular myths, Launch Pad 3 was "a remarkable engineering achievement in its day." It incorporated both underground equipment rooms and an "elaborate water deluge system built into the concrete pad" Cliff Lethbridge, "Cape Canaveral Rocket and Missile Box Scores Tabulated by Cliff Lethbridge; Tracks Total Cape Canaveral Launches In Chronological Order by Vehicle (Updated: August 10, 2001) on <http://spaceline.org/statistics/rocktes.html>, accessed on Jan. 14, 2010.
- 3 Cliff Lethbridge, "Cape Canaveral Rocket and Missile Box Scores Tabulated by Cliff Lethbridge; Tracks Total Cape Canaveral Launches In Chronological Order by Vehicle (Updated: August 10, 2001) on <http://spaceline.org/statistics/rocktes.html>, accessed on Jan. 14, 2010.
- 4 A deep water port originally planned to serve as a home port for instrumentation and cargo ships was later modified to support ballistic missile submarines.
- 5 More information on the growth of the Eastern Range at Cape Canaveral can be found in U.S. Air Force Fact Sheet "Development of the 45SW Eastern Range" http://www.patrick.af.mil/library/factsheets/factsheet_print.asp?fsID=4516&page=1.
- 6 U.S. Air Force Fact Sheet "Evolution of the 45th Space Wing" http://www.patrick.af.mil/library/factsheets/factsheet_print.asp?fsID=4514&page=1.



GEN John Pershing selected Mason Patrick in 1918 to command the Air Service of the American Expeditionary Force. Patrick, one of Pershing's former West Point classmates and an engineer, by virtue of his intellect, political acumen, and organizational skills, transformed the Air Service and set it on the path to independence from the U.S. Army. One of the first aviation officers to recognize the full potential of airpower during war and peacetime, Patrick was remarkably successful in gaining support for the three legs of his aviation triangle: military aviation, commercial aviation, and the aviation-manufacturing base. Patrick's tenure as chief of the Air Service and, later, the Air Corps made possible the emergence of an independent Air Force





1863-1942

MG Mason M. Patrick

Recognizing a Pioneer

Patrick Air Force Base, Fla., was named in honor of MG Mason M. Patrick, a pioneer of the Army Air Corps, on Aug. 1, 1950. This designation recognizes both Patrick's 41 years of service to the Army and the nation, and his significant efforts in developing the initial Air Service.

Patrick's career is an interesting one. Born Dec. 13, 1863, in what is now Lewisburg, W.V., Patrick graduated second in his class from West Point in 1886. He continued his studies for three years at the Engineer School of Application, Willets Point, N.Y., graduating in July 1889 and was soon promoted to first lieutenant. His first assignment took him to Johnstown, Pa., to support relief efforts following a devastating flood. From there, Patrick went to the Carolinas where he was in charge of river and harbor work.

Patrick returned to West Point from 1892 to 1895 to teach engineering. Between 1887 and 1901, he addressed Mississippi River improvements, working on rivers in Ohio and Tennessee. In 1901, he transferred to Washington to serve as an assistant to the Chief of Engineers. He held this post for two years, before again returning to teach at West Point. During his three years in the faculty, he was promoted to major in 1904.

In 1906, Patrick was given command of the 2d Battalion of Engineers in Cuba, as such he was the Chief Engineer for the Army of Cuban Pacification. From there, in 1909, he transferred back to the United States to develop river and harbor projects in Virginia (1909-1912) and Michigan (1912-1916). Also during this time, 1910-1912, now LTC Patrick was on the board directing the raising of the USS Maine from Havana Harbor.

In March 1916, Patrick was promoted to the rank of colonel. During this year, he organized and commanded the first U.S. Army Engineers serving on the U.S.-Mexico border. The next year, in August 1917, Patrick was promoted to brigadier general and transferred to France and the American Expeditionary Forces (AEF) fighting World War I. In September of that year, he was named Chief Engineer of Lines of Communication and Director of Construction and Forestry of the American Expeditionary Force. In this capacity, he would oversee the construction of ports, railroads, depots and airfields needed to support the Force. Within the year, however, GEN John J. Pershing appointed Patrick to command the combined Air Service of the American Expeditionary Force. He held this position from May 1918 through the end of the war in





Four specially built aircraft were commissioned from the Douglas Aircraft Company for the first flight around the world. The World Cruisers, as they were called, were christened the Seattle, the Chicago (pictured here), the Boston, and the New Orleans.



1919 and was subsequently promoted to major general (June 1918). “An excellent organizer and administrator,” Patrick was tasked to “whip it into shape.” Although the United States entered the war without a single plane “fit for battle,” it was soon a disciplined and efficient organization and had grown to include 2,129 officers. Working with the British and French, Patrick was able to acquire military planes and the necessary training for the pilots and crews. With only four air units in active service in June 1918, by the day of the Armistice in November 1918, the Air Service had grown to 45 squadrons at the front.

With the end of the war, Patrick oversaw the demobilization of the combat Air Service units and returned to the Corps of Engineers. In 1920, he became the Assistant Chief of Engineers and commander of the Army’s engineering school.

By 1921, however, the morale and organization of the Air Service had deteriorated. Internal arguments among the leadership and repeated budget cuts, 60 percent in a three year period, had demoralized the service and diminished the personnel to only 950 officers. Given this situation and his previous experience with the Air Service, in October 1921, COL Mason Patrick of the U.S. Corps of Engineers was named Director of the Army Air Service with the rank of major general. At that time, the weekly magazine *The Outlook* noted that his selection “is certain to give very general satisfaction and redound to the great benefit of the Air Service, which of late has not been functioning as smoothly as those best informed could wish.”²¹ Or as another source recounts, he was assigned to “come in and shake the foolishness out of this new service and sit on the lid.”²²

Although “not a flier, nor even a technician in air mechanics,” Patrick was a recognized leader. As such he was tasked with building the Air Corps from the ground up. Not only was it necessary to address doctrinal issues between the Army and the Navy and the internal discord, Patrick was also to develop the Service itself, supervising the procurement of aircraft and a budget of \$20 million. The Air Service of 1922 relied on 3,369 World War I surplus aircraft of which only 910 were airworthy, and given advances in aviation were already obsolete, and with manpower levels that were inadequate to effectively maintain and fly the aircraft.

Under his direction, the Air Service truly took shape with experimental facilities developed at Wright Field, Ohio, and a training facility at San Antonio, Texas, where he himself learned to fly. Patrick earned his wings at the age of 59. He increased the number of personnel in the Air Service and the number of trained pilots and developed its supplies and equipment. As early as 1923, Patrick observed “Undoubtedly the next war will be decided in the air.”²³ As a result he sought to ensure that “the Air Service would be able to enter combat on the first day of war to gain air superiority and maintain it.”²⁴

Demonstrating the gains that had been accomplished, Patrick authorized the first flight around the world by Army pilots in 1924,⁵ followed by a series of Pan-American goodwill flights to every capital in Central and South America. Army pilots also set a series of speed, distance and altitude records during his tenure as Chief.

Reappointed as Chief of the Air Service in October 1925, Patrick continued his campaign to create a separate service. His argument, based upon



The historic Pan-American Goodwill Flight was made by ten pilots in five Loening OA-1A amphibian aircraft from 1926 – 1927, through Mexico, Central and South America. The purpose of the flight was to improve relations with Latin American countries, to encourage commercial aviation, and to provide valuable training for Air Corps personnel. To stimulate public interest, each airplane was named after a major U.S. city—the New York, the San Antonio, the San Francisco (pictured here), the Detroit, and the St. Louis.



studies of aerial warfare and the results of World War I, divided military aviation into two areas: air service (attached to ground units, performing tasks such as reconnaissance and artillery targeting) and air force (pursuit, bombardment and other units devoted to offensive purposes).⁶ Through lectures at the War and Staff Colleges and published articles, Patrick worked to gain support for an independent service.

In January 1926, Patrick introduced a proposal that would create a separate Air Corps, comparable to the Marine Corps. Ultimately, in July 1926, the Army Air Corps Act of 1926 reorganized the Air Service as the Air Corps, under an Assistant Secretary of War, and supported by a five year procurement and expansion program.

Patrick retired from the Army in December 1927. In 1928, he published a book on the American air program entitled “The U.S. in the Air.” Patrick also continued to serve; this time in the capacity of Public Utilities Commissioner for the District of Columbia from 1929 to 1933. Patrick died on Jan. 29, 1942, and is buried at Arlington National Cemetery. In addition to Patrick Air Force Base, MG Patrick was memorialized by the U.S. Navy in 1944 with the U.S. Navy transport ship USS General M.M. Patrick (AP-150). 

Footnotes

- 1 “The New Head of the Air Service.” *The Outlook*, Vol. 129, 12 October 1921, p. 206.
- 2 “Mason Patrick and the Creation of the U.S. Air Corps.” U.S. Centennial of Flight Commission Web page, http://www.centennialofflight.gov/essay/Air_Power/Patrick/AP15.htm.
- 3 Biography, United States Air Force – Major General Mason M. Patrick, http://www.af.mil/information/bios/bio_print.asp?bioid=6695&page=1.
- 4 “Mason Patrick and the Creation of the U.S. Air Corps.”
- 5 From April –September 1924, a team of Army pilots made the first round-the world flight. They flew Douglas Liberty 400 bombers for 26,345 miles during 363 flying hours in 175 days.
- 6 “Mason Patrick and the Creation of the U.S. Air Corps”.

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Current Command Sergeant Major

CSM Larry S. Turner

June 2010 - Present



CSM Larry S. Turner, a native of Perth Amboy, N.J., graduated from Perth Amboy High School and entered military service in April 1978. CSM Turner completed his basic training at Fort Dix, N.J., and his advanced infantry and airborne training at Fort Benning, Ga.

CSM Turner's assignments include 3rd Battalion, 325th Airborne Infantry Regiment, Fort Bragg, N.C.; 4th Battalion, 325th Airborne Combat Team (ABCT), Vicenza, Italy; 4th Battalion, 325th Infantry Regiment, Fort Bragg, N.C.; 2nd Battalion, 504th Parachute Infantry Regiment, Fort Bragg, N.C.; Infantry Training Brigade, Fort Benning, Ga.; 2nd Battalion, 505th Parachute Infantry Regiment, Fort Bragg, N.C.; 1st Region ROTC, Atlanta, Ga.; 1st Battalion, 48th Infantry Regiment command sergeant major at Fort Leonard Wood, Mo.; ROTC brigade sergeant major; 82nd Division Special Troops Battalion command sergeant major, Fort Bragg, N.C.; command sergeant major of Task Force Cincinnatus and Bagram Airfield, Afghanistan; command sergeant major of Task Force Gladius, CJTF-82, Bagram Airfield, Afghanistan; and command sergeant major of Combined Security Transition Command Afghanistan and NATO Training Mission Afghanistan.

CSM Turner's duty positions included: rifleman, team leader, squad leader, section sergeant, platoon sergeant, drill sergeant, drill sergeant instructor, first sergeant, ROTC instructor, battalion command sergeant major, ROTC brigade sergeant major and brigade task force command sergeant major. His military education includes Primary Noncommissioned Officer Course, Basic and Advanced Infantry Noncommissioned Officer courses, Drill Sergeant Course, First Sergeant Course, Sergeants Major Academy and various other professional development courses.

CSM Turner's awards and decorations include the Bronze Star Medal, with two oak leaf clusters, Meritorious Service Medal, with five oak leaf clusters, Army Commendation Medal, with four oak leaf clusters, Army Achievement Medal, with one oak leaf cluster, Joint Meritorious Unit Award, Meritorious Unit Commendation, Army Good Conduct Medal (10th award), National Defense Service Medal (second award), Armed Forces Expeditionary Medal, Southwest Asia Service Medal with Bronze Service Star, Global War on Terrorism Service Medal, Humanitarian Service Medal, NCO Professional Development Ribbon with numeral 4, Army Service Ribbon, Overseas Service Ribbon, Saudi Arabia Liberation Medal, Kuwait Liberation Medal, Combat Infantry Badge (second award), Expert Infantry Badge, Master Parachutist Badge with combat device and Drill Sergeant Badge.



CSM Ralph C. Borja

May 2007 - June 2010



CSM (Retired) Ralph C. Borja was born in Agana, Guam. He enlisted in the United States Army upon graduating from high school in 1979 and completed Basic Training and Advanced Individual Training at Fort Benning, Ga.

CSM Borja retired from the Army in 2010 after more than 31 years in various Airborne Ranger and Light Infantry assignments throughout the U.S. and overseas, to include 2nd Battalion, 75th Infantry (Rangers), Fort Lewis, Wash.; Ranger Indoctrination Program, Schofield Barracks, Hawaii; 3rd Battalion, 75th Infantry (Rangers), Fort Benning, Ga.; Infantry Advisor, U.S. Army Readiness Group (Guam Division), Fort Shafter, Hawaii; 2nd Battalion, 327th Infantry Regiment and Noncommissioned Officer (NCO) Academy, Fort Campbell, Ky.; and the Joint Readiness Training Center, Fort Polk, La. He has held leadership positions as a Team Leader, Squad Leader, Platoon Sergeant, Infantry Advisor, Ranger Instructor, Rifle Company First Sergeant, Deputy Commandant (NCO Academy); Battalion Observer/Controller Sergeant Major at the Joint Readiness Training Center in Fort Polk, LA.; Battalion CSM with 1st Battalion, 327th Infantry Regiment of the 101st Airborne Division (Air Assault), Fort Campbell, Ky.; Brigade CSM with 2nd Brigade, 10th Mountain Division, at Fort Drum, N.Y.; and Division CSM with the 10th Mountain Division and Fort Drum, N.Y.

CSM Borja is currently pursuing a bachelor's degree in business management. His military education includes Basic Airborne Course, Small Arms Weapons Repair Course, Ranger School, Jump Master Course, Pathfinder Course, Air Assault Course, Jungle Operations Training Course, Special Operation Training Course, Battle Staff Course, Primary, Basic and Advanced NCO Course, First Sergeant Course, United States Joint Forces Command Keystone Course and the United States Army Sergeants Major Academy.

His awards and decorations include the Army Distinguished Service Medal, Legion of Merit, Bronze Star Medal, Purple Heart, Defense Meritorious Service Medal, Meritorious Service Medal with three oak leaf clusters, Army Commendation Medal with one oak leaf cluster, Army Achievement Medal with two oak leaf clusters, Good Conduct Medal (9th Award), National Defense Service Medal with bronze star, Armed Forces Expeditionary Medal with bronze star and arrowhead, Global War on Terrorism Expeditionary Medal, Global War on Terrorism Service Medal, Noncommissioned Officer's Development Ribbon with numeral 4, Army Service Ribbon, Overseas Service Ribbon with numeral 2, NATO Medal, Valorous Unit Award and the Joint Meritorious Unit Award. He has earned the Combat Infantryman's Badge, Expert Infantryman's Badge, Pathfinder Badge, Air Assault Badge, British and Canadian Foreign Airborne Wings, Order of Saint Barbara, Order of St. Maurice Medallion (Centurion), coveted Ranger Tab and the Master Parachutist Badge with 2 Combat Jump Stars.

CSM David L. Lady

May 2003 - April 2007



CSM (Retired) David L. Lady concluded his thirty-three years of military service on June 30, 2007. He had the distinction of serving as the senior enlisted leader of two Major Army Commands (MACOMS): He was the Command Sergeant Major of the U.S. Army Europe and Seventh Army (USAREUR), Heidelberg, Germany, as well as of the U.S. Army Space and Missile Defense Command / U.S. Army Forces Strategic Command (USASMDC/ARSTRAT), Arlington, Va. He was also the first senior enlisted leader of the Joint Force Component Command/Integrated Missile Defense (JFCC/IMD), Colorado Springs, Colo.

His other career highlight was his service as Command Sergeant Major, U.S. Army Armor Center and Fort Knox, Ky. His Armor Center duties included those of Armor Proponency CSM, responsible for developing and implementing policies for the training, utilization and promotion for all Armor and Cavalry Noncommissioned Officers (NCOs). He co-authored the "Armor Enlisted Professional Development Guide" (1999).

CSM Lady was born in Washington, D.C., and enlisted in the U.S. Army as an Armor Crewman in 1974. He earned a Bachelor of Arts degree in history from Wittenberg University, Springfield, Ohio.

CSM Lady held every key Armor leadership position including Tank Commander, Headquarters Tank Section Leader, Platoon Sergeant, Acting Platoon Leader, and served as the First Sergeant of four companies. He also served as CSM, 2nd Battalion, 68th Armor, 1st Armored Division, Baumholder, Germany; CSM, Operations Group, Combat Maneuver Training Center, Hohenfels, Germany; and Command Sergeant Major, 7th Army Training Command, Grafenwoehr, Germany.

In 1995, he served as CSM for Task Force Silver Lion (2nd Brigade, 1st Armored Division) as it deployed to Kuwait and secured the Iraqi border during Operation Intrinsic Action 95-1.

He completed all levels of the NCO Education System, including the Sergeants Major Course, where he exceeded course standards. His staff and instructor assignments included Armor Officer Basic Course platoon tactics instructor and G3 (Training) Sergeant Major for the 1st Armored Division. In 1981, while serving at the Armor School, CSM Lady received the prestigious Joseph H. Hibbs Distinguished Instructor Award.

In 1983, CSM Lady was selected as USAREUR and 7th Army Noncommissioned Officer of the Year. He is also a member of the Sergeant Morales Club, the Sergeant Audie Murphy Club, the Order of St. George and the Order of St. Barbara.

CSM Lady was awarded the Distinguished Service Medal, Legion of Merit with two oak leaf clusters, Meritorious Service Medal with two oak leaf clusters, Army Commendation Medal with four oak leaf clusters, Army Achievement Medal with two oak leaf clusters and the Good Conduct Medal (eleventh award). In 2003 he was awarded the German Armed Forces Cross of Honor (Bronze).

He is married to the former Ellen J. Wright. They have two children, Jeanne M. Lady of Bloomington, Indiana and Jason R. Lady of Cleveland, Ohio.

CSM and Mrs. Lady reside in Huntsville, Ala. He is employed on Redstone Arsenal as a Space Capabilities Analyst with the Directorate of Combat Developments, USASMDC.



CSM Reginald Ficklin

March 2003 – May 2003



CSM (Retired) Reginald Ficklin entered the United States Army from Fort Valley, Georgia, in May 1973. CSM Ficklin served our country and the United States Army well and faithfully throughout a distinguished career spanning over 31 years. CSM Ficklin retired from active duty 31 December 2003. He began his career as a HAWK Missile System, Fire Control Operator in the Army's Air Defense Artillery. Throughout his career, CSM Ficklin continued to progress through greater levels of responsibility within the Army Air Defense Artillery Branch. CSM Ficklin was selected to serve as an Army Drill Sergeant, a testament to his professionalism and superior military bearing. CSM Ficklin served both in the U.S. and overseas, including two tours of duty in Korea and two tours of duty in Germany. The last thirteen years of his career, CSM Ficklin attained the highest noncommissioned officer's (NCOs) rank: Command Sergeant Major.

As a CSM, Ficklin served at the Battalion, Brigade, Division equivalent (Two Star) and Major Command (Three Star) level. As the CSM of the 32nd Army Air and Missile Defense Command, CSM Ficklin deployed to Southwest Asia in support of Operations Desert Thunder I and II. CSM Ficklin's career culminated in his selection to be the Interim CSM for the United States Army Space and Missile Defense Command.

As a retiree, CSM Ficklin continues to serve his country as a government contractor with Quantum Research International as a Program Analyst. CSM Ficklin currently serves as the Deputy Program Lead for the Army IFF Cryptographic Modernization key Management Branch, Fort Monmouth, N.J.; supporting the Mark XIIIA IFF Mode 5 CryptoMod Programs.

CSM Ficklin holds a Bachelor of Arts degree in Sociology and Social Work from Fort Valley State University in Georgia. CSM Ficklin's military education includes all levels of the NCO Education System including the United States Army Sergeants Major Academy, class 35, and United States Army Drill Sergeant School.

CSM Ficklin's awards and decorations include Legion of Merit with one oak leaf cluster, Meritorious Service Medal with the five oak leaf clusters, Army Commendation Medal, with three oak leaf clusters, Army Achievement Medal, with five oak leaf clusters, Army Good Conduct Medal, with ten oak leaf clusters, National Defense Service Medal, Armed Forces Service Medal, NCO Professional Development Ribbon (2nd Award), Overseas Service Ribbon (4th Award), Drill Sergeant Badge, Ancient Order of Saint Barbara's and United States Army Retirement Pin.

CSM Ficklin works and resides in El Paso, Texas, with his wife Veronika.

CSM Wilbur V. Adams

April 2000 - March 2003



CSM (Retired) Wilbur Adams is a member of Raytheon Company's Network-Centric Services Organization. He supports NCS programs/product lines in the development of products and services that support the warfighter, homeland security and homeland defense initiatives.

CSM Adams serves on the Raytheon Mission Assurance Board and the Raytheon (IED) Defeat Task Force. He manages the Raytheon Senior Advisory Board that provides end user perspectives, tactical and technical expertise in product development, design and operational specifications..

CSM Adams is a native of Detroit, Mich, and enlisted in the United States Army in February 1973. He is a graduate of Hawaii Pacific University with a degree in Business Management; and he is a graduate of the Air Defense Artillery Basic and Advanced Noncommissioned Officers Course, the United States Army First Sergeants Course and the United States Army Sergeants Major Academy, Class 38.

He assumed the duties as the Command Sergeant Major of the United States Army Space and Missile Defense Command (SMDC) April 24, 2000, and his former assignment was as the Command Sergeant Major for the United States Army Air Defense Artillery Center and Fort Bliss, Texas.

CSM Adams has served in every leadership position in Short Range Air Defense Artillery units throughout the Army. He served as a Redeye Gunner in the 2nd Battalion, 10th Field Artillery Regiment, 197th Infantry Brigade, Fort Benning, Ga.; 1st Battalion, 3rd Air Defense Artillery Regiment, 101st Airborne Division (Air Assault), Fort Campbell, Ky.; and the 3rd Battalion (Airborne), 4th Air Defense Artillery Regiment, 82nd Airborne Division, Fort Bragg, N.C. Additionally, he served as a Forward Area Alerting Radar Section Chief and Platoon Sergeant with the 2nd Battalion, 61st Air Defense Artillery Regiment, 2nd Infantry Division, Republic of Korea; and the 4th Battalion, 61st Air Defense Artillery Regiment, 4th Infantry Division, Fort Carson, Colo.

He also served as a Drill Sergeant and a Senior Drill Sergeant with the 2nd and 3rd Battalions of the 1st Air Defense Artillery Training Brigade at Fort Bliss, Texas. CSM Adams continued his service as the Assistant Operations Sergeant and Chaparral and Vulcan weapon systems Platoon Sergeant with the 1st Battalion, 62nd Air Defense Artillery Regiment, 25th Infantry Division (Light), Schofield Barracks, Hawaii.

CSM Adams' First Sergeant assignments were with A Battery, 1st Battalion, 62nd Air Defense Artillery Regiment, 25th Infantry Division (Light), Schofield Barracks, Hawaii, and B Battery, 2nd Battalion, 2nd Air Defense Artillery Regiment, 31st Air Defense Artillery Brigade, Fort Hood, Texas. He was appointed Command Sergeant Major and assigned to the 3rd Battalion (Airborne), 4th Air Defense Artillery Regiment, 82nd Airborne Division, Fort Bragg, N.C., in November 1992, and was later selected as the Command Sergeant Major for the 108th Air Defense Artillery Brigade, XVIII Airborne Corps, Fort Polk, La. in February 1996.

His awards and decorations include the Distinguished Service Medal; Legion of Merit; Meritorious Service Medal (4th Oak Leaf Cluster); Drill Sergeant Badge; Australian, British and German Parachutists Badges; Air Assault Badge; Rappel Master qualification; the coveted Master Parachutist Badge and Air Force Space Badge.



CSM Frank J. Mantia

February 1998 - April 2000



CSM (Retired) Frank J. Mantia was born in St. Louis, Mo. He was drafted into the U.S. Army in October 1970.

CSM Mantia attended Basic Combat Training at Fort Leonard Wood, Mo., and Advanced Individual Training (11B) at Fort Ord, Calif. He then attended basic Airborne School at Fort Benning, Ga., and was subsequently assigned to the 2nd Battalion, 325th Airborne Infantry Regiment, 82nd Airborne Division where he was assigned as a machine gunner and team leader. In May 1973, he went to Panama where he worked in the Joint Operations Center. In February 1978, CSM Mantia was assigned to Fort Leonard Wood, where he attended Drill Sergeant School. Upon completion of drill sergeant duty, he was assigned to the 2nd Battalion, 508th Parachute Infantry Regiment, 82nd Airborne Division where he held platoon sergeant, battalion operations sergeant and first sergeant positions. He also participated in the Multinational Force and Observers and “Operation Urgent Fury” in Grenada.

In 1984, he was assigned to Forces Command Headquarters and worked in the operations center until October 1986. CSM Mantia was reassigned to the 1st Infantry Division (Forward), Federal Republic of Germany, where he was a first sergeant until December 1989. In 1990, Mantia attended the U.S. Army Sergeants Major Academy, class No. 35. After graduation from the academy, he was assigned as the battalion Command Sergeant Major of 2nd Battalion, 325th Airborne Infantry Regiment, 82nd Airborne Division. A week after being assigned, he deployed to Desert Shield/Desert Storm for eight-and-a-half months.

In December 1992, he moved to the 3rd Brigade, 505th Parachute Infantry Regiment, 82nd Airborne Division where he remained as the brigade Command Sergeant Major until July 7, 1995. He left Fort Bragg, N.C., enroute to Fort Drum, N.Y., and the 10th Mountain Division (Light Infantry) where he served as the Division Command Sergeant Major from July 1995 until February 1998.

CSM Mantia served as the Command Sergeant Major for U.S. Army Space and Missile Defense Command from February 1998 until March 2000. In May of 2000 he retired from active service.

CSM Mantia and his wife Barbara currently live in St. Louis, Mo. Since retiring Mantia was a military advisor to the Croatian military in Zagreb, Croatia. There he assisted in revising the curriculum for their basic training and noncommissioned officer schools. Currently CSM Mantia is employed by USIS. He conducts background investigations for the Office of Personnel Management and Customs and Border Protection Agency.

His civilian and military education includes three years of college, all levels of the Noncommissioned Officer Education System, Drill Sergeant School, Jump School, Jumpmaster School and the First Sergeants Course.

SMA Jack Tilley

July 1997 - February 1998



A native of Vancouver, Wash. Jack L. Tilley was sworn in as the 12th Sergeant Major of the Army (SMA) on June 23, 2000, and served until Jan. 15, 2004. A career Soldier, he had held many leadership positions within the Department of the Army and Unified Command environments.

SMA Tilley served as the Army Chief of Staff's personal advisor on all enlisted-related matters, particularly in areas affecting Soldier training and quality of life. He devoted the majority of his time to traveling throughout the Army observing training and talking to Soldiers and their families. He sits on a wide variety of councils and boards that make decisions affecting enlisted Soldiers and their families and is routinely invited to testify before Congress.

A Vietnam War veteran, SMA Tilley has held a variety of important leadership positions throughout his 34 year career including tank commander, section leader, drill sergeant, platoon sergeant, senior instructor, operations sergeant, first sergeant and command sergeant major. His military education includes the First Sergeants Course and the Sergeants Major Academy.

Among his numerous awards and decorations are the Distinguished Service Medal, Defense Superior Service Medal, Legion of Merit with two oak leaf clusters, Bronze Star with V Device, Meritorious Service Medal with one oak leaf cluster, Vietnam Service and Campaign Medals.

After retirement, SMA Tilley has continued his advocacy for all servicemembers. He is co-chairman of the American Freedom Foundation, a 501(c)3 public benefit corporation organized to honor veterans of America's armed forces and raise money and awareness for various veterans' organizations with special emphasis directed to welfare and educational issues facing those wounded in action, those disabled and families and children of veterans killed in action during Operation Enduring Freedom and Operation Iraqi Freedom. He has worked tirelessly with the organization managing the annual successful fund-raising benefit concerts with top named entertainment.

SMA Tilley has also become a successful management consultant, working with top Fortune 500 companies on a variety of projects and programs that are unique to the military community. He is President/CEO of J. Tilley Inc. and is part-owner of Oakgrove Technologies.

A well sought after public speaker, whose primary topic is raising the public consciousness in support of the military service members and veterans, SMA Tilley continues to serve all through his involvement on the Army Retirement Council and the special advisory board for "Wounded Warriors."



CSM William O. Morgan

February 1996 - June 1997



CSM (Retired) William O. Morgan enlisted in the Army in June 1969 as an automotive maintenance mechanic and was later reclassified into Air Defense in 1977. During his career, he served in virtually every enlisted leadership position in the Army from squad leader and Platoon Sergeant in C Battery, 4th Battalion, 61st Air Defense Artillery, 4th Infantry Division, Fort Carson, Colo., through Command Sergeant Major of the former U.S. Army Space and Strategic Defense Command (USASSDC), now U.S. Army Space and Missile Defense Command/Army Forces Strategic Command (SMDC/ARSTRAT).

He also served as First Sergeant of C Battery, 1st Battalion, 62nd Air Defense Artillery, 25th Infantry Division, Schofield Barracks, Hawaii, and the 85th U.S. Army Field Artillery Detachment (Pershing) in Geilenkirchen, Germany. He served as Command Sergeant Major of 3rd Battalion, 56th Air Defense Artillery, 1st Battalion, 43rd Air Defense Artillery, Commandant, U.S. Army Noncommissioned Officers Academy, Fort Bliss, Texas, 69th Air Defense Artillery Brigade, Gieblestadt, Germany, 2nd Region, Reserve Officer Training Corps (ROTC), Fort Knox, Ky., and his last assignment as the Command Sergeant Major of USASSDC before retiring from active duty in 1997.

His awards and decorations include the Legion of Merit with one oak leaf cluster, Meritorious Service Medal, with three oak leaf clusters, the Army Commendation Medal with five Oak Leaf Clusters, the Army Achievement Medal, with one oak leaf cluster, eight awards of the Good Conduct Medal and various other service and campaign ribbons.

Since retiring from the Army, CSM Morgan was employed for a year as the Operations Supervisor for the U.S. Bankruptcy Court in Washington, D.C., for eight years with Computer Science Corporation, where he supported the Joint Theater Air and Missile Defense Organization under the Joint Staff, and for the past three years he has been employed by Raytheon Company where he has been a manager responsible for business development, and now is responsible for talent acquisition and training for Raytheon's Integrated Defense System's International Operations.

CSM Morgan is a graduate of the Army's Primary Leadership Course, Basic and Advanced Noncommissioned Officers Courses, Master Fitness Trainer's Course, Air Assault School, Drill Sergeants School and the U.S. Army Sergeants Major Academy Class 31. He holds a Bachelor of Science degree in Business Administration from Hawaii Pacific College and a Master of Arts degree in Management from Webster University. CSM Morgan currently resides with his wife Terri and their daughter Alyssa in Alexandria, Va. They also have a son Julian, who is a senior at Marymount University in Arlington, Va.

CSM Wayne P. Strohm

August 1992 - February 1996



CSM (Retired) Wayne Paul Strohm was Army Space Command's — now known as U.S. Army Space and Missile Defense Command/Army Forces Strategic Command — first command sergeant major.

CSM Strohm was born in Maryland April 10, 1947, and enlisted in the Army on May 4, 1966. He received his Basic and Advanced Individual Training at Fort Gordon, Ga.

He attended the Advanced Noncommissioned Officer Course at Fort Gordon, Ga., and graduated from the Army Sergeants Major Academy at Fort Bliss, Texas. He served five overseas tours at posts in Thailand, Italy and Korea. Before coming to the command, he served as the command sergeant major for the 6th Training Battalion and 3/22 Field Artillery at Fort Sill, Okla.; the 69th Transportation Battalion at Camp Carroll, Korea; the 20th Support Group at Camp Henry, Korea, and as the garrison command sergeant major, at Fort Campbell, Ky.

CSM Strohm began his association with the command in 1991 when he was made the command sergeant major for Army Space Command in Colorado Springs, Colo. When Army Space Command was combined with U.S. Army Space and Strategic Defense Command the following year, he became the command sergeant major for the entire organization and served in that capacity for four years. CSM Strohm's long tenure provided stability during the growing pains associated with reorganizing the command. He was the first and only command sergeant major for the organization to serve in Colorado Springs. All of his successors have been posted to the SMDC/ARSTRAT headquarters, first in Arlington and then in Huntsville.

LTG Jay Garner, commander of U.S. Army Space and Strategic Defense Command, said of CSM Strohm during his February 9, 1996, retirement ceremony: "He has significantly changed for the better every organization he ever served." CSM Strohm retired to Tyrone, Pa., where much of his extended family resided and became an avid hunter and fisherman at his rural Pennsylvania home. He passed away at his home on April 27, 2007. He had just reached his 60th birthday.

He is survived by his wife Sun Cha, two sons, one daughter and eight grandchildren. He was interred among his fellow Soldiers at the Fort Sill National Cemetery, Okla.



Mastering the Interview



Rachel L. Griffith USASMDC/ARSTRAT PAO



“It is always a risk to speak to the press: they are likely to report what you say.” — **HUBERT H. HUMPHREY**

Sitting in front of a camera can be a daunting place to be. Here’s a little known fact: it can be just as daunting to sit behind it. The key things to remember when giving an interview are to stay relaxed, smile and keep things conversational. As both a civilian and military broadcast journalist, and now a public affairs specialist, I’ve seen it all. Here are a few tips and tricks I’ve compiled to make the interview process easier on everyone involved.

» KNOW YOUR AUDIENCE

Are you being interviewed for a technical article or by *People* magazine? It makes the difference in giving a detailed or surface-level answer.

If the interview is for the general public, explain technical terms in a simple fashion, so someone off the street can understand what you mean. Anything that can be termed jargon doesn’t have a place in civilian interviews.

You don’t need to “dumb down” an explanation, but keep your audience in mind. Would your mom understand what you’re saying? She may very well be watching the newscast, reading the article or listening to the interview.

Try to keep this in the back of your mind: “Speak to the professor without offending the truck driver.” Keep your answer intelligent, thorough and complete. If you use highly-technical terms, your words won’t find solid ground with most of the audience.

For example, if you’re a Joint Tactical Ground Station Individual Training Qualification Manager, that means absolutely nothing to most people. It’s just a really long title. Instead, find a simpler way to explain your job. Perhaps by saying “I make sure our outlying units are up-to-date on their training.”

» ANSWERING A REPEATED QUESTION

Reporters usually outline their story before coming to talk to you, and they’re going to try to tailor what you say to fit into that outline. They may rephrase the same question a few times to get you to answer it in a different way. They do this to give themselves options when editing the interview. Stick to the facts, maintain your theme and try to come up with new ways to phrase your answer, if possible.

Keep your tone conversational, even if you’re tired of repeating yourself. The one time you sound annoyed and roll your eyes, it will end up on air or in print.

» DEAD AIR

It’s not your job to fill dead air. The more you say, the more likely you are to venture down a path of saying too much. If you’ve answered the question, but the reporter remains silent, you can simply say, “That’s the main point. Any other questions I can answer for you?” Don’t feel as if the silence means you need to elaborate further.

» YES OR NO QUESTIONS

Speak in complete thoughts if possible. Even if you’re asked a yes or no question, if you can answer it in a complete sentence, do so.

EXAMPLE

Q: “Are you glad you joined the Army?”

A: “Yes, joining the Army has provided me with countless opportunities I wouldn’t have otherwise gotten.”

Saying “Uh -huh,” nodding your head or shrugging your shoulders are not acceptable answers to any question.





“The questions don’t do the damage. Only the answers do.”

SAM DONALDSON —



» MASTERING THE SOUND BITE

Pause between thoughts. An easy way to do this is take a breath between your sentences. Television and radio reporters generally can use 10-15 second sound bites within their stories. By pausing to take a breath, it gives them an easy point to edit the sound bite. Pausing between thoughts and speaking in complete sentences is one way to make you easier to edit, and it helps to build a positive relationship with the reporter. *If you are easy to edit, reporters will love you for it.*

Never be afraid to ask the reporter to rephrase the question, or take a moment to gather your thoughts, especially if the interview isn’t live. Pausing to gather your thoughts will ensure you say what you want to, and it allows you to answer in a well-thought out way.

It also allows a reporter to finish asking a question that may have had two parts.

» REPRESENTING THE ARMY

If you are in front of a camera, assume it is recording. If a reporter has a recording device of any kind, assume it is recording (this includes a pencil). If you are in front of a reporter, assume anything you say to them can end up on air, in print, on the internet, in a blog, etc. Remember: when you’re in uniform, you represent the Army.

Feel free to make small talk with a reporter while waiting for an interview to begin, but be aware of the person you’re talking to and the setting you’re in. Avoid office gossip or offhand, opinionated comments.

President Obama’s comments about the Kanye West/Taylor Swift debacle ended up posted on Twitter by someone on the set. When people questioned the validity of the post, the audio recording was released. Even when you’re not on the air, what you say can still be made public. At the end of the interview, do not be lulled into a comfort zone where you might say something you do not want quoted. Reporters are always reporters, and what you say is fair game.

If you aren’t a country music fan, and a reporter asks you how you liked having Toby Keith come to the base, instead of saying “well, I hate country music” you can say “I appreciate any celebrity who takes the time to visit us while we’re deployed.” That way you’ve answered the question, you haven’t lied about your opinion of the music and your comment can’t be misconstrued.





Smile! You're on Camera

not really, but relax ... it's gonna be okay.

If you don't know the answer, or you aren't the one who should be answering the question, don't. If you are being interviewed live, an easy way to get around the question without saying "I don't know," is to say something such as:

Q: "Shouldn't the war in Iraq be over by now?"

A: "That's a good question, but there is no timeline for war. I am here to ensure the warfighters in theater are receiving all the support they need while we continue the fight."

If you're unsure of a particular statistic, don't guess. Ask the reporter if you can double check it and get back to them. If you guess, your guess can end up being used.

» APPEARING ON CAMERA

- Take a deep breath. Smile. Sit up straight.
- Check your uniform, and then have someone else check your uniform. If you appear on camera with ribbons out of order or your rank on upside down, it will probably end up on YouTube and be used as an example during military media training.
- Use a chair that doesn't have wheels and could move during the interview. Chairs that swivel are also not ideal. The urge to swivel your chair to ease nervous tension will overtake you.
- Keep both feet on the floor. Two feet on the floor helps to curb your desire to shift your position or move around during the interview.
- It's okay to suggest a better background or interview angle. The reporter and camera person will usually try to find the most visually pleasing background, but don't be afraid to give input. It's your face on the screen, not theirs.
- Remove your sunglasses. If the sun is in your eyes, ask to move the location or angle of the camera. Never put yourself in an uncomfortable position to be interviewed. Plus, squinting doesn't look good, period.

- Do not chew gum while being interviewed.
- Look at the reporter, not the camera. It helps keep a conversational tone to the interview and appears more natural on screen.
- Use your normal speaking voice. Shouting while you're wearing a microphone usually results in poor/unusable audio quality.
- Avoid crossing your arms. It feels like a natural way to stand, but it can make you appear uncomfortable or defensive to a viewer. Standing at parade rest may seem like a good alternative, but again, it can read as stiff and uncomfortable on camera. Instead, link your fingers or fold your hands and hold them slightly above your waist if you feel like you don't know what to do with them.
- Speak clearly and enunciate your words, you want to be sure nothing gets lost in translation.
- If you're talking to a print journalist, it's appropriate to pause or slow down so the reporter can get down your complete thought and you're not ahead of them.
- Feel free to have note cards with specific statistics or key points you want to make. Never write out complete answers.

» IS THERE ANYTHING ELSE YOU'D LIKE TO ADD?

Reporters will almost always ask you this at the end of the interview. This is your opportunity to answer a question the reporter might not have asked you, or to elaborate on a point you'd particularly like to see used.

While it may never feel natural to have a camera lens in your face, using the steps detailed in this article can make it much more comfortable. Talking to the media doesn't need to be a scary experience. Using the media is one of the best ways to tell the Army story, and make the military world less of a mystery to the general public. 

THE NCO CREED



**WE ARE
PROFESSIONALS,
NONCOMMISSIONED
OFFICERS**

No one is more professional than I. I am a Noncommissioned Officer, a leader of Soldiers. As a Noncommissioned Officer, I realize that I am a member of a time honored corps, which is known as "The Backbone of the Army." I am proud of the Corps of Noncommissioned Officers and will at all times conduct myself so as to bring credit upon the Corps, the Military Service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit or personal safety.

Competence is my watchword. My two basic responsibilities will always be uppermost in my mind — accomplishment of my mission and the welfare of my Soldiers. I will strive to remain tactically and technically proficient. I am aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities inherent in that role. All Soldiers are entitled to outstanding leadership; I will provide that leadership. I know my Soldiers and I will always place their needs above my own. I will communicate consistently with my Soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my Soldiers. I will be loyal to those with whom I serve; seniors, peers and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, Noncommissioned Officers, leaders!



A Historical Perspective: The Noncommissioned Officer

Time has not altered the truth of what Baron Von Steuben wrote at Valley Forge, in his “Regulation for the Order and Discipline of the Troops of the United States.”

“The Choice of Noncommissioned Officers is an object of greatest importance. The order and discipline of a regiment depends so much upon their behavior that too much care can not be taken in preferring none to that trust but those who by their merit and good conduct are entitled to it. Honesty, sobriety, and a remarkable attention to every point of duty, with neatness in their dress, are indispensable prerequisite: A spirit to command respect and obedience from the men, an expertness in performing every part of the exercise and an ability to teach it, are also absolutely necessary; Nor can a Sergeant or Corporal be said to be qualified who does not write and read in a tolerable manner.”

The year was 1778, but there is little we can add to the doughty Baron’s instructions for the Sergeants and Corporals:

“It being on the Noncommissioned Officers that the discipline and order of a company in a great measure depend, that they cannot be too circumspect in their behavior toward the men, by treating them with mildness and at the same time obliging everyone to do his duty. By avoiding too great familiarity with the men, they will not only gain their love and confidence, but be treat-

ed with a proper respect; whereas by a contrary conduct will forget all regard and authority become despised.”

“Each Sergeant and Corporal will be in a particular manner answerable for the squad committed to his care. He must pay particular attention to their conduct in every respect; that they keep themselves and their arms always clean; that they have their effects always ready, and put where they can get them immediately, and even in the dark, without confusion; every fine day he must oblige them to air their effects.”

“When a man of his squad is warned of duty, he must examine him before he carries him to the parade, obliging him to take all his effects with him, unless when specially ordered to the contrary.”

“In teaching the recruits, they must exercise all their patience, by no means abusing them, but treating them with mildness, and not expect too much precision in the first lessons, punishing those only who are willfully negligent.”

“They must suppress all quarrels and disputes in the company; and where other means fail, must use their authority in confining the offender.”

From the Citizen-Soldiers of Valley Forge to today’s All Volunteer Professional NCO Corps, the Noncommissioned Officer’s traditional role of service to the Nation is older than the Nation itself. **A**

Soldier's Creed

I am an American Soldier.

I am a Warrior and a member of a team. I serve the people of the United States and I live the Army Values.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills. I always maintain my arms, my equipment and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.

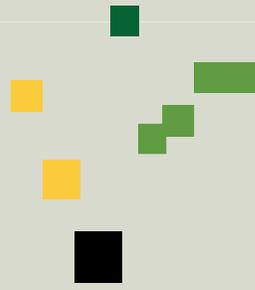
I am a guardian of freedom and the American way of life.

I will always place the mission first.



**I am an American
Soldier.**

7 Army Values



LDRSHIP

Loyalty

Bear true faith and allegiance to the U.S. constitution, the Army, and other Soldiers. Be loyal to the nation and its heritage.

Duty

Fulfill your obligations. Accept responsibility for your own actions and those entrusted to your care. Find opportunities to improve oneself for the good of the group.

Respect

Treat people as they should be treated. In the Soldier's Code, we pledge to "treat others with dignity and respect while expecting others to do the same."

Selfless Service

Put the welfare of the nation, the Army, and your subordinates before your own. Selfless service leads to organizational teamwork and encompasses discipline, self-control and faith in the system.

Honor

Live up to all the Army values



Integrity

Do what is right, legally and morally. Be willing to do what is right even when no one is looking. It is our "moral compass" and inner voice.

Personal Courage

Our ability to face fear, danger, or adversity, both physical and moral courage.

SPACE AND MISSILE DEFENSE NCOS TRAINING OUR WARRIORS

PROFESSION OF ARMS



SELT

SENIOR ENLISTED LEADERS' TRAINING CONFERENCE

2011

