

GX

THE GUARD EXPERIENCE

VOL 8 // ISSUE 4

VALOR



THE NATIONAL GUARD

VIGILANCE

AT 375

VICTORY

FULL FORCE

THE GUARD'S FAR-REACHING
ROLE IN AFGHANISTAN

P. 50

ULTIMATE WAR GAMES

INSIDE THE NATIONAL
TRAINING CENTER

P. 64

SUPERHUMAN STAMINA

A SERGEANT REVEALS
HOW HE RAN 100 MILES

P. 86

THERE ARE TWO PRIMARY CHOICES IN LIFE: ACCEPT CONDITIONS AS THEY EXIST, OR ACCEPT THE RESPONSIBILITY FOR CHANGING THEM.

Now accepting applications for Traditional and Accelerated Officer Candidate School! Classes are beginning now!
Contact your State Officer Strength Manager to apply.



FEATURES

VOL. 8 // ISSUE 4



16



50



86



98

> COVER STORY

16 VALOR, VIGILANCE, VICTORY: THE GUARD AT 375

20 defining moments in the National Guard's nearly four centuries of gallantry—from the Minutemen at America's birth to the troops of Raven 42 in Iraq—that help tell the story of America's Citizen-Soldier. *By Jason Hall*

> STATUS REPORT

50 ENDURING FORTITUDE

10 years into the war in Afghanistan, the National Guard is playing a leading role, performing missions that would have seemed unthinkable a decade ago and connecting with the local population in lasting ways. *By Brendan McNally*

> ON THE ROAD

64 AFGHANISTAN, CA

Virtually a nation in itself, the National Training Center, aka the Box, takes deployment preparation to a whole new level, drilling every type of unit in every conceivable scenario. *Story and photos by Liesl Marelli*

> ON THE ROAD

72 UNIVERSITY OF WAR

Pershing. Patton. Eisenhower. Schwarzkopf. Countless top commanders honed their leadership skills at the U.S. Army War College. What do students learn there? For starters, that winning starts well beyond the battlefield. *By Christian Anderson*

> STRENGTH

86 SERGEANT EASTER WON'T STOP

He's built like a linebacker. But he runs like a deer. And where normal marathoners call it quits, this ultra-fit Soldier is just getting started. The making of a 100-mile man. *By Camille Breland*

> HERO

98 IN THE LINE OF FIRE

Before he retired as a colonel, Bill Badger built an illustrious career, changing the way Guard aviators are trained. Last January, at 74, he jumped into action once more when a gunman shot Congresswoman Gabrielle Giffords. *By Camille Breland*

IN EVERY ISSUE

5 LETTER FROM LEADERSHIP

7 LETTER FROM THE EDITOR

8 MAILBAG

10 RECON

106 AAR: GENERAL TOMMY FRANKS



45

22 INTEL

GUARD NEWS AROUND THE WORLD
Indiana MPs save more than 20 in a fire; Utah's Guy Mellor wins NCO of the Year; shooting event gives wounded Veterans a lift; the Guard's new director gets confirmed by the Senate; and more.

36 24|SEVEN

A PORTRAIT OF NONSTOP PUBLIC SERVICE
For 2LT F.L. Blohm of Indiana, police work isn't a job; it's his life.

39 FAMILY

EMPOWERING THE MOST IMPORTANT UNIT
39 Tips for sending care packages
40 Mobilization checklist
41 Talking to kids about deployment
42 How to make your marriage stronger
43 Considering a graduate degree?
44 Don't wait to save for retirement

45 DOWNRANGE

STORIES FROM THE FRONTLINE
The 26th Yankee Brigade, deployed in Afghanistan, is the pride of New England.

58 LEGACY

ONE STATE'S GUARD HISTORY
Kentucky has built a rich tradition of bolstering American strength wherever it's needed.

79 STRENGTH

IMPROVING BODY, MIND AND SPIRIT
80 The pros and cons of energy drinks
81 Increase your 5K speed
82 Diet and exercise myths
83 How to make good decisions
84 Your shoulders: The straight story
85 Survival tips: When you get lost

91 CAREERS

YOUR WORK, YOUR FUTURE
91 Using your Guard experience
92 Paths to becoming an officer
94 ROTC: A leg up on life
95 Consider Helmets to Hardhats
96 Nailing a job interview
97 A Guard-friendly employer

104 GEAR

TOOLS FOR THE MODERN SOLDIER
Boeing's Virtual Mission Board is a sand table for the 21st century.



58



36



81



104



THE NATIONAL GUARD, HOWEVER, WOULD NOT BE THE TRUSTED, ACCESSIBLE MILITARY FORCE IT IS WITHOUT THE HARD WORK AND SACRIFICE FROM YOU AND YOUR FAMILY. I AM ENORMOUSLY PROUD OF THE EXTRAORDINARY RESULTS YOU CONSISTENTLY DELIVER FOR THE AMERICAN PEOPLE. EVERY DAY YOU SERVE, YOU ADD GREAT VALUE TO AMERICA."

Soldiers and Airmen,

December 13th marked the National Guard's 375th birthday. We have come a long way from our humble beginnings in 1636. In the last decade alone, our Guard members have mobilized more than 700,000 times, some more than once, in support of domestic and overseas missions. Without a doubt, we are better with age.

Now, as this country's decision makers tackle the challenge of making cuts to the DoD's budget while preserving our nation's security, your National Guard—proven in battle and in our communities—provides decision makers a logical and responsible solution.

The National Guard is security America can afford.

Within the DoD, our knowledge and experience in homeland security issues is unrivaled. Further, the National Guard's part-time culture and proven combat record ensures America will have a military that is capable and cost-effective into the future.

With nearly 360,000 Citizen-Soldiers in 54 States, Territories and the District of Columbia, the Army National Guard provides 32 percent of the Army's capability at just 11.5 percent of the Army's



budget. Our Air National Guard, 106,000 strong, provides 35 percent of the Air Force's capability for 6 percent of their budget. For the cost of one Active Duty service member, we can train, retain and have ready to deploy three Guard members.

Indeed, the National Guard is security America can afford.

The National Guard, however, would NOT be the trusted, accessible military force it is without the hard work and sacrifice from you and your family. I am enormously proud of the extraordinary results you consistently deliver for the American people. Every day you serve, you add great value to America.

Sincerely,

General Craig R. McKinley,
Chief, National Guard Bureau

GX
THE GUARD EXPERIENCE

www.GXONLINE.com

MISSION: To celebrate and support the Soldiers and families of the National Guard. To provide today's Army National Guard members with information for becoming a better Soldier and better citizen. To encourage and assist Guard Soldiers in maximizing the benefits of their military career as well as their personal and family goals.

Publisher: iostudio
Editor-in-Chief: Keith Kawasaki
Design Director: Andrew Nixon

Managing Editor: Mark Shimabukuro
Features Editor: Christian Anderson
News Editor: Stephanie Inman
Senior Copy Editor: Julie Zeitlin
Proofreaders: Rachel Jay, Greg Ottarski

Art Director: Laurel Petty
Editorial Designers: Dustin McNeal, Lizzie Moore, Lauren Vandervelde

Project Manager: Gene Bedell

Contributing Writers: Dan Alaimo, Johanna Altland, Camille Breland, Ronnie Brooks, Rachel Gladstone, Jason Hall, SSG James Lally, Rachel Latham, Liesl Marelli, Brendan McNally, J.J. Montanaro, Carey Moore, Chaplain (MAJ) Mark Phillips, SSG Diane Singh, SFC Patrick Williams

Mail: GX: The Guard Experience
c/o Iostudio, LLC
565 Marriott Dr., Suite 100
Nashville, TN 37214
Voice: (866) 596-4558
Fax: (615) 256-6860

Email Contacts:
EDITOR editor@GXonline.com
SUBSCRIPTIONS subscriptions@GXonline.com
GENERAL INFO info@GXonline.com

Editorial Inquiry and Submissions:
editor@GXonline.com or voice:
(866) 596-4558, fax: (615) 256-6860

GX: The Guard Experience (ISSN # 1559-9922) is published quarterly and mailed in January, March, June and December by Iostudio, LLC, 565 Marriott Dr., Ste. 100, Nashville, TN 37214-5040. Periodicals postage paid at Nashville, TN, and additional mailing offices. Postmaster: Send address changes to: GX: The Guard Experience, 565 Marriott Dr., Ste. 100, Nashville, TN 37214-5040.

No responsibility can be accepted for manuscripts or photographs, solicited or unsolicited. All postal submissions should be accompanied by an SASE. Copyright ©2004-2012, Iostudio, LLC. All rights reserved. The views and opinions expressed herein are not necessarily those of the publisher or of the Department of Defense, the Army, the Air Force or the National Guard Bureau. No endorsement of any advertised service or product is intended by the publisher, the Army National Guard or any government agency, and none should be inferred. GX is published quarterly by Iostudio, LLC, Nashville, TN.

GX magazine is the official publication of the Army National Guard. All military employees are traditional Guard members.



ON THE COVER

To celebrate the National Guard's 375th birthday, we highlight 20 defining moments in the Guard's remarkable history, from the original Minutemen to D-Day, to heroics in Korea and Vietnam, to the War on Terror today. Our tribute to all of the men and women of valor begins on page 16.

ILLUSTRATION BY
JOSH HERNANDEZ

AN EPIC BIRTHDAY

The Guard's longevity is a tribute to your service and sacrifice

As you enter battle, respond to disaster, and aid and rescue citizens across the globe in 2012, you are carrying forward a 375-year legacy of honor, service and sacrifice. You have earned the right to declare yourself the first and the most critical line of defense. At a moment's notice, you were the first pick up your rifle and lace up your boots.

And for this, we at GX pledge our support to you and your families. For nearly a decade, we have had the honor of telling your story. And this year (as always), we're amping it up. We are focusing content on empowering you. We want GX to be the tool to help you advance your military and civilian careers, to enhance communication with your family, to push your mental and physical fitness—and to showcase your boundless courage.

If you have an idea you want to share or event you would like to invite us to, drop me a line! This magazine is your story. This is your documented legacy. And today, just as through every era of our nation, you Citizen-Soldiers safeguard the foundation of Freedom. You are the ones who provide the best chance at lasting peace through State Partnerships, humanitarian aid, expert military tactics and interpersonal relations deep in combat theater.

Thank you!

Keith Kawasaki, Editor-in-Chief
Keith@GXonline.com

"The Guard has proven itself to be the force of first choice, not a force of last resort, across many of our vital missions."

>> **SECRETARY OF DEFENSE
LEON E. PANETTA**
at the Joint Senior Leaders
Conference, November 2011

"I remind all citizens that the National Guard of the United States ... is an essential part of the strength of our country."

>> **PRESIDENT
HARRY S. TRUMAN**
in a declaration of National
Guard Day (Sept. 16)
delivered August 1948

"Our chief reliance must be placed on the militia; they constitute the great body of national guards, and, inspired by an ardent love of country, will be found ready at all times."

>> **PRESIDENT JOHN TYLER**
in a Special Session
Message to Congress,
June 1841

"Uncertain as we must ever be of the particular point in our circumference where an enemy may choose to invade us, the only force which can be ready at every point and competent to oppose them is the body of the neighboring citizens as formed into a militia."

>> **PRESIDENT
THOMAS JEFFERSON**
in his First Annual Message
to the Senate and House
of Representatives,
December 1801

WHAT DO WE NEED TO MAKE GX EVEN BETTER? YOU.

What do you like best about GX? Do you have an idea for a story, or even a whole new section? Take our online reader survey and let us know. After all, this is your magazine.

www.GXonline.com/survey



Mailbag

YOUR THOUGHTS, PHOTOS AND STORIES

DROP US A LINE

Have a comment on an article you've seen in GX? An experience from the field that you'd like to share? Or a photograph that's crying out for a wider audience? We at GX would love to hear from you. This month, a sergeant in Kuwait talks about the joy he gets in giving back, an Alaska Soldier shows off a hunting prize, a unit shares a celebrity encounter, and various Soldiers talk about why they're re-enlisting.

WRITE THE EDITOR

E-mail all comments and photos to editor@gxonline.com.

INTERACT WITH US

Don't forget to join us on your favorite social media site: URL + /NationalGuard



VANTAGE POINT

I am in the Army National Guard and love to read GX! I have a picture that was taken in 2009 on my deployment with the 33rd BCT, Illinois National Guard. This picture (below) was taken at an observation post as we were about to leave Camp Phoenix. The picture was taken by Specialist Grimes (also in my unit). At the time I was an E-5, however I am currently an E-6. I love this picture and thought I would share it!

— STAFF SERGEANT STEPHEN WHITESSELL



So I shipped to Fort Benning, GA, in May. I fractured two ribs on the confidence course during week one! It was a painful ordeal, but I waited two days to go to sick call because I didn't want to miss the required training scheduled the day after I was injured. I was given X-rays, and once it was discovered that my ribs were, indeed fractured, I convinced the medical staff to settle for a "PT at own tolerance" profile for two weeks instead of sending me home packing.

Lots of prayer, teeth-gritting and ibuprofen helped me push through the pain (at times quite grueling). As the weeks passed by, and the training continued, my ribs healed slowly. On graduation day, August 4, the victory was all the more sweet when I was able to hold my wife and kids after 76 days of separation! Graduation meant all the more after all that.

— PRIVATE FIRST CLASS KEVIN LEFFINGWELL

"Here I come! Can't wait till I join!"
@ImARusherBTR, via Twitter

PIZZA ANYONE?

First Lieutenant Vijay Soprey sent in this picture of him and his battle buddies from COB Adder, Iraq ISO OIF/OND in March 2011. The Soldiers are from the California, Maryland and Delaware National Guard. From left, Lieutenant Lancaster, Captain Fabian, Lieutenant Won, Captain Harcke, Lieutenant Soprey and Master Sergeant Kennedy.



photos from Department of Defense; SSG Stephen Whitesell; 1LT Vijay Soprey

"It still blows me away to think about my transformation at Basic Training from a frail teen to a hardened Warrior. I am a Soldier and proud of my accomplishments!" PRIVATE BRANDON TAYLOR

Thank you to all who have served/who are serving. I am joining you soon.
@Naslagle, via Twitter

ALASKAN PRIZE



Major Guy Hayes of the Alaska National Guard sent us this photograph of a Sitka Blacktail buck he shot on Kodiak Island in October.

HAPPY TO SERVE

I wanted to share with you a little bit about my "Guard Experience." I enlisted into the Tennessee Army National Guard in 2006 and attended 31B (Military Police) school. Since my enlistment, I have experienced a lot of things the National Guard has to offer. I started out as a member of the 253rd Military Police Company in Lenoir City, TN. It was there I received my promotion to specialist in 2007.

During my time as a specialist I attended several Annual Training events, served as a gunner on my vehicle, served as a full-time recruiter from July 2008 until March 2010, and deployed to Iraq in 2010. I volunteered to redeploy this year with the 268th Military Police Company from Ripley, TN. In September of 2010, while at Camp Shelby, MS, for pre-mobilization training, I accepted a promotion to sergeant with the 130th Military Police

Company out of Memphis, TN. I am currently serving out my deployment with the 268th Military Police Co. in Kuwait.

Sometime next year, shortly after my return from Kuwait, I am scheduled to deploy again with the 130th Military Police Company to Afghanistan. I couldn't do it without my support system back home: my wife, Christina, and my daughters, Tracy (7) Abbi (4) and Mackenzie (2). I may miss out on a lot back home, but the benefits of being a Soldier heavily outweigh those sacrifices. The National Guard has given my family and me so much. It's my honor to serve my community and my country.

— SERGEANT DERRICK MORRISON

Thanks for everything your Soldiers do!! God bless!! Hooah!
@Almaguer420, via Twitter

BIG SCORE



Brett Favre visited with Soldiers of Delta Company, 1-148, Task Force Roc, 37th Infantry Brigade Combat Team, Ohio Army National Guard after giving a motivational talk at Mississippi's Camp Shelby Joint Forces Training Center on Oct. 25.

photos from MAJ Guy Hayes; Ohio National Guard



YOUR VOICE

HERE'S WHAT WE ASKED ON FACEBOOK: HAVE YOU RECENTLY RE-ENLISTED IN THE ARMY NATIONAL GUARD? IF SO, TELL US WHAT MOTIVATED YOU TO CONTINUE YOUR SERVICE.

I re-upped for 6 more years. This job allows me to help the Soldiers get the best possible gear for training.

— LEON FARMER

Yes, I just re-enlisted three days ago for 6 more years ... I love it.

— LASHUNDR GORDON

Just having the desire to fight for my country.

— TREL AMOS

I want to be of great use in my country. I love the military lifestyle. I know without a doubt that I am mature in mind and serious about life. I love my country with all my heart.

— LUKE HAGMAN

My hubby re-enlisted after being out for 4 years as his unit was going back to Iraq. He didn't want them to go without him. Black Hawk Medevac Unit out of South Burlington, VT. He's a crew chief. They just got back after a year on September 4th. He signed up for another six years while in country. It's in his heart and soul.

— SUSAN PRITCHARD IRWIN

I re-enlisted the first time because of friends I had made at the unit. They are my family, too. I could not a second time because my husband and I were both enlisted with two small children. He has re-enlisted 2 times now. He is proud to serve, has 5 years until 20 years, and is in Afghanistan now!

— AMY GREENE LONG

Friendship I had made throughout the 19 years I was in the Guard.

— ALBERT MELISE

To serve my country. Showing my American pride.

— JAMES COREY POTTER

The opportunity to deploy overseas.

— JIMMY SUTHERLAND

I re-enlisted after 6 years because I knew my unit was deploying and I wanted them to have good quality mental health care. I felt responsible for their mental health. I had been with them a while and didn't want to bring someone new to fill my 68X slot.

— SARAH SKELTON



IN MEMORIAM

DAN WHELDON

1978–2011

REMEMBERING A FRIEND

The National Guard lost a dear friend and dedicated ambassador on October 16, 2011, when Dan Wheldon was killed while racing in the IZOD IndyCar World Championship at Las Vegas Motor Speedway.

Wheldon, 33, a two-time champion of the Indianapolis 500 (2005, 2011), was a driver of the No. 4 National Guard IndyCar from 2009–2010, finishing second at the race both years and giving the Guard nationwide exposure.

Away from the track, though, he was even more influential, spending time with Soldiers, visiting wounded Veterans and working with young people in the National Guard Youth Challenge Program, which supports at-risk teens and young adults. The Guard-sponsored IndyCar team Panther Racing said it best in a statement: "He will be missed, but always remembered."

PHOTO FROM PANTHER RACING



Recon

FORT CARSON, CO

A Special Forces Soldier attending the John F. Kennedy Special Warfare Center and School Mountaineering Program conducts senior course level II training. The tasks in the course include constructing a belay point and a rappelling point, and setting up rescue systems should they need to assist a stranded climber. The Soldiers must pass a hands-on test on the fundamentals of rock climbing.



PHOTO BY
SSG RUSSELL LEE KLIKA



Recon

SHINKAI, AFGHANISTAN

PFC Richard Mills, Security Forces rifleman attached to Provincial Reconstruction Team Zabul, secures his eyes and ears as Afghan National Army personnel conduct a controlled detonation of a Taliban-planted improvised explosive device found on a road on Oct. 8, 2011. Mills is deployed from C Company, 182nd Infantry Regiment, Massachusetts National Guard.

Distance Melrose, MA, from Shinkai, Afghanistan: 6,567 miles



PHOTO BY SENIOR AIRMAN
GROVERT FUENTES-CONTRERAS

VALOR

THE NATIONAL GUARD

VIGILANCE

AT 375

VICTORY

20 DEFINING MOMENTS IN THE NATIONAL GUARD'S NEARLY FOUR CENTURIES OF GALLANTRY

BY JASON HALL

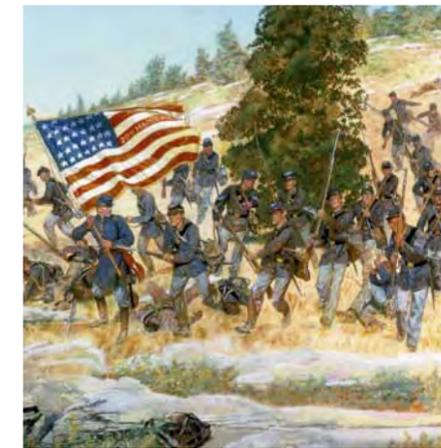
From the Lexington Green to the Afghanistan desert,

the National Guard has answered America's call to duty for nearly four centuries, fighting oppression and aggression, tyranny and terrorism and coming to the nation's rescue whenever and wherever disaster strikes. The legacy of the Guard is so interwoven in the history of the United States, that it can be plainly said that without the service and sacrifice of Guard members past and present, our country would never have been born, and it would never have survived to see the 21st century. As we commemorate its 375th birthday, here's just a glimpse of the Guard's vast contributions, revealed in 20 defining moments and events that help tell the story of America's Citizen-Soldier.



BIRTH OF A FORCE

The accepted date of the birth of the National Guard is December 13, 1636. On that date, the Massachusetts Bay Colony formed the pre-existing Militia companies into the first military regiments of the New World. Approximately 1,500 Militiamen were divided into three regiments, each under the command of a colonel with a full-time paid "muster master." The first to form was the East Regiment, which held its "First Muster" in Salem sometime in the spring of 1637. The lineage and legacy of the East Regiment is carried on today by the 101st Engineer Battalion, Massachusetts Army National Guard, which recently served in Iraq.



A ROLE SOUTH OF THE BORDER

The image of the ragtag militia Soldier during the U.S.-Mexican War is wholly inaccurate. In fact, the Mississippi Rifles, under the command of Colonel Jefferson Davis, the future president of the Confederacy, was known to be disciplined and capable. At the Battle of Buena Vista, February 23, 1847, the regiment, drawing Bowie knives, attacked a charging Mexican cavalry unit. The courageous assault by the Rifles—who today continue as the 155th Brigade Combat Team—during what has been cited as possibly the most dramatic battle of the war, broke up the Mexican attack and helped carry the day for the Americans.

At All Costs

On July 2, 1863, the men of the 20th Maine found themselves at the extreme left flank of the Union line at Gettysburg. Colonel Joshua L. Chamberlain was in command, with orders to hold, at all costs, his position on a hill known as Little Round Top. If Chamberlain and his men retreated, the Union position would be outflanked and the entire Union line could collapse. Determined Alabama regiments hit the 20th Maine over and over again, attacking

them six times. Low on ammunition, Chamberlain knew his men could not hold on for a seventh assault. With what was left of the regiment, he charged his men with fixed bayonets down the hill, catching the advancing Confederates by surprise, thwarting the flank attack and helping make Gettysburg a colossal Union victory. The spirit of those brave men lives on with the modern 133rd Engineer Battalion, Maine Army National Guard.

IMAGE OF A PATRIOT

On April 19, 1775, when the original Minutemen stood their ground against the British Army at Lexington and Concord, the American Revolution was ignited, and that band of Citizen-Warriors became legends. They were immortalized in Ralph Waldo Emerson's poem "Concord Hymn":

*By the rude bridge that arched the flood,
Their flag to April's breeze unfurled,
Here once the embattled farmers stood,
And fired the shot heard round the world.*

To honor those brave fighters, Daniel Chester French produced the Minuteman statue, which was dedicated at Concord in 1875 during the centennial celebration of the battle. Since then, the image of the Minuteman farmer leaving his plow to carry his musket into battle has become the unmistakable symbol of the National Guard.



THE FIRST FEDERAL MOBILIZATION

After the ratification of the Constitution in 1787, the president of the United States still did not have the power to mobilize each state's Militia units. The National Defense Act of 1916, passed on June 3, changed that. President Woodrow Wilson waited only 15 days to use his new powers to mobilize the National Guard in response to the raids into the United States by the Mexican outlaw Pancho Villa. National Guard units from every state traveled by train to camps in Arizona, New Mexico and Texas. Though these units saw no combat, they did benefit from this first-ever federal mobilization of the Guard by receiving better training, physical conditioning and new equipment. Their service along the border proved to be essential to the Guard Soldiers when just a year later they were shipping off to France to fight in WWI.



Charging Into History

Theodore Roosevelt, himself a former member of the New York National Guard, conceived the idea of a unique unit when the Spanish-American War broke out in 1898 over Cuba's independence. Officially known as the 1st U.S. Volunteer Cavalry, it is best remembered as the Rough Riders. Included in the Roosevelt-led unit was a squadron of New Mexico cavalrymen as well as two troops from Arizona. Though trained as cavalry, the unit was without horses when it charged into immortality on July 1, 1898, at the Battle of San Juan Hill in Cuba. The first to arrive at the top of neighboring Kettle Hill were New Mexico's E and G Troops. With Kettle Hill secured, the Guard Soldiers continued their charge and took San Juan Hill. Due to this defeat, the Spanish surrendered a mere two weeks later. The 200th Air Defense Artillery, New Mexico Army National Guard, now carries on the heritage of the Rough Riders.



The Home of the Brave

During the War of 1812, which marks its bicentennial in 2012, Fort McHenry, located just outside Baltimore, MD, protected Baltimore harbor from British advances. On the evening of September 13, 1814, a British flotilla bombarded the fort, which was defended by Soldiers that included Maryland militia. Every American today knows what the outcome was for those Militiamen, because the attack was viewed from a truce ship in the harbor by a poet-lawyer named Francis Scott Key, who was moved to write this the morning after:

"And the rockets' red glare, the bombs bursting in air, gave proof through the night that our flag was still there."



That poem, "The Star-Spangled Banner," would become our national anthem, of course. But a little-known stanza pays additional homage to the Militiamen and their legacy: "O thus be it ever, when freemen shall stand / Between their loved homes and the war's desolation!"

Borinqueneers in Korea

Within two months of the outbreak of the Korean War in 1950, Puerto Rico's 65th Infantry Regiment was on its way to the front. The unit's nickname, "Borinqueneers," was derived from combining the word "Buccaneer" and the word "Borinquen," an Indian term for Puerto Rico. The Borinqueneers were involved in a three-day action, beginning on January 31, 1951, with the regiment attacking the well-entrenched Chinese 149th Division. On the third and

final day, the Borinqueneers fixed bayonets and conducted one of the final bayonet charges in U.S. Army history. The charge caused the Chinese troops to flee from their positions. For this, and the rest of its service in Korea, the regiment earned the Presidential and Meritorious Unit Commendations, two Korean Presidential Unit Citations, the Greek Gold Medal for Bravery, four Distinguished Service Crosses, 125 Silver Stars and 606 Bronze Stars.



NEVER FORGOTTEN

No date in recent times has affected the Guard more than 9/11. On that fateful day, many Soldiers of the New York Army National Guard did not wait for official orders to act. Gathering at their armories and then rushing to Ground Zero, Guard members included three battalions from the 3rd Brigade, 42nd Infantry Division (the 1st Battalion, 101st Cavalry from Staten Island; the 1st Battalion, 258th Field Artillery from Queens; and the 1st Battalion, 69th Infantry, in Manhattan). Other units responding were B & C Companies of the 1st Battalion, 105th Infantry, and New York's 2nd Civil Support Team. These Soldiers performed multiple tasks, including sampling the air for chemical, biological or radiological dangers as well as securing the area around Ground Zero and most of lower Manhattan. What they experienced that day stayed with the members of the 42nd "Rainbow" Division when they deployed to Iraq in 2004, adopting a new unofficial motto: "Rainbow—Never Forget."

JUNGLE LEGACY

Over 7,000 Army National Guard Soldiers served in combat during the Vietnam War. One of the most noted units to fight in the conflict was Company D (Ranger), 151st Infantry, also known as the "Indiana Rangers." Nearly every member of the unit was qualified for parachute and jungle warfare. The Rangers arrived in country in December 1968 and spent most of 1969 conducting patrols, raids, ambushes and surveillance missions inside enemy territory. Sixty-five percent of the unit was awarded the Combat Infantryman's Badge, and members earned 510 other medals for valor and service, making the Indiana Rangers one of the most decorated Army units in Vietnam. Today's Long Range Surveillance Detachment, 151st Infantry, Indiana Army National Guard, carries on the Rangers' proud heritage.



HONOR PERSONIFIED

In the 20th century, three National Guard aviators received the Medal of Honor. The first was Second Lieutenant Erwin R. Bleckley. An artilleryman with the Kansas National Guard during WWI, he was attached to the 50th Aero Squadron as an aerial observer. On October 6, 1918, Bleckley was flying above the Argonne Forest, desperately trying to locate the 1st Battalion, 308th Infantry, 77th Division. The unit had been cut off from the Allies during its Meuse-Argonne offensive. The pilot of Bleckley's aircraft flew at treetop level to allow Bleckley to search for the position of the surrounded Soldiers. German machine guns tore through their aircraft, severely injuring both the pilot and Bleckley. Undaunted, they did not turn for home until Bleckley had located the battalion and made a note of its position. After returning to base and handing off his map, Bleckley died from his wounds.

The Valor of Raven 42

On March 20, 2005, a convoy of 30 tractor-trailers moving through an area of Iraq known as Salman Pak was attacked by a large force of insurgents. Humvees of the 617th Military Police Company, Kentucky Army National Guard, operating under the call sign "Raven 42," raced to the scene. Placing their vehicles between the convoy and the insurgents, Staff Sergeant Timothy Nein, along with Sergeants Leigh Anne Hester and Dustin Morris, jumped from their

vehicles and moved forward to begin clearing the enemy trench line. Hester found her M203 grenade launcher to be ineffective, so she switched to firing her M4 rifle and throwing hand grenades. Within just under 30 minutes after their arrival, Nein, Morris, Hester and the other members of Raven 42 had cleared the area, with 24 insurgents dead, nine wounded and one captured. Staff Sergeant Nein received the Silver Star, which was later upgraded to the Distinguished

Service Cross. Sergeant Hester, who claimed four of the insurgents killed, also received the Silver Star, as did medic Jason Mike. Hester's Silver Star was the first for a female since WWII. In addition, Specialists William Haynes, Casey Cooper and Ashley Pullen all received Bronze Stars. Sergeant Hester and Specialist Pullen were the first women in American history to be awarded medals of valor for participation in actual combat action.



STEEL RAIN IN THE DESERT

On January 17, 1991, Operation Desert Shield turned into Operation Desert Storm. Three days later, the nine Multiple-Launch Rocket Systems, support equipment and 122 Soldiers of Battery A, 1st Battalion, 158th Artillery, Oklahoma Army National Guard, flew directly from Houston, TX, to King Khalid Military City in Saudi Arabia. Flying on five C-5A Galaxies, Battery A accomplished the longest direct deployment of a Guard unit in history. On February 16, Battery A became the first Army National Guard unit to fire on Iraqi forces, launching 98 rockets that carried 63,000 explosive bomblets against the enemy. Over the course of the next four days, 119 more rockets were fired by Battery A. This unrelenting Guard fire was so effective that it was dubbed by the Iraqi service members as "steel rain."

The Guard Through the Years



1794 Militia members from four states are sent to help stabilize Western Pennsylvania after a rebellion breaks out over a federal excise tax on distilled whiskey. It was the first use of the Militia Law of 1792 to suppress insurrections.



1832 Abraham Lincoln joins and is elected captain of the 31st Regiment, Illinois Militia, after the governor calls for volunteers for the Black Hawk War. (The war ends before he sees combat.) Overall, 20 U.S. presidents were former National Guard members.



1863 The 54th Massachusetts Volunteer Infantry Regiment, the first all-black unit (with white officers) formed since the American Revolution, fights valiantly in an attack on South Carolina's Fort Wagner during the Civil War. A member of that unit, Sergeant William Carney, becomes the first African-American to be awarded the Medal of Honor.

1898 Since that year, 126 Medals of Honor have been awarded to National Guard members. There were 1,520 Medals of Honor awarded to Soldiers and Sailors of all branches during the Civil War, but stricter guidelines were later adopted.

1918 During WWI, the Guard makes up 40 percent of the U.S. combat divisions in France. The 30th Division (North Carolina, South Carolina, Tennessee) sees 12 of its men receive the Medal of Honor, the highest number of any division in the American Expeditionary Force.



Protection From Mother Nature

The National Guard's enemies are not always human; sometimes they have to battle the forces of nature. Hurricane Katrina slammed into Louisiana and Mississippi on August 29, 2005.



Though 79,000 Guard members were already deployed to Afghanistan, Iraq and elsewhere in the Global War on Terror, the National Guards of all 50 states, the District of Columbia, the territories

of Guam and the U.S. Virgin Islands, and the Commonwealth of Puerto Rico sent troops to the Gulf region. By September 2, there were more than 6,500 Guard Soldiers involved in rescue operations, with over 51,000 Guard members mobilized by Sept. 7 to respond to Katrina's wrath. In addition to saving civilian lives, these Guard members assisted with recovery efforts, medical and communication support, providing security and more.



YOUNG'S SCOUTS

During the Philippine Insurrection of 1899, a civilian named Henry Young organized an elite force to conduct scouting and reconnaissance missions. Sixteen Soldiers from the 1st North Dakota Infantry were selected for this detail, along with four men from the 2nd Oregon. Young's Scouts, as they came to be known, ran into a force of about 300 insurgents on May 13. Eleven of the Scouts charged the Filipinos and forced them to retreat. Henry Young was mortally wounded in the melee. Three days after this skirmish, the Scouts were reconnoitering for water when they discovered that insurgents had set fire to a strategic bridge. The river below could not be forded, so 22 Scouts charged onto the burning bridge under heavy enemy fire from over 600 entrenched insurgents. The Scouts were successful in dousing the flames and saved the bridge, driving the insurgents from their trenches. In all, 10 Medals of Honor were awarded to members of Young's Scouts for this action. Seven were from the 1st North Dakota; the remaining three were part of the 2nd Oregon. Today, the 2nd Oregon is carried on by the 162nd Infantry Regiment, Oregon Army National Guard, with the 1st North Dakota represented by the 164th Engineer Group and 141st Engineer Battalion, North Dakota Army National Guard.

FRENCH INSPIRATION

During the Revolutionary War, the Marquis de Lafayette of France had been an aide de camp to General George Washington. Later, Lafayette became commander of the Garde Nationale de Paris in France. In 1824, he visited the United States and was treated as a celebrity. When Lafayette arrived in New York City on August 25, he was overwhelmed with emotion upon learning that the 2nd Battalion, 11th New York Artillery, had adopted the name "Battalion of National Guards" in his honor. Nearly a century later, in 1916, under the passage of the National Defense Act, all of the Militia units in the United States would be officially renamed the "National Guard."



The Longest Day

It was H-Hour, D-Day, 6:30 a.m., June 6, 1944, when the 29th Infantry Division, Guard Soldiers from Virginia, Maryland and the District of Columbia, splashed ashore onto Omaha Beach. Hell on earth exploded around the division's 116th Infantry Combat Team as it attempted to advance toward its main objective, the seaside town of Vierville-sur-Mer. The success or failure of the entire Allied invasion rested on securing Omaha Beach. The tenacious men of the 116th clawed their way through the wall of German fire and went inland, securing their sector of the beach. Their success came at a heavy cost; the 116th suffered more than 800 casualties on that single day.

1927 When the Great Mississippi River Flood kills as many as 1,000 and displaces nearly a million people, Guard aerial patrols help locate stranded victims and deliver supplies. It's the first time an entire Guard flying unit mobilizes for a major natural disaster.



1945 Members of the 45th Infantry Division (Arizona, Colorado, New Mexico and Oklahoma) help liberate portions of the Nazi concentration camp at Dachau, Germany.



1957 Captain Norma Parsons, a nurse in the 109th Evacuation Hospital in Alabama, is sworn in as the first woman to join the Army National Guard.



1969 Charles "Pete" Conrad Jr. becomes the only former Guard member to walk on the moon. Six other Guard members (all Airmen, unlike Conrad) were astronauts in the Apollo program. NASA later awards Conrad the Congressional Space Medal of Honor.

1978 After a series of blizzards hits regions from the upper Midwest to the Northeast, Guard members from 21 states are placed on Active Duty to help clear roads, evacuate stranded residents and offer first aid. More than 17,000 personnel are involved in the effort, the largest multi-state mobilization to date to help civil authorities for one event.

2005 Guard members make up half the combat brigades in Iraq, a percentage not seen since the first years of WWII.



ON GUARD ON AMERICAN SOIL

In the wake of 9/11, National Guard Soldiers made their presence known in every city and town across the nation. On September 27, 2011, President George W. Bush mobilized the National Guard in a Title 32 status, whereby its mission would be federally funded but the troops would remain under their respective state control. By the end of 2001, over 50,000 Guard Soldiers were participating in Operation Noble Eagle, protecting the infrastructure of the country, securing such sites as major bridges, dams, energy plants and airports, as well as fighting terrorism overseas.



The War on Terror Today

National Guard Soldiers have found themselves at the center of operations in Operations Enduring Freedom, Iraqi Freedom and New Dawn since 9/11. Since military operations began in Afghanistan and Iraq, 25 Soldiers and Airmen have earned the Silver Star, and one has earned the Distinguished Service Cross. Every one of these Citizen-Soldiers has gone above and beyond the call of duty, and some of them paid the ultimate sacrifice.

DISTINGUISHED SERVICE CROSS

SSG Timothy F. Nein

SILVER STAR

SFC Joshua D. Betten
SGT Russell L. Collier
SPC Richard A. Ghent
SPC Jason Harrington
SGT Leigh Ann Hester
1LT Tyler J. Jensen
SPC Gerrit Kobes
SFC Andrew Lewis
SPC Jose Maldonado
SSG Chad Malmberg
1LT Michael J. McCarty
LTC Michael E. McLaughlin

SSG Michael J. McMullen

SPC Jason L. Mike
TSGT Keary J. Miller
SGT Robert S. Pugh
SSG Joseph Proctor
1SG Kevin K. Remington
SPC Brian M. Sheetz
SSG Emmett Spraktes
SFC Chad M. Stephens
CPT John Vanlandingham
SFC Mark A. Wanner
TSGT Kevin Whalen
SGT Matthew Zedwick

The names in bold died in the action that earned them the Silver Star.



RAISING HELL

The National Guard regiment with one of the best combat records of WWI was the 369th Infantry, formerly the 15th New York. Consisting of African-American enlisted Soldiers, the 369th was attached to the French Army's 161st Division. On September 29, 1918, as part of the Meuse-Argonne Offensive, the 369th attacked the German positions at Sechault under tremendous enemy artillery fire. Though almost one-third of their strength became casualties during the fight, the men of the 369th drove the enemy back and in the process earned the French Croix de Guerre medal as well as the nickname "Harlem Hell Fighters." Regarded as "the regiment that never lost a man captured, a trench or a foot of ground," the Harlem Hell Fighters served 191 days in combat, longer than any other U.S. regiment in the war. Today, the New York Army National Guard's 369th Transportation Battalion carries on the traditions of the Hell Fighters.



Intel

New Director Confirmed 24

Senate approves Army Guard leader

Taking Aim at Recovery 26

Shooting event empowers wounded Vets

Bold Quest 28

Indiana takes part in multinational exercise

Crowning Moment 32

Utah's Guy Mellor wins NCO of the Year

Private Babe Ruth 35

The baseball icon was once in the Guard

NEWS & EVENTS IN THE GUARD



Indiana MPs Save More Than 20 in Apartment Fire

INDIANAPOLIS Two Indiana National Guard Soldiers helped save the lives of more than 20 people on a September evening when the apartment across from where they live went up in flames.

Specialist Michael Conley was working on his truck around 7 p.m. in front of his apartment when he heard his neighbor scream from the pool behind him. At the same time, his roommate, Specialist Caleb Goldsberry, drove up returning from the store. Both went running toward the fire.

"You're trying to get there as fast as you can, do as much as you can," Goldsberry says. "So you've got the fear of failing, but you've got the determination to not fail because you know what's on the line."

Conley says most other people were contently sitting in their apartments.

"I can pretty much say nobody gave me any static about getting out of their apartment," he says. "At that point in time, my adrenaline was rushing about 99 percent, I came into the apartment screaming, they didn't argue with me much."



"Everybody wants to grab their mom's purse or little trinkets," Goldsberry says. "That stuff's nice to have, and yeah, it might be really important to you, but it's not worth your life!"

The two ran from apartment to apartment, making sure everyone was out. Their clothes blackened from the smoke and soot, they joined the bystanders outside while the firefighters fought to contain the blaze.

"That's when everyone started thanking me," Conley says. "It was humbling, but at the same time, I felt a little weirded-out by it, because to me this had to be done."

"I don't consider myself a hero or anything like that," Goldsberry says. "I just feel like I did my job with some overtime."

Both Soldiers belong to the 384th Military Police (MP) Company, headquartered in Bloomington, IN. They have deployed to Iraq and were in Haiti after the 2010 earthquake.

"I think being in the Army National Guard and being an MP made me more willing to go into a situation where it could end up badly for me physically; I think it prepared me mentally more than anything," Conley says of his military police training and experience.

"I'm glad that I've had the training I've had," Goldsberry says. "I'm glad I'm a Soldier. If I wasn't, I doubt would have responded the same way."

The Soldiers' commander praised their actions for helping their neighbors avert disaster.

"We talk to these Soldiers about living the Army values ... and we actually have people who truly live those values every day of their life, not just when they're on duty with the National Guard," says Captain Jesse Carlton, 384th MP Company commander. "I was very proud of them. It was in the line of duty of being a Citizen-Soldier, and I couldn't stop smiling. It was great."

As a result of their actions, nobody was hurt in the fire, and according to Carlton, the two may be up for an award for their actions.

In the meantime, the two combat veterans are enjoying the recognition for their heroics from their fellow Soldiers, as well as a little good-natured teasing.

"Yeah, the first sergeant had something to say," Conley says. "He kind of gave us a ribbing, but I'm pretty sure he was proud of what we did. We did what he would've expected us to do."

— SGT Lorne Neff, Indiana National Guard

Opposite page: SPC Michael Conley (left) and SPC Caleb Goldsberry (right), 384th Military Police Company, Indiana National Guard, helped rescue more than 20 people from a fire in September 2011.



Alaska Pilots Rescue Hunter

PALMER The Alaska Army National Guard's 1-207th Aviation Regiment diverted a night vision goggle training flight Oct. 20 to rescue a lost hunter. After receiving a call from the Palmer Fire Department asking if the unit had any aircraft out flying, Army Aviation Support Facility (AASF) flight operations sent a UH-60 Black Hawk helicopter. The pilots rescued the hunter in an area of braided river and sandbars unreachable by ground search, says the AASF. "He was cold, shivering and exhausted when we got to him, but otherwise ambulatory," says Major James Siedenburgh, UH-60 Black Hawk pilot.

— Story & photo by SSG Karima Turner



Troop Visit Unites Burch, Leaders

AFGHANISTAN Army Command SGM Richard Burch, the command sergeant major of the Army National Guard, was joined by SGM of the Army Raymond Chandler III and Army Reserve Command SGM Michael Schultz during an October visit with Guard members in Afghanistan. Burch said having the three top enlisted members of each of the Army components together emphasized the need for each of them to work together and "sends the message that it is an Army of one." Burch and Soldiers discussed the impending drawdown in Iraq and Afghanistan and the impact on the Guard.

— Story by SGT Darron Salzer, Photo by SGT Melisa Foster



Ohio Gets Explosive Detection Dogs

CAMP SHELBY, MS The 37th Infantry Brigade will be receiving Tactical Explosive Detection Dog (TEDD) teams, which consist of a trained dog and a validated handler. TEDDs are trained to sniff out explosives. The 37th will be the first in the Guard to use the dog teams. The dogs serve as Soldiers and are recognized as such. They hold rank one level above their handler's rank. They are currently training at Camp Shelby with the 37th before deployment to Afghanistan in support of Operation Enduring Freedom.

— Story & photo by SGT Kimberly Lamb, Ohio National Guard



Illinois ADT Visits Afghan Farm

AFGHANISTAN The Illinois Army National Guard's 1-14th Agribusiness Development Team (ADT) visited a research farm operated by the Afghan Ministry of Agriculture, and a nearby tree nursery Aug. 28. The 1-14th ADT visited the farms to further their understanding of agricultural research being conducted there and to assess the facilities as potential training resources. "We will take advantage of the knowledge and experience here to train other nursery managers who will be geared more toward mass production," said Captain Robert Cosgriff.

— Story by Combined Joint Task Force 1-Afghanistan, Photo from U.S. Army



Missouri Aids Dominican Poor

DOMINICAN REPUBLIC Soldiers with the 205th Area Support Medical Company recently completed six rotations serving impoverished areas of the Dominican Republic. Over five months, 42 Soldiers rotated every two weeks to the city of Mao for training. The unit supported a larger medical operation for the U.S. Southern Command, one of nine unified combatant commands in the DoD. The medical mission provided vaccinations, dental services and veterinarian services, and built two hospitals in the community.

— Story by Jennifer Archdekin, Missouri National Guard, Photo from U.S. Army

New Director Confirmed

Senate approves LTG William E. Ingram Jr. to be leader of Army National Guard

WASHINGTON In November, Lieutenant General William Ingram, former adjutant general of the North Carolina National Guard and special assistant to the Army vice chief of staff, was confirmed as the new director for the Army National Guard.

The director is responsible for formulating, developing and coordinating all programs, policies and plans affecting the Army National Guard and its more than 350,000 Citizen-Soldiers.

Ingram's confirmation occurred during a historic Senate Armed Services Committee hearing the day before Veterans Day, the first time ever when all six members of the Joint Chiefs of Staff testified to the full committee. The testimony, for which the Joint Chiefs were joined by Air Force General Craig McKinley, the chief of the National Guard Bureau, was on the

matter of whether the Chief of the National Guard Bureau (CNGB) should join the JCS.

Senators confirmed Ingram during a brief break after they had reached quorum.

Ingram succeeds Army Major General Raymond Carpenter, who has served as acting director of the Army National Guard since his appointment by McKinley on May 29, 2009, following the retirement of Army Lieutenant General Clyde Vaughn.

Ingram will be the 19th director and the third three-star general to fill the position. The first was Army Lieutenant General Roger Schultz, who served in the role from 1998 until his 2005 retirement. Before Schultz, the director was a major general, except for a period in the 1960s when three consecutive directors were brigadier generals. The first director was Army Major General Ray-

mond Fleming, from 1948 to 1950.

Ingram already has almost 40 years of service as an Army National Guard officer. He was the distinguished graduate from officer candidate school at the North Carolina Military Academy at Fort Bragg in 1972.

His experience includes commanding U.S., United Nations and NATO forces in Croatia, Macedonia and Kosovo; the chairmanship of the Army Reserve Forces Policy Committee; leading roles in homeland security and domestic disaster response; and his more than nine-year stint as North Carolina's adjutant general.

His numerous awards include the Legion of Merit, the Kosovo Campaign Medal (with two Bronze Service Stars), the United Nations Medal (UNPREDEP), the Army Superior Unit Award, Air Assault Badge, NATO Medal (Yugoslavia), NATO Medal (Kosovo) and multiple Meritorious Service Medals.

— Army National Guard SSG Jim Greenhill



LTG WILLIAM INGRAM'S ASSIGNMENTS

1972–1973 Platoon Leader, Company A, 1st Battalion, 119th Infantry, Wilson, North Carolina

1979–1982 Commander, Company B, 1st Battalion, 119th Infantry, Williamston, North Carolina

1991–1995 Commander, 1st Battalion, 119th Infantry, Ahoskie, North Carolina

1997–1998 Commander, Task Force Pershing, Camp Sava North, Slavovski Brod, Croatia

1999 Chief of Staff, United Nations Preventive Deployment (UNPREDEP), Skopje, Macedonia

1999 Commander, Task Force Sabre, Camp Able Sentry, Petrovec, Macedonia

2001–2010 Adjutant General, North Carolina, Joint Force Headquarters, Raleigh, North Carolina

2010–2011 Special Assistant to the Vice Chief of Staff, Army, Pentagon, Washington, District of Columbia



LTG William E. Ingram, right, poses with an Iraqi brigadier general during the 2004 command visit of the North Carolina National Guard Soldiers in Iraq.

"We Fight for the Same Team"

Louisiana Guard trains Active Duty Soldiers on leadership

PINEVILLE, LA The Louisiana National Guard trained Active Duty Soldiers from Fort Polk, along with Guard members and Reservists from throughout the country, during the first multicomponent Warrior Leader Course, Nov. 4–18 at Camp Cook in Ball, LA.

On Nov. 18, nearly 160 Soldiers graduated from the course, experiencing a new way of training to coincide with a military where forces are becoming more and more integrated on the battlefield. The hard-hitting course, which provided training to Active Duty, Reserve and Guard Soldiers, combines into an integrated environment what each component does separately. It was hosted by the Louisiana Guard and held at Louisiana National Guard's Regional Training Institute, 1st Noncommissioned Officer Academy Battalion at Camp Cook in Ball.

"Everything went picture-perfect," says Louisiana Guard Master Sergeant Mario LeDuc, NCO education system branch chief. "We set high standards for ourselves so we give higher-quality training to the Soldiers."

The Training Institute has proved it is a top-notch training facility, receiving the Academy of Excellence award for the NCO Academy in 2007 and for the training institute in 2010. This competition is against all training institutes and academies in the military.

Louisiana Guard Sergeant Kasi Miller, a member of HHC, 256th Infantry Brigade Combat

Team, says the training has helped both components understand each other better.

"We fight together overseas, so this training provides a lot more cohesion," she says. "There are a lot of stereotypes with the National Guard. We're able to show them that we're all Soldiers, and we fight for the same team."

It's not just the students who are learning to work together as one team, but also the instructors.

"It's been an eye-opening experience looking for the same leadership traits. [The National Guard doesn't] slack off on the standard," says Active Duty Soldier Sergeant Christy Flores with the Joint Readiness Training Center's NCO Academy at Fort Polk. "I have learned a lot."

Warrior Leader Course (WLC) is the first course Soldiers attend to learn leadership skills that are required to lead at the squad leader level, an important role on today's battlefield. This is accomplished by simulating real-world missions that require confident decision-making.

"The Warrior Leader Course is the first of four formal noncommissioned leadership courses a future NCO will attend throughout his Army career. It sets the basis for leadership at the sergeant and staff sergeant level as the first formal development of tomorrow's leaders," says Command Sergeant Major William Migues, commandant of the Guard's NCO Academy.

The National Guard-led multicomponent



WLC will not be fully implemented until the course is moved to Camp Minden's new Regional Training Institute, which will be built in the second phase of construction of new facilities in north Louisiana. The first phase broke ground Sept. 7 and features the \$19 million Armed Forces Reserve Center.

SPC Richard Cox stands guard during training at the Camp Beauregard Range Complex in Pineville, LA, at the Louisiana Guard's first multicomponent Warrior Leader Course, Nov. 15.

— SGT Rebekah Malone

Seeing Through Walls

Radar system under development at MIT could be applied in urban warfare

MASSACHUSETTS The ability to see through walls is no longer the stuff of science fiction, thanks to new radar technology developed at MIT's Lincoln Laboratory that may eventually help Soldiers in urban warfare.

Lincoln Lab researchers have built a system that can see through walls from some distance away, giving an instantaneous picture of the activity on the other side. The device, which consists of an array of antennae

arranged into two rows and some computing equipment and could be mounted on a truck, has powerful implications for military operations, especially "urban combat situations," says Gregory Charvat, technical staff at Lincoln Lab and the leader of the project.

According to Charvat, what's been difficult for through-wall radar systems is achieving the speed, resolution and range necessary to be useful in real

time. "If you're in a high-risk combat situation, you don't want one image every 20 minutes, and you don't want to have to stand right next to a potentially dangerous building," Charvat says.

The Lincoln Lab team's system, which still needs further refinement, may be used at a range of up to 60 feet. The radar can detect only moving targets, not inanimate objects such as furniture. Still, even a human

trying to stand still moves slightly, and the system can detect these small movements to display that human's location, providing a real-time picture of movement in the form of a video at 10.8 frames per second.

"This is meant for the urban war fighter," Charvat says, "those situations where it's very stressful and it'd be great to know what's behind that wall."

— Emily Finn, MIT News Office

Their Aim Is True

Shooting event helps Wounded Warriors regain confidence



FREDERICK First Lieutenant Lacey Hamilton's still got it. A former National Guard Soldier who was wounded in Afghanistan, she came to the Warrior Shoot Event Group competition in Frederick, MD, last October to fire away, and she did just that. No matter that in December 2010, when her vehicle got hit by an Afghan vehicle, she broke her neck and both collarbones and saw her hand smashed almost beyond repair. She made up her mind to get back on the range, and despite some doubts, she pulled the trigger.

That attitude is what the WSEG is all about. About twice a year, the WSEG organizes a shooting event for Veterans wounded in combat to help them regain their Warrior spirit and show them that injuries aren't roadblocks but temporary obstacles.

At October's Wounded Warrior shoot, held at the Cresap Rifle Club, a dozen Veterans traveled by bus for an hour from Walter Reed National Military Medical Center and other facilities to attend. They came despite the snowstorm that hit unexpectedly that day and were joined by volunteers and 15 wounded Veterans of the German army. To stay warm in the bitter cold, everyone was layered in gloves, hats and bulky coats.

The Veterans eagerly handled the assorted handguns, AK-47s and M4s available (a good deal of which had been provided compliments of Glock). Many of the service members hadn't handled a weapon since their injuries, so volunteers paired up with them at first to help

them get acclimated again.

"My key phrase is that 'ability is not disability,'" says Sergeant First Class Ephraim Rogers, a Delaware National Guard Soldier and creator of the WSEG. "They can do anything that they want."

Rogers started WSEG in 2007 after encountering a friend at Walter Reed who was an amputee and who longed to start shooting again. Inspired by his friend, Rogers planned an outing to a shooting range, but he also wanted to get the community involved. He felt it was important for civilians to understand what the Veterans sacrifice for this country. He also wanted to show wounded Veterans they have citizen support.

For the first couple of years, Rogers financed the entire project himself. An event could cost anywhere from \$3,000 to \$5,000. But he was determined to see the project take life. "Every penny I could save went into the organization," he says.

Eventually, WSEG became a nonprofit organization, and Rogers began relying more on donations and sponsor support.

Long-term, he wants to expand the organization, holding shooting events in each region of the county, not just the Northeast.

Veterans like Hamilton, who's now in the Army Reserve, are grateful for the opportunity. Initially reluctant about coming, she decided she needed to make the trip. Reserved and standing barely above 5 feet, Hamilton could be mistaken for a volunteer. But when she pulled off her gloves, a jagged

scar ran at least halfway across her right hand.

When her vehicle was attacked, it rolled over several times. Hamilton was unconscious for over an hour. She spent about eight months recovering at Walter Reed. During her stay, she was encouraged to attend a WSEG event.

"It took a while to convince me, but I am glad I came. I was nervous because I hadn't been around weapons in a while and felt a little rusty," she says.

Because of her injury, Hamilton had lost feeling in three of her fingers, and she couldn't shoot with her trigger finger. But after partnering with volunteer Victor Wong, she learned how to shoot with her middle finger. In the competition, Hamilton finished fifth out of 10.

The top five finishers received prizes, and all of the participants were given backpacks filled with items from sponsors. But Rogers emphasizes that the event isn't about the gifts.

"The stuff given out is secondary," he says. "The fact that the service members are out here and there are people here supporting them, that's what makes the difference."

— Stephanie Inman

1LT Lacey Hamilton relearned to use her injured hand to shoot at the Warrior Shoot Event Group competition in Frederick, MD, October 2011.

Check out the Warrior Shoot Event Group page on Facebook or email warrriorshoot@gmail.com to find out how to participate or volunteer at one of the shooting events, or how to donate money to the WSEG.

photo by Stephanie Inman

"Rainbow" Division Honored in France

U.S., French dedicate statue for Soldiers in WWI



TROY, NY Officials from the Croix Rouge Farm Memorial Foundation joined U.S. and French military and political leaders in Troy, NY, to dedicate a memorial Nov. 12 to the Soldiers who fought at the Croix Rouge Farm in France during WWI in 1918.

The memorial, located on the site of the battle near Fère-en-Tardenois, honors the service of the 42nd Infantry Division, particularly the 167th Infantry Regiment, Alabama Army National Guard. Sculptured by a British artist, James Butler, the 10-foot bronze sculpture statue depicts an American Soldier carrying a fallen comrade from the battlefield.

The memorial is the gift of an Alabaman in the name of his father, Sergeant William Johnson Frazer, who was wounded in the battle.

The Croix Rouge Farm Memorial Foundation (croixrougefarm.org) remembers the service of the 167th. Through a memorial in

France, educational programs and literature on WWI, it promotes the memory of American involvement in the war and, more specifically, the Alabama contribution.

"This statue on French soil will remind future generations of American deeds in WWI," said Monique Seefried, president of the board of directors for the Croix Rouge Farm Memorial Foundation.

"It is fitting that this monument will remember the tremendous service and sacrifice of the Rainbow Division's 167th Alabama and 168th Iowa Regiments," said Major General Steven Wickstrom, commander of the 42nd in written remarks sent for the ceremony. "These Rainbow Soldiers contributed greatly to the liberation of the Chateau-Thierry salient and proved the worth of the American Expeditionary Force in France."

— Courtesy of New York Division of Military and Naval Affairs

Reason to Run

1,711 Guard members participate in Army Ten-Miler

ARLINGTON Thousands of National Guard members took to the streets in Arlington and throughout the nation's capital early on Oct. 9 for the 27th annual Army Ten-Miler. A total of 1,711 Guard runners—teams and individuals—from 51 States, Territories and the District of Columbia, started near the Pentagon and weaved through scenic areas of Arlington and the District before finishing back at the Pentagon.

Pennsylvania runners claimed the fastest Guard times for men and women, and also claimed top team honors. Airman First Class Emily Shertzer, a member of the 553rd Band of the Mid-Atlantic, completed the course in 57:51, claiming sixth place out of all females and 111th place overall out of a sold-out field of 30,000 runners. Sergeant Mark Jones

placed 104th overall with a time of 57:35.

Reasons vary for running the race, which draws return participants each year.

Maryland National Guard Major Andrew Collins, deputy inspector general, who ran for his third year, appreciates the many monuments and memorials on the course.

Another Maryland Guard member, Captain Kevin Andreson, a brigade aviation officer who ran for at least the eighth time, achieved his goal of finishing in under an hour. But his favorite part of the Ten-Miler is seeing peers, including Soldiers he served with in his seven years on Active Duty.

Staff Sergeant Carmen Davis of the Iowa Guard, a first-time participant in the race, said her main goal was simple: "I came here to have fun." — Tech. Sgt. Leisa Grant



photos from New York Division of Military and Naval Affairs, SGT Rebekah Malone

Indiana Participates in Bold Quest

Multinational training focuses on reducing friendly fire



CAMP ATTERBURY Soldiers from the Indiana National Guard with the 2nd Battalion, 151st Infantry Regiment, played a part in a multinational exercise at Camp Atterbury Training Center this month called Bold Quest 2011, a joint staff-led military coalition combat assessment exercise designed to test the interoperability of target identification systems of 12 NATO member nations to reduce friendly fire incidents.

The exercise, which involved more than 700 foreign and U.S. military members, took place Sept. 8 through Sept. 23.

According to John Miller, Bold Quest operational manager, the exercise brings together forces from Coalition nations to analyze and test equipment and training practices in order to facilitate better communication between joint forces operating in the same area and minimize friendly fire incidents as much as possible.

This year's Bold Quest exercise stands out as the first one to involve heavy support from National Guard units, many times role-playing as opposing forces in scenarios that pitted them against military forces from all over the world so that equipment could be tested to identify good guys from bad guys.

The 2/151st Soldiers trained in human immersion simulators that allowed operations analysts to gather data on the stress of human decision-making at the war-fighter level, and training solutions to deal with those kinds of stress factors.

"The human immersion simulator was a little difficult to use at first, but once you figure it out, it was great," said Private First Class

Kevin Hadley, an Elkhart, IN, native and forward observer, HHC, 2/151st Infantry. "A system like this would allow the Guard to do realistic infantry training right there in the armory. I think every unit should have one."

Miller said the willingness of the Indiana Soldiers to do whatever was needed during Bold Quest was instrumental in the success of the exercise.

"Everything we have asked the Guard units to do, on the ground and in the air, and in many cases, grab some technologies they were not familiar with, they have just done it and with a great attitude," said Miller. "Personally, I would repeat this and work with them in this type of venue anytime."

Captain Brent Schmidt, a South Bend, IN, native and commander, B Company, 2/151st Infantry, said although much of what his Soldiers did was act as opposing forces during various scenarios against Coalition troops, another purpose was being served at the same time.

"All of my Soldiers wore vests that allowed them to be tracked by the operations section of the exercise. Each Soldier shows up on the tracking equipment to help Bold Quest study how troops can be effectively identified on the battlefield. The whole time they were out there, they were collecting data that could help save lives," said Schmidt.

Specialist Nicholas Pudell, an Otterbein, IN, native and forward observer, HHC, 2/151st Infantry, said he is proud that he has been able to take part in Bold Quest and have the opportunity to work with other service members from countries to help test new technologies

that could render positive results on the battlefield.

"It was a really good experience," said Pudell. "It makes me feel really good that what we're doing out here could possibly help save Soldiers' lives in Afghanistan and Iraq right now. It also makes me feel really good that they came to the Indiana National Guard and asked us to do this. It's a privilege to be here."

Besides testing equipment for operations analysts, Indiana Soldiers also had the opportunity to get to know Soldiers from the participating Coalition countries, comparing tactics procedures and weaponry.

"It's been pretty awesome seeing some of the similarities, as well as the differences, between our own ways of doing things and those of other units from foreign countries here," said Staff Sergeant Shey J. Kelley, a Logansport, IN, native and squad leader with 2nd Platoon, B Company, 2/151st Infantry.

Although this is the first time Indiana National Guard units have participated in Bold Quest, Stuart Whitehead, assistant deputy director of Command, Control and Integration for the U.S. Joint Staff, said he had every confidence that the Guard would complement the exercise well.

"My expectation was pretty high because of the Guard's reputation and the contributions the Guard has made and continues to make in the fight today," said Whitehead. "Given the way the total force is working today, I think what we found is that we are able to work at very high levels of tempo and technical expertise." — SSG Matt Scotten

Mission: Kids

Adjutant general named to Youth ChalleNGe board

WASHINGTON General Craig R. McKinley, director of the National Guard Bureau, has announced the appointment of Major General Edward Tonini, the adjutant general of Kentucky, to the National Guard Youth ChalleNGe Program General Officer Advisory Council (GOAC) Board.

Tonini joins four other adjutants general to form the GOAC. They will collectively provide the Guard Bureau with counsel and strategic focus regarding the National Guard Youth ChalleNGe Program (NGYCP).

In Tonini's appointment letter, McKinley thanked the generals for their strategic oversight and attention to this program. "I look forward to working closely with you in taking this program to the next level," McKinley's statement read.

The ChalleNGe Program is a community-based program that mentors and trains at-risk youths using military values, codes of conduct and discipline. According to the NGYCP website, "The mission of the National Guard Youth ChalleNGe Program is to intervene in and reclaim the lives of 16-18-year-old high school dropouts, producing program graduates with the values, life skills, education, and self-discipline necessary to succeed as productive citizens." Core components of the program, which is intended to be preventive rather than remedial, include responsible citizenship, academic excellence, job skills training and leadership/followership.

In 1993, the ChalleNGe Program began a three-year pilot program in 15 states. Today, Kentucky is one of 28 states with a Youth ChalleNGe program. The Bluegrass ChalleNGe Academy, at Fort Knox, has graduated more than 1,600 students since it opened in July 1999. In July 2012, Kentucky will open a second Youth ChalleNGe Academy in Harlan to better serve youths in Eastern Kentucky.

Since its inception, the ChalleNGe Program has helped more than 100,000 youths nationwide receive high school diplomas and GEDs and become successful members of their communities' workforces.

For more information on the National Guard Youth ChalleNGe Program, go to: <http://www.ngycp.org>.

— LTC Kirk Hilbrecht



California Prepares Iraqis on HEMTT

IRAQ A Company, 640th Aviation Support Battalion, recently conducted a weeklong class training Iraqi army personnel on Heavy Expanded Mobility Tactical Trucks (HEMTTs). Personnel were trained to not only operate and maintain the fuel vehicles, but to conduct training for other Iraqis. This training is critical, as Iraqis will soon assume responsibility for these services. "The class is providing very good information for us," Iraqi army Captain Ali said. "This experience will be good for the warrant officers and the fueling specialists that I have worked with for 25 years."

— Story & photo by SPC Matthew Wright, California National Guard



South Dakota Sisters Serve Together

SIoux In September, Alexandra Lovett, of Pipestone, MN, raised her right hand and swore the Oath of Enlistment into the South Dakota Army National Guard. Lovett became the third Lovett sister to join the Guard, following in the footsteps of her older sisters into a long and proud legacy of service to their country, state and community. Lovett's recruiter was her sister, Sergeant Beth Lovett. "I joined because of all the opportunities offered to not only myself, but also for the benefits it has for my daughter [Annie, 2]," said Lovett.

— Story by 2LT Chad Carlson, South Dakota National Guard Public Affairs, Photo by SGT Rebecca Linder



New York Conducts Disaster Drill

KINGSTON More than 600 New York Army and Air National Guard members and civilian first responders reacted to a terrorism response drill in the downtown Kingston area Nov. 5. The 24th Civil Support Team and the New York National Guard CERFP (CBRN [Chemical, Biological, Radiological, and Nuclear] Enhanced Response Force Package) are specially trained to detect the presence of hazardous materials and relieve civilian first responders and sustain emergency rescue operations after an attack. Residents watched as military and civilian forces reacted to a simulated bomb detonation.

— Story & photo by New York State Division of Military & Naval Affairs



Illinois TAG Receives Medal

WARSAW In September, at a ceremony in Warsaw, Poland, Major General William Enyart, the adjutant general of the Illinois National Guard, received the Polish Army Medal (Gold grade). The award was established to recognize the service foreign civilians and military personnel provide to the Polish army. Presented by the Polish Minister of National Defense, the award is available in three grades: Gold, Silver and Bronze. "This honor belongs to the Illinois National Guard Soldiers and Airmen who have worked side-by-side with the Polish for close to 20 years," Enyart said.

— Story & photo from Illinois National Guard



Hotline Offers Soldiers Peer Support

ARLINGTON, TX Vets4Warriors (V4W) is a 24/7 peer support hotline (855-838-8255, 855-VET-TALK) implemented by the National Guard. The hotline offers confidential support and referrals to community service providers. Soldiers can call at the earliest sign of a problem. The hotline is modeled after the New Jersey Vet2Vet program, which was established in 2006, and has been tested at Fort Hood since February 2011. V4W's provider is the University of Medicine & Dentistry of New Jersey—University Behavioral Healthcare. For more information, go to Vets4Warriors.com.

— Story by MAJ Elaine Gullotta

Fit for Leadership

Missouri adjutant general's dedication starts with his physical discipline

JEFFERSON CITY GX recently had the opportunity to speak with Major General Stephen L. Danner, adjutant general of the Missouri National Guard. Since taking command in January 2009, Danner has juggled the responsibilities of sending his Soldiers and Airmen overseas for deployments, coordinating response to state disasters and addressing the needs of his service members. In between all that, he finds time to stay physically fit, so much so that he was awarded the Physical Training Badge in September 2010. We asked him about his dedication to fitness, his history in the Guard, and his work as adjutant general.



Why did you enlist in the Army in 1972? As a boy growing up, my dad was an avid hunter, so we would always hunt and fish. And I've always been interested in the Army and history, so going into the military just seemed natural. Secondly, none of my family members had graduated college. I got out of high school and was looking to go to work because I really couldn't afford college either. So the benefits of the GI Bill were a big part of my decision to join the military.

Were your friends and family supportive of you joining the Army? Absolutely. I was supported by my parents as well as my grandfather, who was a WWII Veteran and fought in Patton's Third Army. I felt like we all owed service to our country, so it was an easy thing to do.

Last year you received the PT Badge. It sounds like you're pretty serious about PT. Receiving the award really caught me off guard. I was in our usual drill formation, trying to stay out of the way like I always do so our senior enlisted leaders could handle the ceremonies. And then they called my name, which was a surprise. I have received the badge before, because I'm a strong believer that if you are physically fit, then you are mentally fit and on top of your game. But this particular recognition really meant a lot to me.

Why is physical fitness so important for the Guard Soldier? Physical fitness is part of what we are required to do in the military, and it's not just for show. Our potential overseas mis-

sions require that we not only maintain but also excel in our physical fitness training. But here in Missouri, we also stress comprehensive fitness and try to focus on the spiritual well-being. It's not just about how many push-ups or sit-ups you can do or how fast you can run a mile for time, but how we use physical fitness to fulfill the whole person.

Do civilian careers strengthen Guard Soldiers to be more effective while deployed? There is no doubt in my mind that our civilian skill sets are the strength of the Guard. We are community-based and there is not a skill set, capability or requirement that someone in the Guard doesn't have. So we will always have someone to get the job done.

What were your initial thoughts when you were named AG in 2009? Well, I think the position of adjutant general is the epitome of service as a Guard Soldier. I was very grateful for receiving my position. There were about 25 applicants for this position, and Governor Jay Nixon went through a very extensive vetting process, so I feel fortunate.

Did you have any specific goals in mind after you took office? I wanted every officer and enlisted Soldier in the Guard to know that they were going to get a fair shake on a professional basis with a due process of promotion that was identifiable as long as I was in command. In other words, a fair and balanced promotion system that is transparent and based on their professional capabilities.

How important is it for you that Soldiers and Airmen are recognized when they return home from deployments? I think by recognizing them, you are telling them you truly care. Rewarding Soldiers and Airmen for their accomplishments is only right and just. When they are recognized for their achievements, they know they are appreciated, and they will work twice as hard. Happy Soldiers and happy Airmen do better jobs. We are going to make sure they receive the pay they are supposed to receive, that they receive the benefits they are supposed to receive and the awards they are supposed to receive. — Christian Anderson



EDUCATION AT A GLANCE

1977
University of Missouri-Kansas City, Bachelor of Arts, History, Kansas City, Missouri

1980
University of Missouri, Juris Doctorate, Law, Columbia, Missouri

2004
United States Army War College, by correspondence

2009
Joint Task Force Commanders Training Course, United States Northern Command, Peterson Air Force Base, Colorado

CAREER FAST FACTS

1982
Elected to Missouri House of Representatives

1987-1989
Administrative Law Judge (Missouri)

1990
Elected to Missouri Senate
Commands over 11,000 Soldiers and Airmen

Virginia Empowers Afghan Women

Team sees fruits of labor on work supporting business ventures

AFGHANISTAN Virginia Guard members got to see positive results of their efforts when they followed up on two Afghan women who recently started an almond- and raisin-cleaning business with a grant. The visit came during an Oct. 19 foot patrol through the Qalat bazaar by Virginia Army National Guard 116th Infantry Brigade Combat Team members, Joint Sustainment Command – Afghanistan and Provincial Reconstruction Team Zabul.

The Combined Team Zabul Female Engagement Team, which helped Fatima and Bibi Hawa launch the venture, returned to conduct a quality assessment and iron out some wrinkles.

“We are giving someone an opportunity to create an environment, led by women, where

women can be employed to earn a sensible living,” said Captain Iajaira Perez, the officer in charge.

The conservative Zabul province is home to many widows and women whose husbands cannot work. Through small-business grants, the local government and Coalition Forces are working to change things.

“This type of investment empowers those normally oppressed to realize a dream and expand their own visions,” said Lieutenant Colonel Joel Jeffers, assigned to the 4th Expeditionary Sustainment Command in Kandahar. The small businesses also aid Coalition Forces by reducing the temptation for women to turn to insurgents for survival.

— SSG Rebecca Petrie



Keeping Chinooks Up “All Night Long”

Helicopter engineers ensure safe, seamless ride

CAMP TAJI The CH-47 Chinook is the Army's go-to heavy lift helicopter and equipment transporter. And the pilots' go-to guys are the flight engineers, who serve as their eyes, muscle and protectors.

Just ask a Chinook pilot.

“We can't see behind us,” said Captain Benjamin Winborn of the 2nd General Support Aviation Battalion, 211th Aviation Regiment, an Army National Guard unit from Minnesota and Iowa. “The flight engineers provide us with aircraft clearance when we're flying. They load the passengers and cargo.”

Winborn is commander of B Company, the only Chinook unit left in Iraq.

Because Chinooks typically fly under cover of darkness, the 211th adopted its motto from a Lionel Richie song: “All Night Long.”

The Chinook, a tandem rotor helicopter, is more than 98 feet long. Pilots rely on their flight engineers to keep them con-



stantly informed on what is happening around the large aircraft.

The Chinook can transport 33 troops and their gear, or three pallets of cargo, or a sling load suspended below the helicopter—or a combination of the

three up to 26,000 pounds. Sergeant Joe Loscheider of Little Falls, MN, flight engineer with the 2/211th, said fitting cargo and passengers of varying sizes and shapes into an aircraft “can easily be compared to playing Tetris.”

B Company logged a record 1,100 hours in September, moving personnel and cargo nightly. During the Army's drawdown in Iraq, the 211th continues to provide a vital service.

— SPC Darriel Swatts

Soldier Supreme

Utah SGT Guy Mellor takes NCO of the Year crown at Best Warrior Competition

FORT LEE, VA The Best Warrior Competition is not for everyone—or almost anyone. It's for the best of the Army's best. The annual event, open to the Regular Army, Guard and Reserve components, is the culmination of year-round state-level Army competitions and tests the limits of the physical ability, mental acumen and Army IQ of its 26 competitors over five grueling days.

Soldiers compete in urban warfare orienting, get verbally grilled by the Army's highest leaders, endure middle-of-the-night surprise attacks, take tests on unexploded ordnance and combat first aid, and more. To win, a Soldier must be operating at a rare level of total excellence.

Sergeant Guy Mellor of the Utah Army National Guard certainly was. He was crowned NCO of the Year, one of two winners for the event held October 3–7 in Fort Lee, VA. The victory marked the second time in the 10-year history of the competition that a National Guard Soldier has won.

Mellor, 24, knew going in what it was all about. "[Best Warrior determines] who's the

most well-rounded Soldier," he says. "Not who's the strongest, who can shoot the best, or who's the smartest—but who can collectively do the best at all those events."

But how does one get to the exceptional point of not only entering the competition, but winning? "Planning is key," he shares. "To be able to compete at a national level, you have to put in a lot of preparation."

His plan was thorough. He had help implementing it—a sponsor, fellow NCOs, his family and his friends—but making it happen was on him. "I had to keep myself going," he says.

Sacrifices had to be made. To train, Mellor took a semester off from the University of Utah, where he's studying for his bachelor's degree in civil engineering. "It was a really hard decision," he says. "But I thought, '... I'm never going to have this opportunity again.' So I thought it was justifiable."

The result was not only a personal victory, but another triumph for the National Guard. "It shows that the National Guard is as important as Active Duty," he says. "It shows that Guard and Reserve Soldiers can step up and do

their duty when called. They have different roles [from Active Duty], but the missions are pretty much the same. We come together to form a whole."

During his reign as NCO of the Year, Mellor's place in the Guard will take on heightened importance. He'll attend youth events, where he'll mentor young students and athletes and discuss the military with them. He'll also serve as a role model and inspiration to other Soldiers.

Of all the benefits of the competition, Mellor says, just participating was one of the best, because the process made him a better Soldier and a better individual. Still, he adds, winning is important because it lets him help other Soldiers do the same.

"I have a great responsibility to be a good example to other Soldiers," he says of his new role. "To show them what a good NCO is like and what a good leader is all about. And [I want] the rest of the community [to] know that our Soldiers are good people ... and that we stand up for their Freedom."

— Julie Zeitlin

PLAN TO WIN

To prepare for the Best Warrior Competition, SGT Guy Mellor trained three hours a day Mondays through Fridays, and three or four hours on Saturdays. His program was a combination of physical fitness and book study.

PHYSICAL FITNESS: One hour a day, six days a week. Push-ups, pull-ups, sit-ups, running and endurance training (long-distance running and rucking).

"That's what we were going to be tested on, so I did a lot of that."

BOOK STUDY: Two hours per day, six days a week. One hour per day with the Army Study Guide. One hour per day with the Warrior Tasks Manual.

"And I would get some hands-on training in."

First Choice

Reserve Affairs advisor praises Guard's quality

PENTAGON For the past two years, Command Sergeant Major John Gipe has been responsible for advising the assistant secretary of defense for Reserve affairs on the enlisted matters of the 1.2 million members of the Army National Guard and Air National Guard and the Reserves of all five military branches. *GX* caught up with him recently.

What do you think about Secretary of Defense Leon Panetta's description of the National Guard as the "force of first choice"?

For the secretary to be using that kind of language is phenomenal. It speaks volumes [about] what the Soldiers and Airmen have done. The level of professionalism, the level of commitment.

Have you seen any significant change in Guard Soldiers in the 10 years since 9/11? The level of professionalism we have today is far greater than it was prior to 9/11. I'd be lucky to make E-7 these days with the quality we have within the Guard. It's that incredible.

A lot of Soldiers who signed with healthy bonuses are coming up on re-enlistment. What would you say to them? I won't say there won't be re-enlistment bonuses; I just don't think they'll be available across the force like they are right now. Obviously, in some cases, a re-enlistment bonus is important. But that's not why you serve your country. You serve your country for reasons far better than that.

Are there any other issues involving Reserve Affairs that you want to mention? There are going to be changes in compensation and retirement. It won't affect people now, but it will affect future generations. Another thing, we have to do a better job of interacting with our service members so we see the issues they may have. The more important message: If you're a service member, and you are struggling with an issue, seek help. It's OK. Everybody has problems. It's not a sign of weakness, it's a sign of strength if you can pick yourself up by the belt loops and say "I've got a problem, I need to get some help."

— Mark Shimabukuro



Troops Work at World Series

ST. LOUIS Missouri National Guard Soldiers had the opportunity to meet favorite ballplayers while working at the 2011 World Series Oct. 20 at Busch Stadium. Sergeants First Class Jason Allabaugh and Joseph Mell, both members of the 7th Weapons of Mass Destruction Civil Support Team, bumped into St. Louis Cardinals Albert Pujols, Yadier Molina, Jason Motte, Skip Shumaker and Mark McGwire while monitoring the stadium for possible abnormal radiation before Game 2. "It was good to be at the World Series and represent the Missouri National Guard," said Allabaugh.

— Story & photo by Matthew J. Wilson



Texas, Japan Team on Exercise

JAPAN Orient Shield 2011 progressed through its second day of training Oct. 20, as Soldiers from 3rd Battalion, 141st Infantry Regiment, joined members of the Japan Ground Self Defense Force (JGSDF), Eastern Army, 1st Division, 1st Aviation, in performing mounted heliborne operations. JGSDF members provided one UH-1H and five UH-1J Iroquois helicopters for air support while U.S. Soldiers rehearsed perimeter security, mounting and dismounting protocol, and chalk safety procedures.

— Story by SGT Charlie Helmholt & SPC Jason Dorsey, Illinois National Guard, Photo from U.S. Army



Pilots Train on New Lakota

HUNTSVILLE, AL Army National Guard pilots from Florida, Louisiana, Mississippi and North Carolina were trained recently on the new Security and Support variant of the Lakota helicopter. The UH-72A S&S Mission Equipment Package, or MEP, is the latest helicopter to enter service with the Army. It provides long-range electro-optical sensors and the ability to record and downlink data, which will aid the Army National Guard in its homeland security, counterdrug and border patrol missions. The S&S MEP also includes a moving map system and two touch-screen displays.

— Story & photo from U.S. Army



Hawaii Supports Global Summit

HONOLULU In November, the Hawaii Army and Air National Guard provided security for the Asia-Pacific Economic Cooperation summit, a gathering of leaders from 21 Pacific Rim countries. Working with Honolulu Police, Soldiers provided traffic control, Airmen assisted the State Department as liaison officers and drivers, and Guard members from Alaska and Colorado joined their Hawaii counterparts providing chemical, biological, radiological, nuclear and enhanced conventional weapons support.

— Story by Tech. Sgt. Michelle Thomas, Photo by Tech. Sgt. Andrew Jackson



Louisiana's MG Landreneau Retires

LOUISIANA In November, Louisiana Gov. Bobby Jindal announced the retirement of Major General Bennett C. Landreneau from the Louisiana National Guard. Landreneau was the longest currently serving adjutant general in the nation with nearly 14 years of service as the adjutant general. Brigadier General Glenn Curtis will replace Landreneau. "We could spend all day talking about the heroic actions of General Landreneau and his incredible leadership ... but the bottom line is that he has made the Louisiana National Guard a model for the nation," said Jindal.

— Story by Louisiana National Guard, Photo by SSG Denis B. Ricou



Daring Flights

Crew receives Air Medals for medevac operations in dust storm

IRAQ A “super” medical evacuation crew from the 1st General Support Aviation Battalion, 171st Aviation Regiment, received Air Medals for two urgent helicopter evacuations in one day during a crippling dust storm.

Lieutenant General Frank Helmick, deputy commanding general for U.S. Forces-Iraq, flew into Camp Taji on Aug. 11 to present the Air Medals to pilots Chief Warrant Officer Two Alex Engelson and Chief Warrant Officer Four John Labbe; crew chiefs Staff Sergeant Richard Flach and Private First Class Corey Davis; and flight medic Sergeant Cassandra Kennedy. The crew belongs to C Company, 3rd Battalion, 126th Aviation Regiment (Air Ambulance),

an Army National Guard unit based in Westfield, MA, and Burlington, VT.

On June 30, as a dust storm in central Iraq reduced visibility to less than a half-mile, a Soldier at Joint Security Station Loyalty in Baghdad needed evacuation for treatment of shrapnel wounds. Army National Guard Colonel Mitch Medigovich, brigade commander, approved the medevac launch in an HH-60M helicopter, an advanced version of the Black Hawk.

The crew picked up the wounded Soldier in Loyalty and headed across Baghdad toward a clinic at Sather Air Force Base. But they soon were diverted north to Joint Base Balad, about 40 miles away. As visibility fell to



less than a quarter-mile, the pilots climbed to 5,000 feet and flew under instrument flight rules, safely delivering the Soldier to Balad for treatment.

Grounded at Balad, the crew

received another urgent call. A Soldier with appendicitis needed evacuation from Camp Taji. The crew picked up the patient and returned safely with her to Balad.

— 1LT Jason Sweeney

Demolishing Crime Where It Lives

Texas Soldiers and Airmen help community reclaim neighborhoods



HARLINGEN Members of the Texas Military Forces participated Aug. 31 in Operation Crackdown, a joint community effort of Guard members and citizens to reclaim neighborhoods from the influences of violence and illegal drugs.

A flotilla of construction machinery, illuminated by the strobe lights of several police cruisers, resembled a Mardi Gras parade rather than a military convoy. However, the adults and children of the Harlingen communities (located near Texas' southern border) greeted the Soldiers and Airmen of the motorcade like wartime heroes.

Operation Crackdown employs seized drug funds to rent machinery and equipment for the demolition of houses used in drug-affiliated activities.

“The National Guard is a community organization,” says Army Colonel Randal E. Davis, the commander of the Texas Military Forces Joint Counterdrug Task Force. “We live in this community. We are here to help.”

The fifth-graders of James Bowie Elementary, situated directly across the street from a house riddled with gang-affiliated graffiti, showed plenty of enthusiasm about the project.

The children are expecting newly planted trees in place of the decrepit building, says Kiara Trevino, a fifth-grader at James Bowie Elementary.

Before demolishing the house, service members with the Drug Demand Reduction program provided anti-drug education to children attending JBE.

Law enforcement agencies consistently reported reduced crime rates in the communities participating in Operation Crackdown, says Air Force Captain Samantha A. Martinez, the officer in charge of Operation Crackdown.

Since its inception in 1993, Operation Crackdown has demolished nearly 1,200 dilapidated houses in over 40 Texas communities, Davis says.

— SGT Lamine Zarrad, Texas Military Forces

photos from SGT Lamine Zarrad; SPC Darriel Swatts

Private Babe Ruth

The Bronx Bomber was also an artilleryman for the New York National Guard



NEW YORK Babe Ruth is an American legend, but a little known fact is that he was also a member of the New York Army National Guard. George Herman “Babe” Ruth registered for the draft during WWI. He received a deferment and did not have to serve in the military.

In 1924, there was a large recruiting drive for the NYARNG, and Ruth answered the call. In a ceremony at Times Square in Manhattan on May 20, Private George Ruth was sworn in by the commander of the 104th Field Artillery Regiment, Colonel James Austin.

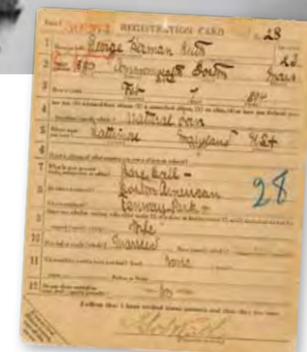
The 104th Artillery Regiment was part of the 27th Division and at the time was the largest artillery regiment in the U.S. The regiment had seen action in France in WWI. Ruth enlisted into Battery D, 2nd Battalion, whose home armory was on Broadway and 68th Street. Police had to barricade the Times Square area to keep the crowds back. The ceremony took place in front of Battery D's 75

mm French guns and horses alongside a detachment from the battery. After he swore in, Ruth signed his enlistment contract on the barrel of one of the guns then jumped up on one of the horses. He rode the horse all the way to the armory per the tradition when new members enlisted.

One week later, Ruth was summoned to Washington, DC. General John Pershing, General of the Army, wanted to meet him. Back in New York, Ruth couldn't find a uniform large enough to fit so, while in DC, he went to the Quartermaster General and found one in his size.

Not much is known about Babe Ruth's service. He was allowed to continue playing baseball full time. It is said he enlisted for three years' service. In 1924, he hit 46 home runs, had 121 RBIs and had a .393 average. July 1926, Ruth attended “summer camp” (now known as Annual Training) at Mitchell Field on Long Island. He also autographed balls and bats for

Above: Private Ruth salutes General Pershing in May 1924. Right: WWI draft registration card for Babe Ruth.



the National Guard Soldiers at other summer camps who were competing on the unit baseball teams. For a stunt, Ruth caught a baseball from a plane flying at 100 miles per hour and flying at 250 feet.

The big footnote in history is Babe Ruth was arguably the greatest baseball player of all time, but the small footnote in history is Private George H. Ruth, the artilleryman and New York Army National Guard member, served his community and country with pride.

— 1SG Eric R. Hunt

photo from Library of Congress, National Archives



A PORTRAIT OF NONSTOP PUBLIC SERVICE

F.L. BLOHM: POLICE/SOLDIER

Police work for him isn't just an occupation, it's his life

MILITARY:

Rank: O-1, Second Lieutenant
Unit: 113th Engineer Battalion
MOS: 91A, Ordnance Officer
Length of Service: 14 years

LAW ENFORCEMENT:

Rank: Corporal
Total Length of Service: 18 years
Current Unit: Indiana State Police

While many police officers serve in the National Guard, some take that dual calling to service more personally than others.

Frederick L. Blohm Jr., 42, is one such person. He has devoted his life to police work and the military and is now a corporal with the Indiana State Police and a second lieutenant with 113th Engineering Battalion of the Army National Guard, where he is an ordnance officer in Gary, IN.

He works about 60 hours a week as a trooper, while enthusiastically performing his Guard service one weekend a month and two weeks in the summer. He actively responds to calls from both services when off duty while fulfilling the demands of family life, with a wife, two sons and five stepchildren. Along the way, Blohm makes time for physical fitness and has volunteered for deployment abroad.

Self-effacing, Blohm credits his colleagues, as well as the support of the state of Indiana, its governor, the leadership of the Guard and his wife for being able to do all this. But to understand why he does it, it helps to go back to his roots.



ARMY ACHIEVEMENT MEDAL

Blohm was awarded the Army Achievement Medal in 2010 for distinguishing himself for outstanding achievement and meritorious service.

MOTIVATED BY MEAN STREETS

Growing up on Chicago's South Side, where trouble was never far away, and the police were sometimes slow to respond, Blohm decided he wanted a career in law enforcement. "I fight for the people who can't fight for themselves. I defend the people who can't defend themselves," he says.

The oldest of five children in a blue-collar family where both parents worked, Blohm had to find a way to put himself through college, so he enlisted in the Army Reserve as a military police officer. "I figured that at 18 years old, that was the closest I was going to get to the real thing as a civilian police officer," he says.

Blohm went to Fort McClellan in Alabama for boot camp and MP school. After 20 weeks, he came home, enrolled in college and worked part time. At age 21, he was hired by the Illinois Secretary of State Police, where he worked for more than 12 years. When his eight-year Army Reserve contract was up in 1995, U.S. military activity was in a lull, and his career in civilian law enforcement was taking off, so he ended his military commitment.

Then came 9/11. As time went on, service members were deploying multiple times, and the casualties and fatalities mounted. In 2005, "I decided to re-enlist in the United States Navy Reserve as a master of arms, which is the Navy's version of a military police officer."

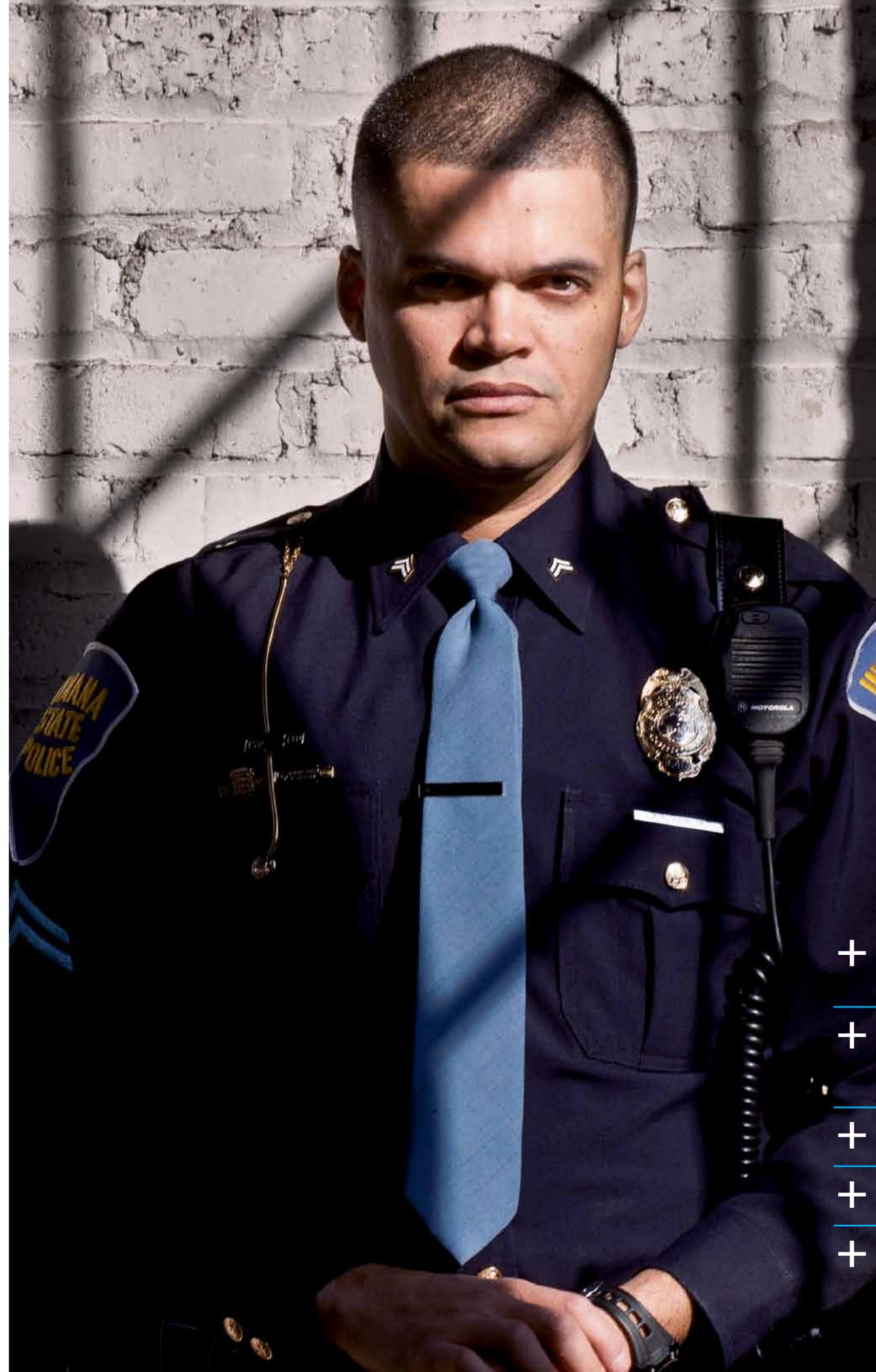
Simply put, Blohm says, "I re-enlisted because I wanted to do my part." He was a second class petty officer assigned to the 1169 Carrier Support Group at the Great Lakes Naval Base, north of Chicago, until 2008. He also spent two years working as a police officer for the Rosemont Police Department in suburban Chicago. "I always liked working at a community level," he says.

Meanwhile, he was accepted by the Indiana State Police and went to their academy for an intense, military-style, 26-week program, and was assigned to Northwest Indiana. "Being a trooper is the pinnacle of my career," he says. He recently was promoted to corporal.

But Blohm also wanted to be an Army officer, an aspiration supported by the state police superintendent and the governor. So after enlisting in the Indiana National Guard, he was given leave to go to Officer Candidate School at Fort McClellan. At age 41, he attained the rank of second lieutenant and became an ordnance officer. "I have maturity on my side," he says. "And I'm going to stay in the National Guard until they make me retire."

By Dan Alaimo

photos by Edda Taylor



18

YEARS OF SERVICE AS LAW ENFORCEMENT OFFICER

16

police letters of commendation

23

civilian honorable mention/appreciation awards

+ ARMY ACHIEVEMENT MEDAL

+ ARMY RESERVE COMPONENT ACHIEVEMENT MEDAL

+ NATIONAL DEFENSE SERVICE MEDAL

+ ARMY SERVICE MEDAL

+ GLOBAL WAR ON TERRORISM SERVICE MEDAL



NOMINATE YOUR SUPPORTIVE EMPLOYER

2012 SECRETARY OF DEFENSE EMPLOYER SUPPORT FREEDOM AWARD

Attention Guard and Reserve Service Members

Nominate your supportive employer for the Secretary of Defense Employer Support Freedom Award, the highest award given by the U.S. Government to employers for exceptional support of Guard and Reserve employees.

ACCEPTING NOMINATIONS
NOVEMBER 1, 2011 - JANUARY 16, 2012
WWW.FREEDOMAWARD.MIL

ESGR DEVELOPS AND PROMOTES A CULTURE IN WHICH ALL AMERICAN EMPLOYERS **SUPPORT AND VALUE** THE MILITARY SERVICE OF THEIR EMPLOYEES.

www.ESGR.mil ★ 1-800-336-4590

Family

EMPOWERING THE MOST IMPORTANT UNIT

Good Things Come in Care Packages

For these special deliveries, plan ahead, think about a Soldier's needs and use caution when shipping.



One of the best ways to show your Soldier support is to send care packages. Modern technology just can't replace a lovingly prepared care package. "When we know a lot of time and effort went into a care package, it means so much to us," says Sergeant Anthony Stewart, who just returned from a deployment to Afghanistan with 3/19th Agribusiness Development Team. *By Rachel Latham*

WHAT TO SEND

In preparing care packages, spend time thinking about what the Soldier needs, suggests Stewart. A few good ideas: non-melting candy, playing cards, clothing, board games, hygiene products, nice pillows or blankets, pictures of family and letters from loved ones. You might also consider quality toilet paper, fresh socks, children's art projects, DVDs of favorite TV shows and favorite foods.

BE PREPARED

If you're thinking of sending food, find out first whether the Soldier has a refrigerator or a microwave. It would be

frustrating for them if they weren't able to prepare the food. Also, consider whether the food requires a can opener, plasticware or paper plates. For example, when I send my husband pudding cups, I always include spoons. The goal is to make it easy for the Soldier to enjoy the contents right away.

EXTRAS TO REMEMBER

You can make holidays and birthdays very special. Plan way ahead for these occasions, and check with the post office for shipping deadlines to ensure a timely delivery. Stewart emphasizes that it can be a huge morale boost when a

Soldier receives something for birthdays or holidays.

HOW TO PACKAGE IT

When packing the box for shipping, put items in plastic zip-bags. That way, if anything breaks or leaks, it won't ruin the entire box. Place the heaviest items on the bottom. If any space remains in the box after you're done packing it, fill it with newspaper or plastic shopping bags. The box should be packed as firmly as possible so things don't shake in transit. Large, flat-rate shipping boxes are the most affordable shipping method. Write the full address of the destination on both the box and the customs label.

Sending a good care package takes some effort and planning. Choosing the right items and wrapping them nicely makes a difference in how it looks when it arrives on the other side of the world.

Also, even if you're experienced at sending care packages, you still might need to revisit the list of what you can and can't send. I recently needed some reminders. My husband, Sergeant First Class Kenneth Latham, is serving his third tour overseas. At a recent trip to the post office to mail him a package, I was delayed by a problem with a magazine I was trying to send. At first I couldn't understand the problem. Then, I remembered that some types of magazines aren't allowed. I had to explain to the postmaster that I was mailing a boating magazine. I adjusted the customs label to reflect that.

WHAT NOT TO INCLUDE

The following items are prohibited by the U.S. Postal Service or the military, or both:

- Drugs & alcohol
- Firearms
- Cigarettes
- Flammable materials
- Pornography
- Pork or pork by-products

Deployment Checklist

What you need to do before you mobilize

Putting your house in order before mobilization is paramount to a successful deployment, not only for the Soldier but for the family too. With guidance from Lieutenant Colonel Michael Stephens, deputy commander of the 63rd Theater Aviation Brigade, Kentucky National Guard, and a former mobilization readiness officer, we've compiled this handy checklist that will help make the transition as smooth as possible. *By Rachel Gladstone*

BANKING MATTERS

- ❑ Make sure your spouse or a family member has access to all checking and savings accounts.
- ❑ Set up online banking so you can control your accounts while deployed.
- ❑ Make sure passwords are set up for all accounts, including safety deposit boxes, CDs, 401(k)s and retirement accounts.
- ❑ Try to pay off balances on credit cards.

RENT OR MORTGAGE

- ❑ Set up monthly bank drafts for your rent or mortgage.
- ❑ Let your bank or landlord know you're deploying.
- ❑ Ask a responsible person to take care of your property. Subletting or renting it is an option to consider.
- ❑ Make sure property taxes and insurance are up-to-date.

VEHICLE STORAGE

If nobody will be operating your car, truck or motorcycle, make plans to properly store these vehicles. You can also opt to sell them and purchase a new one upon returning. Search the Internet for information about this, or talk to a trusted mechanic. Here are a few tips to follow:

- ❑ Put vehicles under cover.
- ❑ Put stabilizer in the fuel system.
- ❑ Keep tires off concrete to prevent deterioration.

IMPORTANT PAPERWORK

Pull all financial documents together and store them in one accessible place. These should include:

- ❑ The previous year's tax returns.
- ❑ A list of all bank accounts.
- ❑ Life insurance policies.
- ❑ TRICARE: This healthcare policy may be available to your family up to 180 days before deployment.
- ❑ A copy of the DD93 (wherein you give specific guidance as to how you want your affairs handled in the event that you are injured or do not return from deployment).
- ❑ Your birth certificate.
- ❑ Your marriage certificate.
- ❑ Deeds to all property.
- ❑ Vehicle registrations.
- ❑ An updated copy of your last will and testament.
- ❑ A copy of your deployment orders.

FAMILY MATTERS

Preparing your family emotionally for deployment is important to the success of your mobilization not only for you, but for your entire family.

- ❑ Spend as much time with loved ones as possible sharing extracurricular activities before you deploy.
- ❑ Take a short vacation together.
- ❑ Set up the tools of communication like Skype, email and phones.
- ❑ Leave love notes; exchange photos and keepsakes.
- ❑ Spend time openly discussing your deployment with family members.
- ❑ Explain the importance of your job to your children and how much they are loved and will be missed.
- ❑ Counseling can be a great asset, especially for new marriages and relationships; focus on your commitment to one another.
- ❑ Attend a Marriage Enrichment Weekend, where you can enjoy quality time together.
- ❑ Talk about not coming home: This is one of those things nobody wants to discuss. Let your spouse know that it's certainly not something you want to happen but it's important to make provisions in order to alleviate stress in the long run.

KEEP TIME ON YOUR SIDE

Making sure you give yourself ample time to complete these tasks should be number one on your agenda. "Don't wait until the last minute," Lieutenant Colonel Stephens emphasizes. "Taking the time to do planning and proper documentation by a Soldier before leaving will pay great dividends for two things. It will relieve the Soldier of feeling helpless while overseas and provide the spouse with all the resources they need to take care of the homefront during deployment."

DRAFT A CONTACT LIST THAT INCLUDES:

- ❑ Repair person for washer and dryer, HVAC, stove, refrigerator, electrical and plumbing, and small home repairs like windows and gutters, etc.
- ❑ Lawn-care person.
- ❑ Doctor, dentist and pediatrician.
- ❑ Your unit's rear detachment commander.
- ❑ FRG contacts.
- ❑ Family Readiness Center.
- ❑ Deployed address (if possible).
- ❑ Phone and emails for family, friends and neighbors.

ID CARDS

- ❑ Enroll your family in the DEERS (Defense Enrollment Eligibility Reporting System) program.

POWER OF ATTORNEY

Soldier Readiness Programs can help draft a power of attorney, which should be given to your spouse or trusted family member. Tailor it to your needs so that, although someone could use it to pay the mortgage, they wouldn't be able to sell your home or other property.

Telling Kids About Deployment

What to say and how to listen, depending on their age group

When deployment orders are set, trying to explain it to a child can be difficult. The right words are often hard to find. Since deployment is such a huge event, it's important to put thought and care into communicating about the topic.

The first step is to decide the appropriate communication technique based on the child's age. "It's crucial that parents understand that children communicate differently based on their developmental level," explains Jessica Borelli, Ph.D., a clinical child psychologist and director of Military Spouses Standing Together. When considering guidelines for each age group, it's important to gauge your child's own developmental level and comprehension, she adds. Every child is different, and you alone are the best judge of yours.

Also, consider starting discussions at least one month in advance if possible. Children need time to prepare, and this period allows for questions to arise and be addressed.

AGES 3-6

Their sense of time is not fully developed. Explain that the parent is leaving for work for a long time, and add context by explaining that a birthday, Christmas or summer will pass before the parent returns. "Come up with

plans for ways to stay in touch," says Borelli. At this age, appropriate methods include videotaped messages, coloring pictures and Skype. It's important to explain not only about the parent's absence, but also that their relationship will continue during the absence. Be as candid as possible, reminding the child that the parent will be busy at times, but will be thinking about them every day.

The spouse at home should be prepared for unusual behavior such as clinginess, tantrums, nightmares or bed-wetting. This is not rebellion; rather, it's the child's way of expressing distress. Be patient.

AGES 7-12

The explanation of deployment can be a little more straightforward than for the previous age group. Explain that the parent is leaving for deployment and to which country. Share how the Soldiers work together overseas and that they perform important jobs. Children at this age are much better about comprehending time, but you might still explain up front that the Soldier may miss important events such as birthdays, Christmas and sports. Try to stay in touch via email, letters, phone and Skype. Remember to ask your child if they have any questions.

Children this age may react by having difficulty sleeping, stomachaches, headaches or difficulty with school. Be aware of the cues your child gives. Never reject your child's feelings. For example, if a child says, "I'm worried that my daddy will die," the parent should respond by showing love and concern for the child, trying to understand their worries, and gently reassuring them, explains Borelli.

AGES 13-18

The explanation can be even more direct. You can say the Soldier is leaving for a wartime deployment. Explain the length of the deployment and how things will change during this time. Remind the child that the deploying parent is well trained and prepared for the job. As with the other age groups, make appropriate plans for staying in touch during the deployment.

Children this age sometimes have strong emotional reactions. Reassure the child, and if any particular behavior becomes worrisome, consider contacting a mental health professional.

Preparing your children for deployment ahead of time, keeping their developmental stage in mind, will set the groundwork for good communication during this challenging time.

By Rachel Latham





MAKE YOUR MARRIAGE STRONGER

Think a successful relationship doesn't need work? Think again.

Even under the best of circumstances, strong marriages require work. But as a military couple, you and your spouse must make an extra effort to spend time together, communicate effectively and show each other affection. Take this advice from the Strong Bonds program.

Talk about your expectations before problems arise. Chaplain Rebekah Montgomery, ARNG Strong Bonds program manager, says this is the best thing couples can do. Everyone has expectations, but conflicts develop when those expectations aren't discussed.

Become a strong person within yourself. A person who is confident and secure on their own brings strength into the marriage and into the family.

"Identify hot spots," suggests Montgomery. These are places in our lives where we know conflict is likely. Finding solutions to hot spots can stop problems before they start.

Have a mission statement. Know

what you are doing and where you are going as a couple. This doesn't need to be a formal written statement—it could be as simple as having discussions and having the same vision.

Get a battle buddy. Have friends in your lives that keep you focused on the positive.

During deployment, have a good support network. Even though we may feel isolated at times, we all have people who care about us and who just need to know how to best help us.

If you have a religion, nurture your spirit as a couple and individually. Focus on your faith, and let it lead your life and guide your family, Montgomery says.

Revisit the old days. When you spend time together, try doing some of the things you did together before you had children. Or, try new activities together. It's important to remember to keep your relationship a priority because, if you have kids, that will strengthen the family as a whole.

When there is a conflict, find the right time and place to discuss it. Trying to discuss big problems or finances when you are separated is difficult, particularly when one partner can't do very much about it.

Listen, listen, listen. One way to improve communication is through a Strong Bonds program that teaches the "Speaker-Listener Technique." Essentially, couples learn to talk without fighting by focusing on what the other person is saying and vice versa. The key is understanding the other person before seeking to be understood. *By Rachel Latham*

WHAT NOT TO DO

Do not avoid conflict. Deal with your problem—letting it fester will only make it worse.

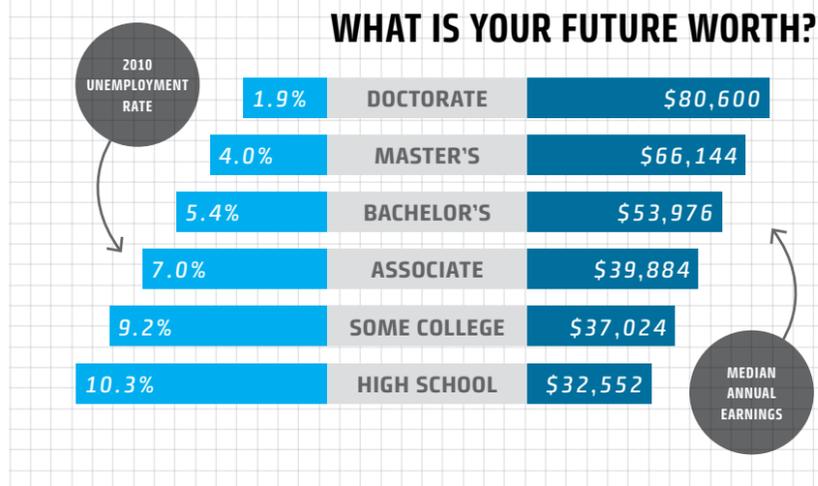
Do not let kids overrun the marriage. As important as the children are, do not let them take priority over taking care of your relationship.

Do not give up. Weather the storms of marriage by recognizing that things do get better. Relationships go through cycles, and your marriage can become stronger by surviving stressful times.

STRONG BONDS is a chaplain-led Army program that helps relationships be resilient. For more information or to find a Strong Bonds event near you, go to StrongBonds.org

Consider a Graduate Degree?

Pursuing a master's takes serious commitment, but the results could pay big dividends



Enrollment in graduate programs is on the rise. And there are good reasons for that, including greater earning potential and increased opportunities for career advancement. For National Guard Soldiers, the pursuit of a master's degree is worth investigating. Of course, receiving a master's requires a significant investment of time and money, but chances are that in the end you will see a return on your investment. And pursuing a graduate degree is easier than ever, with a range of options available to those juggling family and career. Part-time, evening, weekend and online programs are available to suit a variety of career goals, so you can still receive a salary while continuing your education.

CONSIDER THE BENEFITS:

Greater Earning Potential. Statistics show that your earning potential rises for each level of education obtained. According to the

U.S. Bureau of Labor Statistics, in 2010 the average annual income for someone with a master's degree was more than \$12,000 higher than that of someone with only a bachelor's degree. Over a 30-year career, a graduate degree could help you earn \$400,000 more.

Career Advancement. There was a time when a bachelor's degree pretty much guaranteed you a full-time job with a decent income and steady advancement opportunities, but today this isn't necessarily the case. As employers scale back on their hiring and as job competitiveness increases, a master's degree could give you the edge over your competition by making you more marketable. A survey conducted by QS, a leading global career and education network, found that "in some specialized areas where technical skills are particularly significant, the benefit of a master's degree can outweigh that of up to four years of work experience."

Within the National Guard, a graduate degree can enable you to advance your career more quickly, giving you additional promotion points

that will get you to the next pay grade and putting you in a better financial position when you are ready to retire.

The most popular master's programs, according to the Council of Graduate Schools, are education, business, health sciences, social and behavioral sciences, and engineering.

Education and business degrees are by far the most popular, with about 50 percent of enrollments. A Master of Business Administration, or MBA, is widely considered to be the most financially rewarding graduate degree. According to the Association of MBAs, career advancement is the number one reason people choose an MBA program. The Graduate Management Admissions Council reports that those who graduated from a part-time MBA program saw their average salary increase by about 55 percent after graduation.

But in today's changing economy, the greatest potential for career growth may be found with a degree in engineering, health sciences or computer science. Many of the Bureau of Labor Statistics' 15 fastest-growing careers fall within these areas.

There are also a number of graduate degree program options related to military studies, security and military law.

By Johanna Altland, Grantham University

GRADUATE DEGREE PROGRAMS

US ARMY WAR COLLEGE
www.carlisle.army.mil/
Program: Master of Strategic Studies

NATIONAL DEFENSE UNIVERSITY
<http://www.ndu.edu>
Colleges: College of International Security Affairs, Industrial College of the Armed Forces, Information Resources Management College, Joint Forces Staff College, National War College

JUDGE ADVOCATE GENERAL'S LEGAL CENTER & SCHOOL
<http://www.jagcnet.army.mil/TJAGSA>
Program: Master of Laws in Military Law

UNIFORMED SERVICES UNIVERSITY GRADUATE SCHOOL
<http://www.usuhs.mil/>
Programs: Biomedical Sciences, Public Health, Nursing

TOP MILITARY FRIENDLY COLLEGES AND UNIVERSITIES
<http://www.militaryfriendlyschools.com/>
Programs: Variety of traditional and online master's degree programs

ARNG RESOURCES

ARNG EDUCATION SUPPORT CENTER
www.pec.ngb.army.mil/training/centers/esc
Contact Form: www.pec.ngb.army.mil/contact

NG EDUCATION INCENTIVES & EMPLOYMENT
<https://www.education.ng.mil>
866-628-5999 | gsc@ng.army.mil

MAP OF EDUCATION SERVICES OFFICES
<https://education.ng.mil/rendercontent.aspx?contentID=33>

HAVING FAMILY ISSUES? Take the Global Assessment Tool (GAT) and encourage your spouse to do the same. You will be amazed at what it can do for you. csf.army.mil

SAVE NOW, RELAX LATER

Don't wait to start building your retirement fund

Retirement represents the biggest expense most Americans will ever face. And if recent surveys are any indication, we're not doing a very good job getting ready. Recent studies by the Employee Benefit Research Institute indicated that nearly half those nearing retirement were at-risk of being unable to meet their basic needs during their golden years. And more than half of Americans had paltry savings and investments of less than \$25,000. Combine this with question marks around the viability of Social Security and a changing landscape for military retirement and you've got a recipe for potential disaster.

GET SAVING!

Starting early is the key to building retirement assets and can make a huge difference when it comes to systematic contributions to a civilian employer plan like a 401(k) or the Thrift Savings Plan (TSP). In the example below, starting only 10 years earlier requires putting away just an additional \$50,000, but the end result is an additional \$769,000 at retirement.

That's the bad news. The good news is that with time on your side, simple-to-use online retirement tools and just a little bit of effort, you can go a long way toward assuring your retirement dreams don't become a nightmare.

Detailed retirement planning is a good thing but not critical for someone in their 20s or early 30s. At that age, the key is getting started. Putting away 10 to 15 percent of your pretax pay specifically toward retirement is a great target.

Whatever number you start with, remember to bump up your savings with at least a third of every pay raise, cost of living adjustment and promotion. Doing those simple things is a good beginning. Also, setting up automatic investments that are withdrawn regularly from your paycheck or bank account make it easy—and painless—to adhere to the basic tenant of "pay yourself first." Let's look at three alternatives to consider as you begin building your retirement savings.

EMPLOYER PLAN

These plans are available through your employer and offer preferential tax treatment. Traditional plans allow you to invest money on a pre-tax basis. In other words, your contributions are not included as income and thus reduce your taxes today. Roth versions don't reduce your taxes today but offer the potential for tax-free withdrawal of both your contributions and earnings in retirement. Roth options may be an excellent choice for investors just starting out who anticipate increasing earnings and higher tax rates in the future. Some employers offer matching contributions. They add money to your account and "match" part or all of your contribution. If this is the case, it's an opportunity you don't want to miss!



THRIFT SAVINGS PLAN

This is simply the military's version of a 401(k). It can be an easy way to save part of your drill or mobilization pay for retirement. The Roth version will be available in April 2012.

TRADITIONAL OR ROTH INDIVIDUAL RETIREMENT ACCOUNT

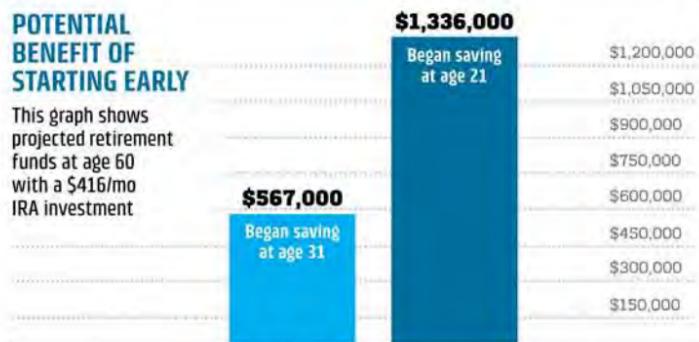
Like employer plans, IRAs come in both Roth and traditional forms. Depending on your income and retirement plan offerings at work, the traditional version may offer a tax deduction while the Roth allows access to your contributions without taxes and penalties and the potential for tax-free withdrawals in retirement.

An important note: All of these plans are geared for retirement and as such come with special IRS rules. Generally, you have to wait until age 59½ to access the money to avoid penalties, taxes and—with the Roth—options to enjoy tax-free withdrawals of earnings. So, they represent a long-term commitment, but it's a commitment to yourself and your future. Also, each of these plans offers several (or several thousand) investment choices. It's up to you to pick appropriate investments or get help from a financial advisor.

Ideally, you'll be able to set up your IRA, TSP or employer plan contributions and continue living life without feeling the pinch. However, the reality for many is that money is tight. So, even if your assessment indicates you have to start small, you should still consider getting started today. It all adds up. *By J.J. Montanaro, Certified Financial Planner, USAA*

POTENTIAL BENEFIT OF STARTING EARLY

This graph shows projected retirement funds at age 60 with a \$416/mo IRA investment



This chart is a hypothetical illustration and should not be considered an indication of fund performance by any USAA product. Assumes an 8% hypothetical rate of return and does not account for taxes or for the tax treatment of earnings. Systematic investment plans do not assure a profit or protect against loss in declining markets.

26TH YANKEE BRIGADE

Downrange

STORIES FROM THE FRONTLINE

The Pride of New England

The 26th "Yankee" Brigade traces its lineage back to WWI, serving in the famed 26th Infantry Division. The 26th was the first full U.S. Army division to reach France and received the Croix de Guerre from the president of France. "Yankee" Division Soldiers heroically fought in five bloody campaigns, earning multiple Medals of Honor.

The "Yankee" Division also served in WWII under General George S. Patton's 3rd Army. In this role, they supported the historic relief of the 101st Airborne Division in Bastogne and fought at the Battle of the Bulge, later liberating Nazi concentration camps. The 26th Infantry Division was eventually reorganized into the 26th Brigade during the Cold War as the Army restructured most of its force, and then reorganized again as the 26th Brigade Combat Team in 2005.

Currently, the Soldiers of the Yankee Brigade are in Kabul, Afghanistan, for the second time in a decade, again living up to their heritage as battle-hardened Soldiers who are up to any challenge.

By SSG James Lally



Areas with strong Taliban presence

Current Operations

Deployed to: Kabul, Afghanistan

Current Mission: The 26th "Yankee" Brigade provides command and control, security and support operations for the nearly 9,000 U.S. and Coalition Forces operating in the capital city of Kabul.

Home Station:

The 26th "Yankee" Brigade, Massachusetts Army National Guard, was formed on Sept. 1, 2008, stationed at Camp Curtis Guild, Reading, MA.

6,564 miles

Distance from Reading, MA, to Kabul, Afghanistan



HISTORY OF THE INSIGNIA

The 26th Infantry Division, the "Yankee" Division, was so nicknamed to recognize the six New England states from whose National Guard units the division was raised during WWI.

Since arriving in Afghanistan in April, the Soldiers of Task Force Yankee have been awarded the following decorations:



72

Combat Infantryman Badges (17 more pending approval)



5

Combat Medic Badges (one more pending approval)

Yankee in Charge

GX exclusive interview with 26th Maneuver Enhanced Brigade Commander Brigadier General John Hammond

By Christian Anderson




BRIGADIER GENERAL

Since the U.S. Senate allows only 230 General Officers in the Army, Guard and Reserves, BG Hammond is part of a rare but prestigious group of military leaders.

BRIGADIER GENERAL JOHN HAMMOND

- > Assumed duties as commander of the 26th Maneuver Enhanced Brigade, more commonly known as the 26th Yankee Brigade, in October 2010.
- > Commissioned a second lieutenant in 1983 through the Massachusetts Military Academy Officer Candidate School.
- > Holds a bachelor's degree from the University of Massachusetts.
- > Has commanded at the platoon, troop, battalion and brigade levels as a military police, cavalry and infantry officer in support of all three campaigns in the Global War on Terror: Operations Noble Eagle, Enduring Freedom (Afghanistan) and Iraqi Freedom.

What is the 26th's primary mission during this deployment?

The primary mission for Task Force Yankee is we are responsible for the security of all U.S. forces and installations in and around the capital city of Kabul. We have also been challenged with the additional requirement of providing quick reaction forces [QRF] for the capital, as well as 10 advisory teams to the Afghan National Police. And then, in addition, we have the counterinsurgency and humanitarian missions, which equate to construction projects of a variety, including building schools and hospitals. So we have a pretty broad-based unit to support these missions.

What units are under your command?

I've got the 182nd Infantry Battalion out of Massachusetts, 3rd Battalion, 4th Infantry Regiment, which is an Active Duty unit from the 170th Infantry Brigade. I've got a Mongolian Expeditionary Task Force that's supported by Alaskan National Guard mentors, the 1156th Military Police Company out of Alabama, the 126th Signal Company of the Massachusetts Guard, and then 1,400 contract security police.

Is Kabul a safe place, or do you guys have to suit up when you leave the base?

We treat every mission as a combat mission because on any given day, things can turn really bad. The challenge we face is that the number one goal for the insurgency is to disrupt the people of Afghanistan's confidence in their government's ability to secure them. They are planning attacks on the city

on a daily basis, but then on the other side of the coin, we are working with the Afghan National Security Forces [ANSF] to disrupt and destroy those plans. It's a daily effort to keep Kabul safe, and for the most part, the ANSF have been pretty successful. But there still have been several attacks since we have been stationed here.

Are the Afghan people appreciative of your humanitarian efforts to build schools, wells and hospitals?

The people we help are very appreciative of the support they get from us. Many of them understand the threat that is out there, so they often thank us for the sacrifice of leaving our families for a year. The most significant part of our humanitarian jobs is meeting the women, the children and the elders. But when we build a water

well for a village that doesn't have water, and [had] to walk three or four miles to get water, you feel very good about it, and they show their appreciation.

Are there any Afghans that really stand out to you and want your mission to succeed?

We have one individual here at Camp Phoenix nicknamed "Rambo." Essentially, the Taliban killed his family years ago. He has been a fixture at Camp Phoenix's gate for almost six years now.

He sits there and looks for bad guys trying to get onto our base. He attacked a guy that had a bomb a few years ago. When he sees questionable people he confronts them, which causes bad guys to shy away. He's explained to us that this is his country and he needs to help us and protect his countrymen from the bad guys.

He's a rough customer, but Rambo is a fixture here. He proudly wears the Yankee Division patch on his shoulder. We consider him a full member of the team, and we trust him with our lives.

photo by CPT Tyler Field

When you look at an individual like Rambo who is doing everything he can for his country, does that give you a sense of motivation that Afghanistan will prevail?

Between the guys like Rambo and the kids we see at the schools we build, I see the future of Afghanistan. Especially in the schools, because if you educate the people, they can discern between the nonsense the Taliban promotes and the actual truth. It puts them in a better position so they can actually read the Quran and learn the fact that it's not about hate and murdering; it's about love, peace and taking care of people. So a more educated population is one of our keys to success.

How do your Soldiers stay focused on the daily mission?

One of things I repeatedly tell the Soldiers is that each of them has committed a year of their life to the national security of our country, so they need to give it 110 percent every day, so when they look back 20 years from now, they'll have no regrets. If they don't make it worthwhile, then they wasted the opportunity to make a difference. Don't count the days, make the days count.

Can you tell a difference between a National Guard and an Active Duty Soldier?

I can tell you the Active Duty folks have a great deal of respect for the National Guard and Reserve



photo by SPC Steven C. Eaton

"I HAVE SEEN THE HATE AND DETERMINATION IN THE EYES OF INSURGENTS IN BOTH IRAQ AND AFGHANISTAN. I FEEL IT'S MY DUTY TO ENGAGE THESE TERRORISTS, SO THEY NEVER HAVE A CHANCE TO REACH OUR SHORE."

Do your diverse backgrounds in the civilian sector give you an edge overseas?

I've got a Harvard lawyer, I have an engineer with a Ph.D. from MIT and an intelligence officer from Stanford. We have 500 construction projects worth \$400 million that we've been undertaking since we arrived. My chief construction guy is actually a transportation officer, which confuses people, but in the civilian world he owns a construction company back in Boston, so he was a natural fit for that job. I have a number of Massachusetts State Police, Boston Police, and a variety of municipal and federal policemen that work with the Afghan forces here. The translatable civilian skills that we bring to the table in Afghanistan impresses the senior leaders, because you can't replicate that in the Active Duty side of the house.

Hammond was promoted from colonel to brigadier general by GEN David Petraeus on July 7, 2011, outside the ISAF Headquarters building in Kabul, Afghanistan.

Component Soldiers for the commitment they make. We've been fortunate to have General David Petraeus meet with us a couple of times, as well as General John Allen, and both leaders spent a significant amount of time talking to the Soldiers about how proud they are of the Guard and how the Guard has been indispensable to them in this effort.

CAREER HIGHLIGHTS

- 1983–1984, **Platoon Leader**, 972nd MP Co.
- 1984–1985, **Student**, MP Officer Basic Course
- 1985, **Platoon Leader**, 972nd MP Co.
- 1985–1987, **Assistant S-3**, 685th MP Bn.
- 1987–1988, **Battlefield Circulation Control Officer**, 685th MP Bn.
- 1988, **Student**, MP Officer Advanced Course
- 1988, **Battlefield Circulation Control Officer**, 685th MP Bn.
- 1988–1990, **Physical Security Officer**, 685th MP Bn.
- 1990–1991, **S-3 Air**, 26th Inf. Div.
- 1991–1993, **S-1**, 26th Inf. Div.
- 1993–1995, **Troop Commander**, 26th Inf. Div.
- 1995, **Operations and Training Staff Officer**, MAARNG JFHQ
- 1995–1996, **Readiness Officer**, MAARNG JFHQ
- 1996–1999, **Assistant Professor**, ROTC Instructor Group
- 1999–2000, **Executive Officer**, 29th Inf. Div. (Light)
- 2000, **S-3**, 29th Inf. Div. (Light)
- 2000–2001, **S-2/S-3**, 51st Troop Command
- 2001–2003, **Commander**, 211th MP Bn.
- 2003–2004, **Deputy J-5**, MAARNG JFHQ
- 2004–2005, **J-5/7**, MAARNG JFHQ
- 2005–2006, **Director of Military Support**, MAARNG JFHQ
- 2006–2007, **National Security Fellow**, U.S. Army War College, Harvard University
- 2007, **Director**, Military Support Branch, MAARNG JFHQ
- 2007–2010, **Chief**, Joint Staff, MAARNG JFHQ
- 2010–Present, **Commander**, 26th MEB

AIMING FOR GOLD

Massachusetts Soldiers compete to earn the coveted marksmanship award

Massachusetts Army National Guard Soldiers earned the prestigious German Armed Forces Badge for Weapons Proficiency (German: Schützenschnur) at the Kabul Military Training Center.

The coveted German Schützenschnur is a badge that can be earned by officers and enlisted, but only enlisted Soldiers can wear the distinctive award on their service uniforms. Normally, Guard Soldiers do not get the chance to qualify for the honor.

To earn the award, Soldiers fired pistols and machine guns under a strict timeline enforced by their hosts and counterparts from the German Federal Defence Force (Bundeswehr).

To let the Soldiers know when to prepare to fire, Bundeswehr First Sergeant Gero Riedling yelled, "Get ready for combat!"

Riedling and his Soldiers must qualify for the Schützenschnur annually. "We do this once a year. We shoot the pistol, rifle and machine gun," said Riedling. "Each person has three chances at each event."

Before the Soldiers could go onto the firing line, German Federal Defence Force Private First Class Tobias Werning demonstrated how to use the Heckler & Koch P8, a 9 mm pistol similar to the U.S. 9 mm M9 – Beretta that U.S. Soldiers use.

Similar to the American service pistol, the first time the trigger is squeezed, there is a lot of tension but then it gets easier. "I liked it; it was easy after the first shot," said Master Sergeant Kimberly Alberico, G1 noncommissioned officer-in-charge for Task Force Yankee, 26th "Yankee" Brigade,



SPC Joshua E. Reinke, Task Force Yankee, 26th "Yankee" Brigade, Massachusetts National Guard, shoots the Heckler & Koch P8 pistol at the Kabul Military Training Center, Oct. 10, 2011.

Massachusetts Army National Guard.

Soldiers also had to shoot the MG3 machine gun accurately at some pretty small targets to qualify for the gold badge that signifies the highest proficiency. There are also silver and bronze versions of the award.

"This was the greatest day I've had since I've been in Afghanistan. It was really nice of [the German Soldiers] to host us," said Private First Class Shawn Merrill, a construction technician with Task Force Yankee's general engineering department, after qualifying for the silver badge.

Story and photos by SSG James Lally

26TH ID HISTORY

WWI

The 26th Yankee Division was created on July 18, 1917, and was comprised of troops from Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island and Vermont.

Organized near Boston, MA, on Aug. 22, 1917, it was the first full National Guard division to deploy to Europe for WWI and participated in the Champagne-Marne, Aisne-Marne, St. Michiel, Meuse-Argonne, Ile de France and Lorraine campaigns. The Yankee Division was the first American unit to receive a foreign award when they received the French Croix de Guerre with Gilt Star for the Lorraine Campaign in 1918. Two Soldiers from the Yankee division received the Medal of Honor for their actions in WWI.

WWII

The Yankee Division landed in Normandy, France, on Sept. 7, 1944, where it maintained a defensive position until the end of the campaign. From there on, it went on the offensive in the Rhineland, Ardennes-Alsace and Central Europe campaigns.

POST-9/11

Since 9/11, units that trace their lineage back to the Yankee Division have been involved in several missions in support of the Global War on Terror:

- > Operational Enduring Freedom, Afghanistan
- > Operational Enduring Freedom, Uzbekistan
- > Operation Iraqi Freedom, Iraq
- > Operation New Dawn, Iraq
- > Operation Noble Eagle/ multiple homeland defense missions
- > Operation Joint Guardian, Kosovo



PFC Richard Mills, from C Company, 182nd Infantry Division, Massachusetts National Guard, greets an Afghan girl in Shinkai, Afghanistan, Nov. 7.



SATELLITE RUN

Soldiers, Sailors, Airmen, Coalition Forces and civilians took part in the Boston Red Sox Run to Home Base on May 22, 2011. Although the runners couldn't be in Boston to run, the race members of the 26th "Yankee" Brigade set up a satellite run for the fundraiser.

The runners ran three laps around Camp Phoenix to complete the 9K race, which took place at the same time as the race in Boston. The Run to Home Base is an annual fundraiser held by the Boston Red Sox Foundation to raise money and awareness for Veterans of Iraq and Afghanistan. At the completion of the run, participants crossed an actual home plate from Fenway Park donated by the Red Sox and signed "bring it home ... thanks for keeping us safe" by Massachusetts Sen. Scott Brown.

By SPC Steven C. Eaton

The Gentle Hand of Friendship

Task Force Yankee empowers people through humanitarian assistance

Service members from the Kabul Base Cluster sorted and packaged donated items for Operation Outreach Afghanistan (OOA) on Camp Phoenix here May 26. On Camp Phoenix, volunteers have been collecting donations for the organization. OOA is an organization located in Afghanistan made up of volunteers from the U.S. military, International Security Assistance Force, NATO and several civilians who help Afghan children and families.

"Task Force Yankee works in partnership with OOA within the Kabul Base Cluster to provide humanitarian assistance for the Afghan people," said Lieutenant Colonel George J. Harrington, executive officer, Task Force Yankee, Massachusetts Army National Guard, and chairman and president of OOA on Camp Phoenix. "This important work facilitates the commander's counterinsurgency philosophy. OOA is designed to facilitate donations from friends, family and others from the States, and repackage them into individual packets for distribution by Coalition and Afghan security forces.

"By providing such basic needs as school supplies, Task Force Yankee and OOA help the Afghan people learn to better trust Coalition and Afghan forces. Ultimately this reduces the

ability of the insurgency to influence the local population," Harrington added.

Volunteers on Camp Phoenix hold meetings to collect, sort and distribute donations. One volunteer, Navy Lieutenant Denise L. Romeo, a staff judge advocate with Combined Joint Interagency Task Force 435, posted a message on a social networking site asking for plastic bags for OOA. The bags are used to individually package school supplies for Afghan children. Romeo described her efforts to obtain donations for outreach, saying, "I put up a post on Facebook asking for the plastic bags we use for school supplies, and my family went out into the community and asked for donations."

OOA provides assistance to the Afghan people in the form of nonperishable food, clothing, toys, school supplies and other household items. The majority of items are obtained via donations.

One of the organization's goals is to empower the Afghan people through compassionate humanitarian assistance. For information on Operation Outreach, go to OOAOutreach.org.



BY PROVIDING SUCH BASIC NEEDS AS SCHOOL SUPPLIES, TASK FORCE YANKEE AND OOA HELP THE AFGHAN PEOPLE LEARN TO BETTER TRUST COALITION AND AFGHAN FORCES."

LTC George J. Harrington

By SSG James Lally

BUILDING A STRONG FOUNDATION

Massachusetts National Guard engineers from "Task Force Yankee" supervised a building construction project at Camp Phoenix on Sept. 27, 2011.

As the command and control element for the 11 bases that make up the Kabul Base Cluster, Task Force Yankee provides security, service, support, policy guidance, and more specifically contract management and construction oversight for more than 9,000 U.S. service members.

"We design and oversee the construction of projects throughout the Kabul Base Cluster," said First Lieutenant Vikram Mittal, design engineer and construction officer in charge of the G-Eng. Section, Task Force Yankee, 26th "Yankee" Brigade. "Currently, there are 531 projects totaling \$106 million that we oversee."





2001

ENDURING FORTITUDE

2012

10 years into the war in Afghanistan, the National Guard is playing a leading role, performing missions that would have seemed unthinkable a decade ago and connecting with the local population in lasting ways.

by BRENDAN MCNALLY

Ten years after the start of America's war in Afghanistan, our world is dramatically different. The global economy has sputtered, U.S. unemployment has risen, political instability in Southeast Asia abounds. Arguably, few things have succeeded in the past decade, but one thing that definitely has is the Army National Guard.

The crucible of war and national hardship has transformed the Guard into something no one 10 years ago would have ever anticipated. It has become the world's finest citizen army, every bit as good, if not better, than the active component it serves alongside. Hammering this point home, in an address to joint services leadership in November 2011, Secretary of Defense Leon Panetta declared the Guard "the force of first choice."

The war in Afghanistan is a war of insurgents, multi-tiered and multi-faceted, and there is no single solution to fighting them except to be even more dynamic and fluid. That has resulted in Guard Soldiers performing missions no one would have dared imagine before 9/11. From combat foot patrols to agribusiness development to special forces, Soldiers are finding themselves playing an integral role in counter-insurgency, whether they are "outside the wire" or inside the Green Zone. Here's a glimpse of some of those operations, along with reflections from the recently deployed Soldiers who performed them.



MAJ Bobbie Mayes, a women's empowerment coordinator with the Kentucky Agribusiness Development Team, hands over supplies to a graduate of a two-day beekeeping course at the compound of the director of agriculture, livestock and irrigation in Kapisa province, Afghanistan, Jan. 6, 2011.

PARTNERS IN PROTECTION

Captain Peter Carter commands a transportation company, but when he and his unit, the 1136th Transportation Company, Maine National Guard, deployed to Afghanistan in early 2010, they left their trucks at home and became part of a Military Police group providing force protection for the capital, Kabul. During their time there, a number of bombings and attacks shook the area, including one in which terrorists blew up a bus full of women and children. In the months since his return home, Kabul has seen several high-profile terrorist attacks and suicide bombings. But Carter says that if anything, it indicates how difficult the situation is now getting for the insurgents.

The attacks were linked to an insurgent group known as the Haqqani Network, which was known for recruiting foreign fighters, termed transnational terrorists, particularly for suicide missions. "We were dealing with the Haqqani Network the whole time we were there.

Transnational terrorism was almost 100 percent of what you saw in Kabul," he says. What that means, Carter says, is that the insurgents couldn't get their own people to do it, so they instead had to bring in outside operators for those missions.

"Whenever events like that occurred, I'd go out and talk to the folks working for me coming into Camp Eggers and ask, 'Hey, what's the feeling out in the street? How do you perceive this attack?'" Carter says. "Sure, they'd be disheartened that it

happened, but they didn't blame the government for the failure, and that's what the terrorists were trying to get to happen."

Instead the locals saw the police coming in and taking care of the situation, and it gave them hope. "Those events showed me that we're having a net success," he says.

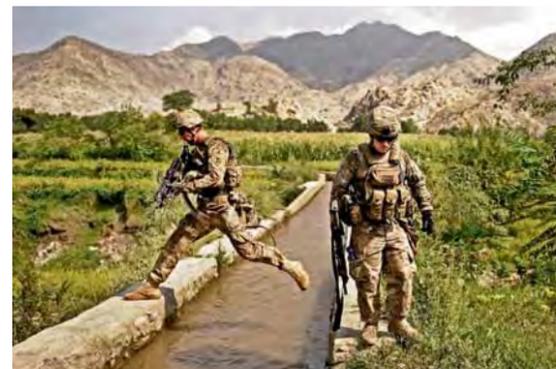
Like most Guard Soldiers who deploy, he dwells on the subject of counterinsurgency quite a bit. "On a macro level," he says, "counterinsurgency is how to win in Afghanistan. On the micro level, it is the interactions that your junior Soldiers have amongst the populace and how it impacts the hearts and minds of the Afghan people.

"I was very fortunate with my deployment. I worked in Kabul and had Soldiers providing force protection in the two major commands there. We had a thousand local nationals coming in every day. My force screened them and dealt with them on a personal level every day. These included people who did housekeeping or worked as interpreters." Because Guard Soldiers are themselves civilians, they could interact with



ON A MACRO LEVEL, COUNTER-INSURGENCY IS HOW TO WIN IN AFGHANISTAN. ON THE MICRO LEVEL, IT IS THE INTERACTIONS THAT YOUR JUNIOR SOLDIERS HAVE AMONGST THE POPULACE AND HOW IT IMPACTS THE HEARTS AND MINDS OF THE AFGHAN PEOPLE."

CPT Peter Carter, Maine National Guard



Above: U.S. Army SPC Kevin Medeiros, Provincial Reconstruction Team Zabul, secures an area in Qalat City, Afghanistan, Aug. 9, 2011.

local civilians there more easily than other forces, he says.

On top of that, Carter was in charge of a thousand Afghan nationals providing force protection on the outer perimeter of bases. So his Soldiers dealt with those folks as partners. Carter says he also had a lot of dealings with the Afghan police, and though he acknowledges that there are corruption issues there, overall he was impressed with their level of professionalism.

Whenever they had high-level dignitaries visiting, they'd turn to the Afghan National Police in Kabul to assist them. The fact that it was a partnership meant a lot. "They knew we were coming to them for help, and that's something that hadn't been done before," says Carter.

SPECIAL IMPACT

Special Forces Soldier "Staff Sergeant Mitchell" concedes that his 2009 deployment was "definitely different from a regular Guard experience." Mitchell, from the 19th Special Forces Group, Rhode Island, was with an A Team doing joint operations with some Afghan government units in the tough border areas of northeast Afghanistan north of Jalalabad known as N2KL.

The idea, as he put it, was to blend in by "putting an Afghan face" on everything they did. They all grew long beards and wore the same uniforms as their Afghan mates. It worked well, especially out in rural areas where they'd keep in the background and let them do all the initial interaction with the civilians. "The population felt a lot more comfortable dealing with them instead of us," he says.

The Afghan SF they worked with were definitely a couple notches above most regular Afghan soldiers, Mitchell says. He described how the

"NOW YOU HAVE GUARD GUYS WITH THE SAME AMOUNT OF DEPLOYMENTS, IF NOT MORE, UNDER THEIR BELTS THAN A LOT OF ACTIVE DUTY GUYS."

SSG Mitchell,
Rhode Island National Guard

operations worked. "The training cycle would usually start right after they'd come off leave," he explained. "First there'd be several weeks of training. We'd start off in a classroom environment, teaching them the basics, with instruction in things like communications and medical training, then working up to planning operations. We used the 'crawl-walk-run' technique, where you'd walk them through everything they'd need to know. After that they'd go out on the range and get put through actual exercises. Two of our guys would go out with them on it and after they did that a couple times, we'd all go out and do actual combat operations."

Mitchell joined the Guard in 2001, just long enough before 9/11 that he remembers how once there were guys in senior leadership positions with 20 years under their belts who'd never done a single deployment, and the only Combat Infantry Badges you saw might be worn by guys who'd fought in Vietnam or Desert Storm. But the war changed all that. "CIBs are now a dime a dozen," he says. "Now you have Guard guys with the same amount of deployments, if not more, under their belts than a lot of the Active Duty guys."

"You could have an Active Duty team there for six months and a Guard team fall into step for six months' rotation, and you'll never be able to tell the difference," he says.

WORKING IN CONCERT

During the last 10 years, an entire constellation of military bases and outposts sprang up around Kabul, just as any organism might. Some were quite large, with as many as 3,000 service members living inside the perimeter, while the smallest held only about 50 or so. They'd all gotten used to a fairly high level of autonomy. The problem was that with each running its own show and individually contracting for outside commodities and services, the costs and the amount of redundancy and waste were too much. And the mare's nest of administrative responsibilities was getting in the way of fulfilling the mission, which included handling the unprecedented surge of training and equipping new Afghan units.

In May 2010, the South Dakota National Guard's 196th Maneuver Enhancement Brigade deployed with the task of turning the 11 autonomous bases into a single, centrally administered entity, which would now be called the Kabul Base Cluster.

Bases that had three-star commands residing on them were now tenants of the Kabul Base Cluster Installation Command as directed by the 196th's Task Force Rushmore. The brigade's mission was clear. "We had to standardize policies for everything, so that we're working off the same sheet of music," recalls the 196th's commander, Brigadier General Ted Johnson. "That was the goal. We had to educate them that we weren't there to take over their business, but to support them and provide them logistics and to create synergy and efficiency."

Not all the base commanders were delighted at going from autonomous to tenant. "Some of them did push back because they thought 'Hey, we're losing control of something,'" Johnson says. "But after a lot of face-

Below right:
Soldiers of Provincial Reconstruction Team Zabul, Agribusiness Development Team, and 489th Civil Affairs Battalion patrol to a village in the district of Mizan, Afghanistan, Oct. 17, 2011.

to-face meetings, they started to understand what we were bringing to the table and they started to embrace it."

What his team had was a lot of expertise in running towns and cities. Among the 200 Guard members deployed there were civil engineers and public works experts, CPAs, firefighters, cops, several mayors, one city general manager, two state senators and a governor's advisor.

"We had public works people and we had a contracting section, and it took a lot of burden off them. We renegotiated contracts and brought in efficiencies." One example Johnson cites is gravel. "There were four or five gravel contractors each being paid a million dollars, whether they were delivering the gravel or not. We contracted one gravel pit for a million bucks and still got the quantity we needed."

"We always went 'Afghan First,' whenever we contracted for commodities or services," Johnson adds. "The Afghan contractors didn't always have our standards, but they do have the desire to do what we want them to do." This brought jobs and stability to the local economy. In the end, they estimated they saved the taxpayer more than \$197 million.

Improving base security was also one of their missions, as there were sporadic enemy attacks throughout the deployment. Along with new policies and procedures, the brigade brought in new security and

surveillance systems and gates to enhance the perimeters.

Among his memories, Johnson cites a small observation that spoke volumes. "What gave everyone in the unit a great deal of pride," Johnson says, "was that every day we'd see these kites flying and I'd remember hearing how under the Taliban, Afghan kids weren't allowed to fly kites at all. Seeing them flying now, I kept thinking, they have this freedom they didn't have before. And in a way, this is a huge thing."

FLOURISHING MISSION

When Staff Sergeant Alex Purdue first deployed to Afghanistan in 2004-5, he saw enough of the country to understand how varied its different climates and environments could be. Even so, when he had his second deployment there in 2010-11, this time with an Indiana National Guard Agribusiness Development Team (ADT) in Khost, along the eastern border with Pakistan, he assumed they'd be operating in a high, cold, mountainous area where water was scarce. To everyone's surprise, Khost was lush and tropical with plenty of rain to sustain the wheat and corn people had been raising there.

The Khost Province is not largely stabilized and is still considered by some to be the "wild west" of Afghanistan. The team constantly got



CPT Markus Shawnee (bottom left), commander for B Company, 179th Infantry, 45th Infantry Brigade Combat Team, plans the next tactical movement after taking cover from rocket attacks and small-arms fire in a village while two Soldiers scan the area for enemies Sept. 13.



rockets shot at them and IEDs were everywhere. Still, when you compare today with how terrible it had been during the 1980s, it's clear the region is on its way back.

The Soviet Afghan War had been brutal, particularly in that region. Once the Soviets had taken control of Khost, they found themselves inside a siege that didn't end until 1991. In the process of losing the war, they nevertheless managed to kill off the better part of two generations of local farmers, leaving their sons and grandsons without the traditional knowledge that should have been passed down to them.

For Purdue's unit, the role in the counterinsurgency mission was to help the locals become better at farming and at least partially reverse the damage they'd suffered three decades earlier. The longer there is economic

prosperity and security, the likelier locals will view the Taliban negatively.

"Two of our officers, Major Jeremy Gulley and Major Shane Robbins, came up with the idea of creating an educational program like the FFA [Future Farmers of America] for Afghanistan in conjunction with the local university," Purdue says. "We had a demonstration farm and basically worked with them to provide some kind of teaching curriculum for agricultural needs. Some team members did composting, food dehydration, things like that.

"I was Interpreter Manager for the agricultural team. We had seven interpreters that worked with our unit, and they were from the previous ADT team. They were really a good group of guys. They knew a lot about what worked in Afghanistan so we didn't waste our

time on things that wouldn't work. They did translation and made contact with government officials we had to deal with and set up meetings. We trusted them, and they didn't let us down."

Purdue got to know a lot of Afghans during his time there. "There's a lot of good people there who are not radical terrorists running around, giving everyone else a bad name," he says. "The government is getting there, but it's not stabilized yet. In a way they haven't had a government in so long they don't know what it is."

GROUND POUNDERS

Redeploying to Afghanistan after seven years, Colonel Joel Ward, commander of the Oklahoma National Guard's 45th Infantry Brigade Combat Team, sees a lot of changes in

the situation there. But probably the most telling is when he talks about flying over the country at night.

It used to be that everything below you was dark, he says. "Now, because of our rural electrification programs, you look down and you'll see lights everywhere. It almost reminds you of flying over America at night."

When the 45th Infantry Brigade Combat Team first deployed in 2003, counterinsurgency wasn't quite the big issue it is now. The Taliban had largely been run out, and there wasn't anyone else offering much trouble. The big task, then, was establishing the new Afghan National Army, and the 45th's mission was helping stand up its 201st Corps. In 2011, when the 45th returned, tasked with helping maintain security in the strategic Laghman province, their partners in this new mission were none other than their old friends, the 201 Corps' 1st Brigade.

Laghman province is a region of high mountains and deep valleys east of Kabul. Most of the population lives on farms in the valleys where, depending on the season, they grow wheat and corn, cotton and rice, as well as fruit and vegetables. "What it means," explains Ward dryly, "is that, regardless of the season, the bad guys have cover to shoot at us from." Though the farmland is good, the roads are mostly bad, which makes it difficult to get produce to markets in Kabul and other cities,

which in turn keeps farmers poor.

What makes Laghman province strategic is that Highway 7, the east-west artery connecting Kabul to Pakistan, runs across it. For the 45th and their Afghan partners, counterinsurgency partly means building roads and stimulating the local economy and, by their presence, making the local population feel safer.

The more active part of their mission combines continuous embedded training and mentoring the 201st while conducting joint operations with them against insurgents. The 45th and their Afghan partners fight a combination of conventional and unconventional warfare. Along with the 179th Infantry Battalion and 700th Support Battalion is a Special Troops Battalion. That unit consists of Soldiers with special skill sets, including engineers, communications specialists and others along with a team that operates the Shadow, an unmanned drone, launched from a truck-mounted catapult, which goes out quietly in search of the enemy.

"The other night it spotted a group of insurgents planting some IEDs along the roadside. It followed them back to the house they were oper-

ating out of. We then sent in a Focused Targeting Force—a specially trained, platoon-sized element of U.S. and Afghan Soldiers—and took them out. We had another raid earlier this week and captured three insurgent leaders," Ward says proudly.

He acknowledges that as good as the Shadow is at spotting the enemy, what really makes it work is the fact that there are now enough people fed up with the Taliban and the other insurgent groups' terrorism that they are willing to help point them out.

"If insurgency can be defined as 'fighting among the people,' then the goal of counterinsurgency is 'separating insurgents from the people,'" Ward says. "We are getting to be very good at this. If we can stay here and keep doing what we're doing, we can win."

LOOKING AHEAD

All the Guard members interviewed say they came away from their deployments in Afghanistan with something stronger than 'cautious optimism' about the situation there. They all believe the war can be won, providing we stay the course and as one put it, "they are allowed to keep doing what they're supposed to be doing." To them, success comes down to a combination of smaller steps: the Afghan army continuing to build on its progress; the military presence in rural areas providing a sense of security; the still-fragile economic prosperity continuing to grow; the local governors working in the interest of the locals; and the courts proving to be somewhere the people can go to settle disputes.

In an interview with GX, General Tommy Franks says that for a country to be successful, it must provide three things: 1) a government that is "reasonably representative of the will of the people," which he says doesn't necessarily have to be democratic but must understand the concerns of the citizen in the street; 2) a sense of security; and 3) the most important, what he called "economic possibility," which he describes as "when mom and dad get up in the morning, they have to believe that there are actions which they can take that will provide better for themselves, their families, their kids, their grandkids and the future generations.

Although Franks believes this has been achieved to a greater or lesser degree in Iraq, achieving this in Afghanistan remains elusive. While its current government can evolve to better represent the will of the people and it can continue to train and develop security forces, he is less certain about economic prosperity.

"The possibility to run a business or work for the government or be entrepreneurial so they can create the 'Afghan dream,' I think that is much less likely in Afghanistan. Economically there is just not a great deal to work with," he says.

"And so if we are talking purely military, the military piece of this can continue to evolve and eventually NATO and the U.S. can remove troops from Afghanistan," he adds. "But the time when Afghanistan can truly and legitimately function within the community of nations is in my view a long, long ways off. That's the best idea that I can give you about Afghanistan." GX

ENDLESS HONOR

From the Mustangs who volunteered in the Texas War of Independence to the members of Raven 42 in Iraq, the Kentucky National Guard has a rich tradition of bolstering American strength wherever it's needed.

By Jason Hall



They defended settlements against Native American raids during the Revolutionary War. Rallied after tragedy in the War of 1812. Reinforced troops in France during WWI. Fought valiantly in Vietnam. And won Silver Stars in Iraq. For more than two centuries, the Citizen-Soldiers of Kentucky have answered the call to serve the Commonwealth and their nation, from the birth of America to today's Global War on Terror.

The Kentucky Army National Guard traces its roots back to its Militia of 1775, and its rich legacy includes several notable historical figures, such as William Henry Harrison, who served as a major general and one of the commanding officers of the Kentucky Militia during the War of 1812, and who went on to become president of the United States.

In the decades since Kentucky Guard members

displayed their courage in that war, they have fought countless battles abroad and played a role in seemingly every major American conflict: the Texas War of Independence, the Mexican-American War, WWII, the Korean War and Operations Desert Shield and Desert Storm, to name a few.

And that role won't change. Major General Edward W. Tonini, the adjutant general of Kentucky, says the participation of the Kentucky Army National Guard in Iraq was "about our future in this country. And it's not about this generation's future, it's about the future of the children of these Soldiers ... we'll do our jobs, we'll stay the course and we'll do the right thing."

"As long as there are always men and women in the Commonwealth of Kentucky willing to answer the call to 'do the right thing,'" he adds, "the Kentucky Army National Guard will forever provide Soldiers to defend Liberty and Freedom."

RED, WHITE & BLUEGRASS

The shoulder sleeve insignia for the Joint Forces Headquarters of the Kentucky National Guard assumes an overall shape similar to the shield authorized for the adjutant general's corps. The top portion of the insignia is colored goldenrod (golden, yellow-orange), the state flower, to denote origin and control of the organization by the state in times of peace. The main body is colored red, white and blue, our national colors, and denotes federal support during times of peace and federal service during times of war. Additionally, the yellow, red and blue refer to the combat arms, armor (cavalry), artillery and infantry.

— Courtesy of Kentucky National Guard



THE MUSTANGS

Kentucky's First Regiment Volunteers, known as the Kentucky Mustangs, hailing from Bardstown, as well as the Louisville Volunteers, went to help those in Texas fighting for their independence from Mexico (1832–1836). Many of these Kentuckians were killed during the Massacre at La Bahia, TX. However, other Kentuckian Militiamen would avenge their fallen

comrades on April 21, 1836, with the overwhelming victory by Sam Houston's force over the Mexican army at the Battle of San Jacinto. In fact, Colonel Sidney Sherman, a regimental commander under Houston, was a Kentuckian. To this day, the epaulet of General Santa Anna, taken during the battle, resides at the Kentucky Military History Museum.

HISTORY IN BRIEF

1775

At this time, Kentucky was known as Fincastle County, part of the colony of Virginia. Commanded by Captain James Harrod, the Kentucky Militia was made up of all able-bodied men, with their primary mission being the protection of citizens against attacks by hostile Native American tribes.



1815

On January 8, one-fourth of General Andrew Jackson's forces at the Battle of New Orleans were Kentucky Militiamen. The final major battle of the War of 1812

was a complete American success, with 2,100 British service members dead or wounded, and an additional 500 taken prisoner.

1846

Within four days of the outbreak of the Mexican War, Kentucky had raised two infantry regiments and one cavalry regiment in response to the call for troops. These, and other Kentucky units, fought gallantly at the Battle of Buena Vista and contributed to Santa Anna's ultimate defeat at Cerro Gordo.

1861

During the Civil War, Kentucky attempted to remain neutral, never officially seceded from the United States, and provided several regiments on the side of the Union. The term "Orphan Brigade" was adopted after the war by the Soldiers of the First



Kentucky Brigade. Though they fought for the South, the brigade was technically from a Northern state; therefore the brigade's Veterans felt they were "orphans." The brigade fought throughout the entire war, earning itself a reputation of "steadiness in battle and unequalled prowess in drill."

1918

Guard members served in the 38th and 42nd Divisions in WWI. Once in France, they were utilized as "Depot Divisions" from which Soldiers were transferred as replacements to several different National Guard

and Regular Army units, where they joined in the fight.

1941

On December 8, the Japanese attacked Kentucky's Company D, 192nd Light Tank Battalion, located at Clark Field in the Philippines. Private Robert H. Brooks of Sadieville, KY, who was serving as a member of Company D, became the first U.S. Armed Forces casualty of the war. The main parade ground at Fort Knox, KY, is named in his honor.

1950

Ten Kentucky Guard units were called into federal service during the Korean War. Only one, the 623rd Field Artillery, deployed and fought in four campaigns, earning the Republic of Korea Presidential Unit Citation.

1991

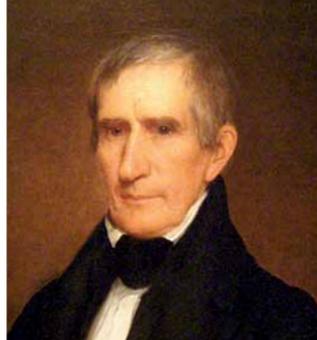
Over 1,100 Guard members, serving in eight units, deployed for Operations Desert Shield and Desert Storm. The 623rd Field Artillery was one of the few National Guard combat units to be deployed to the war zone.

2005

Members of the 617th Military Police Company from Richmond, call sign "Raven 42," defended a convoy in Iraq against an ambush by insurgents. Among the decorated Soldiers: Sergeant Leigh Anne Hester, the first female to be awarded the Silver Star medal since WWII.



Date: Oct. 5, 1812
Conflict: War of 1812, Battle of the Thames
Who: Kentucky Militia vs. British & Native American forces
Where: Near present-day Ontario, Canada



BATTLE OF THE THAMES

How the Americans beat back the British, reclaimed Detroit and turned the tide during the Second War for Independence

In January 1813, about 900 men—mostly Kentucky Militiamen—were killed by the British and their Native American allies in Southeastern Michigan. This battle became known as the River Raisin Massacre and was one of the worst defeats in the War of 1812.

A little more than nine months later, Major General (and future president) William Henry Harrison, who was commanding officer of the Militia, led a force into Canada to attack the army of Colonel Henry Proctor, the leader of the massacre.

Proctor, however, planned to catch Harrison's invaders in a trap along the banks of the Thames River, near present-day Chatham, Ontario. As dawn broke on the morning of October 5, Proctor had his 800 men and Tecumseh's warriors form a battle line against the imminent American attack. But Proctor had taken no precautions in preparing defensive works of any kind.

Harrison's American force consisted of at least 3,500 infantry and cavalry. Of that force, five brigades were Kentucky Militiamen under the command of the 63-year-old governor of Kentucky, Isaac Shelby. Also, about 1,000 Kentucky mounted riflemen were present, under Colonel Richard Mentor Johnson.

Harrison ordered Johnson to lead a frontal attack. Thirsty to avenge their fellow Kentuckians who were butchered at River Raisin, Johnson's men rode ahead, brandishing tomahawks and the famous Kentucky long rifle, shouting, "Remember the River Raisin!" The British troops were able to fire off only one volley before they broke and fled. Proctor and only 250 of his men escaped; the rest of his force surrendered.

Meanwhile, Tecumseh and his warriors continued fighting, but they, too, were defeated, and Tecumseh was killed, possibly by Johnson himself.

WILLIAM HENRY HARRISON

Born February 9, 1773, William Henry Harrison served as a major general and one of the commanding officers of the Kentucky Militia at the outbreak of the War of 1812. President James Madison eventually made Harrison supreme commander of the Army of the Northwest Territory. Harrison would lead his army in victory after victory, but it was the Battle of the Thames that brought fame to Harrison, as the battle was one of the greatest American victories in the war, second only to the Battle of New Orleans. Harrison would become president in 1841, but he died on the 32nd day of his presidency due to complications from pneumonia.



HENRY PROCTOR

Born in Ireland in 1763, Henry Proctor is remembered as an inept leader and military failure during the war. With his supply lines cut following the British navy's defeat at the Battle of Lake Erie, Proctor withdrew his forces from Canada. Proctor's withdrawal was slow, which allowed Harrison's force to catch up and defeat Proctor at the Battle of the Thames. In December 1814, Proctor was court-martialed for his "deficiency in energy and judgment," was suspended for six months without pay, and saw his military career come to an end. He died in England in 1822.

KENTUCKY AND THE WAR OF 1812

24,000

Kentuckians served during the War of 1812, 1,200 of whom were casualties.

64%

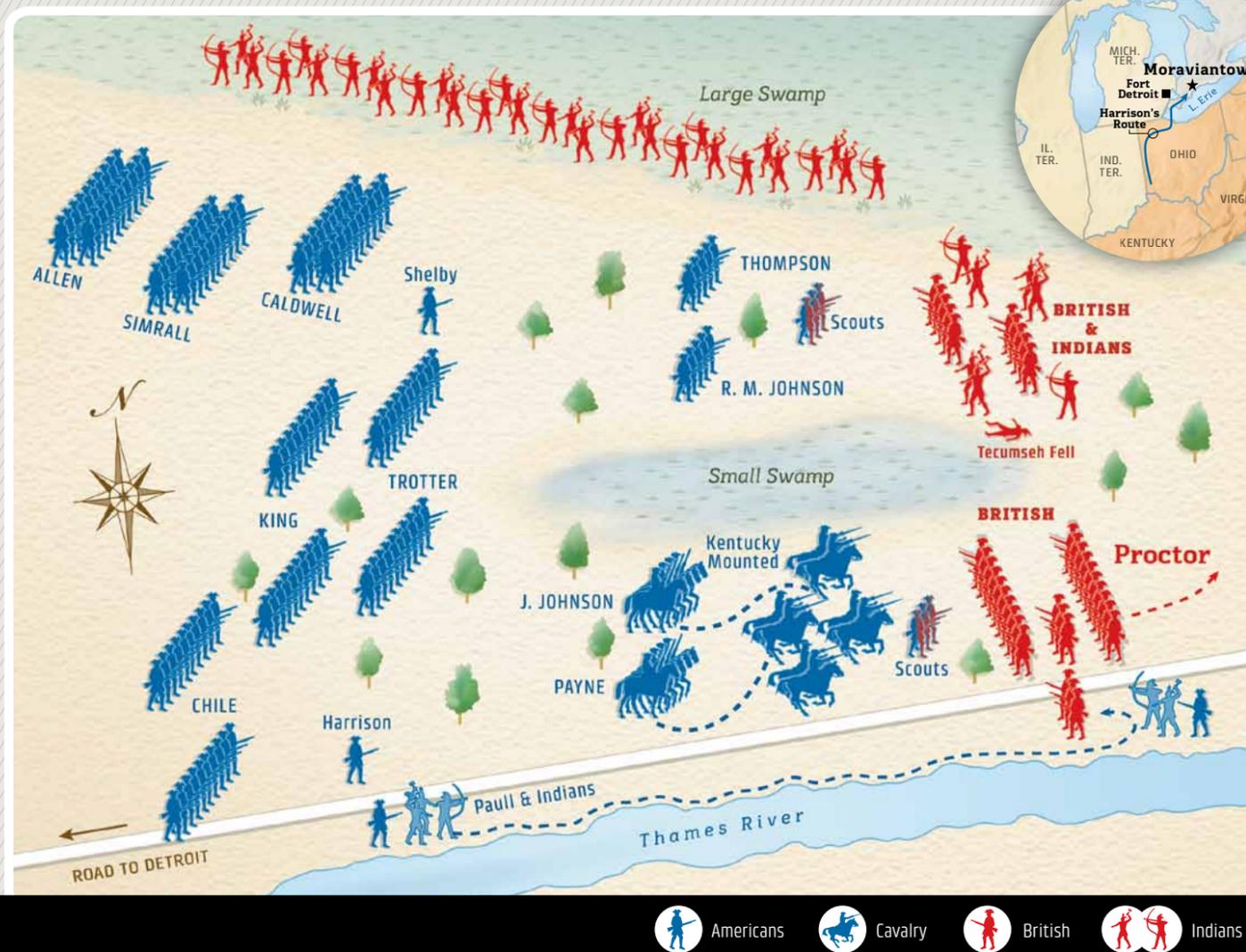
of the Americans killed in the War of 1812 were Kentuckians.

MASSACRE BEFORE THE THAMES

The River Raisin Massacre began as part of a campaign by American forces to recapture Detroit, a crucial outpost for U.S. incursions into British-controlled Canada that was

lost at the opening of the war. Second in command under William Henry Harrison was Brigadier General James Winchester. Harrison's plan was to split his army in two. One column, led by Harrison, marched on Upper Sandusky, OH. The other column, under Winchester, pushed west to Old Fort Defiance (modern-day Defiance, OH), where it built Fort Winchester. Winchester's 1,000-strong force, consisting mostly of Kentucky Militia, advanced to Frenchtown (modern-day Monroe), MI.

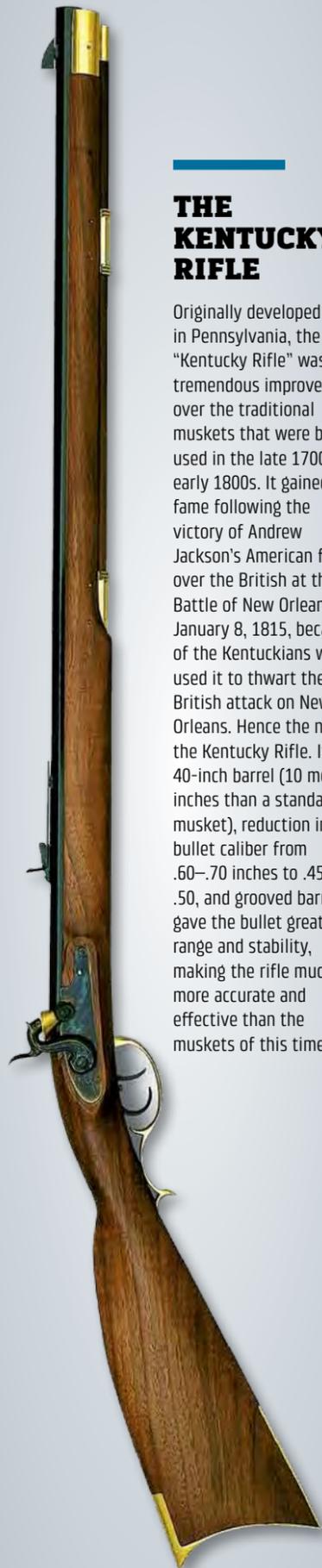
Harrison was worried that the British and Native Americans would launch a counterattack. He was right. The British, Canadians and their Native American allies, numbering roughly 1,300, surprised and overwhelmed the Americans at Frenchtown, who ultimately surrendered. Proctor assured American leaders that their men wouldn't be harmed if they laid down their arms, but after the battle was over, Native Americans killed at least 60 soldiers, with only 33 men escaping death or capture.



DECISIVE MOMENTS OF THE BATTLE

- ➔ Proctor orders his men to abandon their half-cooked breakfast and retreat two miles shortly after dawn. He hopes to set a trap for Harrison and his men.
- ➔ Planning to destroy Harrison's force along the banks of the Thames, Proctor forms his men, along with a single 6-pound artillery piece, into line of battle.
- ➔ Tecumseh and his warriors take up position to the right of the British line in hopes of flanking the Americans.
- ➔ Harrison orders James Johnson to attack the center of the British line with his mounted troops, who face no obstacles due to Proctor not fortifying his position.
- ➔ The British cannon fails to fire, and despite the flanking fire of Tecumseh's warriors, shouting "Remember the River Raisin!" Johnson's men smash through the British line. The British hastily flee, with many captured.
- ➔ Tecumseh and his warriors remain and continue fighting, which bogs down Johnson's force in the swamp. When Tecumseh is mortally wounded in the fight, the remaining warriors quickly retreat, ending the battle in a resounding American victory.

AFTER THE BATTLE Although barely recorded in most history books, the American victory at the Thames won by the Kentuckian riflemen had monumental consequences. The Battle of the Thames led to the United States reclaiming control of the Northwest frontier, and the death of Tecumseh signaled the end of the alliance between Native American tribes and Great Britain. This dissolution paved the way for Harrison to sign an armistice with chiefs representing several tribes that effectively took the tribes out of the war. William Henry Harrison would ride a wave of popularity from his exploits during the War of 1812 that would put him in the White House in 1841 as the ninth president. Richard Mentor Johnson survived the wounds he suffered at the Thames and, based on the belief that he had killed Tecumseh, would later be elected vice president under President Martin Van Buren.



THE KENTUCKY RIFLE

Originally developed in Pennsylvania, the "Kentucky Rifle" was a tremendous improvement over the traditional muskets that were being used in the late 1700s to early 1800s. It gained fame following the victory of Andrew Jackson's American force over the British at the Battle of New Orleans on January 8, 1815, because of the Kentuckians who used it to thwart the British attack on New Orleans. Hence the name the Kentucky Rifle. Its 40-inch barrel (10 more inches than a standard musket), reduction in bullet caliber from .60-.70 inches to .45 or .50, and grooved barrel gave the bullet greater range and stability, making the rifle much more accurate and effective than the muskets of this time.



TRAINING IN THE BLUEGRASS

FROM ITS BEGINNINGS IN 1969 AS A 29-ACRE WEEKEND training site, the Ford Training Center has been hailed as the premier mechanized infantry and armor maneuver training area east of the Mississippi River, providing effective and cost-efficient training facilities for National Guard, Reserve and Active component units from every branch of service.

Constructed on nearly 11,000 acres of reclaimed strip-mine land, the Ford Training Center has complete year-round accommodations, including barracks and quarters for nearly 500 troops, a 400-seat dining hall, a drill hall and a modern learning center for computer simulator training. The site also features live-fire ranges, hardened bivouac sites, a controlled humidity storage complex, complete maintenance facilities for military equipment, an engagement skills training center, an obstacle course and a 4,200-foot grass runway.

The facility had been known by a variety of names over the years; the most prevalent was the Western Kentucky Training Site. It was dedicated and formerly named the Kentucky National Guard Wendell H. Ford Regional Training Center in ceremonies on October 17, 1997.

MOST ACTIVE UNITS



149th MANEUVER ENHANCEMENT BRIGADE

Created on Jan. 21, 1839, in the Kentucky Militia as the Louisville Legion. Over 1,100 Soldiers from the 149th deployed to Iraq in 2011.



238th TRAINING REGIMENT

Consists of the 1st Field Artillery Battalion, the 2nd Modular Training Battalion and the Regimental HQ located at the Wendell H. Ford Regional Training Center.



623rd FIELD ARTILLERY BATTALION

Created on May 22, 1846, in the Kentucky Militia as the 1st Kentucky Cavalry and the 2nd Kentucky Volunteer Infantry.

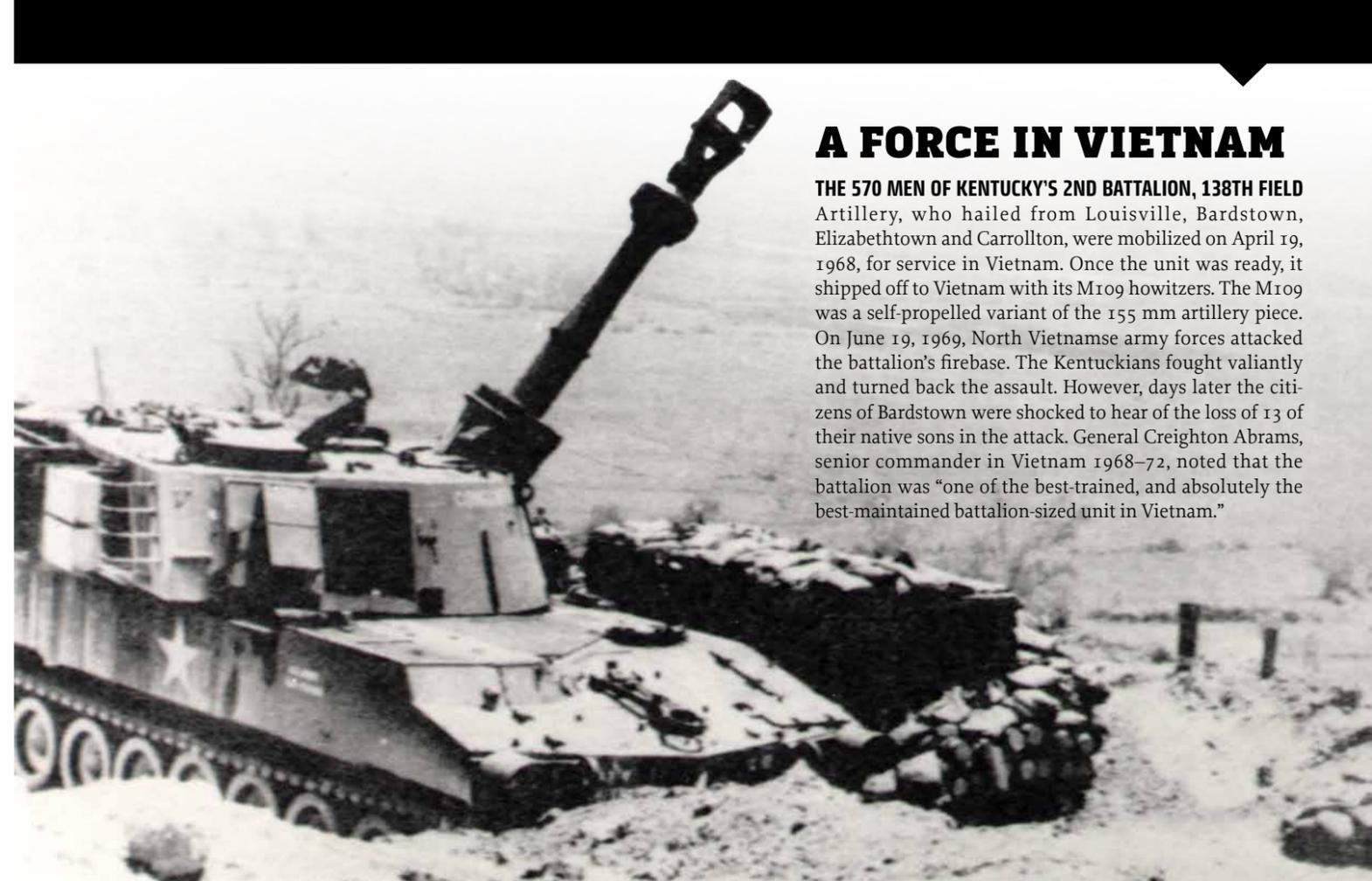


63rd THEATER AVIATION BRIGADE

Organized and federally recognized Sept. 15, 1986, as Headquarters and Headquarters Company, Aviation Brigade, 35th Infantry Division.

15

THE NUMBER OF WOMEN IN U.S. MILITARY HISTORY TO BE AWARDED THE SILVER STAR. SGT LEIGH ANN HESTER, KYARNG, IS THE FIRST WOMAN TO RECEIVE THE MEDAL SINCE WWII.



A FORCE IN VIETNAM

THE 570 MEN OF KENTUCKY'S 2ND BATTALION, 138TH FIELD Artillery, who hailed from Louisville, Bardstown, Elizabethtown and Carrollton, were mobilized on April 19, 1968, for service in Vietnam. Once the unit was ready, it shipped off to Vietnam with its M109 howitzers. The M109 was a self-propelled variant of the 155 mm artillery piece. On June 19, 1969, North Vietnamese army forces attacked the battalion's firebase. The Kentuckians fought valiantly and turned back the assault. However, days later the citizens of Bardstown were shocked to hear of the loss of 13 of their native sons in the attack. General Creighton Abrams, senior commander in Vietnam 1968-72, noted that the battalion was "one of the best-trained, and absolutely the best-maintained battalion-sized unit in Vietnam."

TRANSITION IN IRAQ

THE KENTUCKY NATIONAL GUARD'S 149th Maneuver Enhancement Brigade, the largest Kentucky Guard unit to deploy since WWII, assumed responsibility of garrison command at Victory Base Complex from the Idaho National Guard's 116th Cavalry Brigade Combat Team during a Transfer of Authority ceremony at Camp Victory Aug. 30 in Baghdad, Iraq.

The 116th, "Task Force Snake," mobilized in support of Operation New Dawn in September 2010 and conducted force protection operations around VBC and provided elements in support of joint counterintelligence operations around the theater of Iraq.

The 149th, "Task Force Legion," arrived in Iraq at the beginning of August and began its relief in place with the CBCT for several weeks before the official transfer of authority. The Kentucky Guard members spent several days shadowing the Idaho Soldiers to learn their mission, then took over while the 116th



Soldiers shadowed them.

Colonel Guy Thomas, 116th CBCT commander, said part of the goal was setting the 149th for success so they could continue turning Victory Base Complex over to the government of Iraq.

Colonel Scott Campbell, 149th Maneuver Enhancement Brigade commander, said this is a huge responsibility with a real mission and a real enemy.

"We did multiple Annual Trainings, two months at mob station, specialty training, leadership training—the list goes on and on,"

he said. "All of that was just to get us here. This is the start point. This is game time."

The mission, Campbell added, is one for the history books. "When they write the history of this war ... we all know what the first chapter will be: 'Shock and Awe,'" he said. "We are in the process of writing the last chapter. History will long forget how we arrived, but they will never forget how we leave. Task Force Legion will leave with dignity, honor and mission accomplishment."

By CPT Andi Hahn, 149th Maneuver Enhancement Brigade Public Affairs Officer

AFGHANI STAN, CA

VIRTUALLY A NATION IN ITSELF, THE NATIONAL TRAINING CENTER, AKA THE BOX, TAKES DEPLOYMENT PREPARATION TO A WHOLE NEW LEVEL, DRILLING EVERY TYPE OF UNIT IN EVERY CONCEIVABLE SCENARIO.

STORY AND PHOTOS BY LIESL MARELLI





quiet, peaceful village perched on a mountainside in Afghanistan transforms from the insurgency's stomping ground to a friend of Coalition Forces. Soldiers and tribal leaders meet frequently over tea and discuss humanitarian aid and other efforts to work together.

One day, a team patrolling the village encounters small arms fire. A Soldier gets hit, and another troop manning the machine gun litters the area where the terrorist stood. But the terrorist, who had positioned himself near a home, isn't the only casualty. Two children and an elder are killed, too. Outraged tribal elders cease talks with Coalition Forces, tension fills the once-friendly village on every visit, and insurgents re-emerge with a vengeance.

Lieutenant Colonel Chris Doneski, squadron commander for Fort Irwin's 11th Armored Cavalry Regiment, has seen that scenario unfold. At the National Training Center (NTC), it's a situation he and his regi-

ment work on continually to prevent. Unit members and hired civilians become Afghan role players in a remarkably realistic way, from village residents to local officials to Afghan Army members to insurgents. "If [the training units] screw it up, we reset and try it again," Doneski says. "We start it all over and go—like a movie: start, stop, redo the scene."

That's just one of the many training components of NTC. At Fort Irwin, about 160 miles northeast of Los Angeles in the Mojave Desert, a training area the size of Rhode Island contains a replication of Afghanistan that's eerily similar to the real thing. There, Guard members, along with members of every

branch of service and every type of unit, prepare for every encounter, condition and terrain imaginable—the mountains, for example, conceal seven tunnel complexes.

NTC offers complex battle space, full-spectrum operations, major-combat operations and irregular warfare, taking present-day Operation Enduring Freedom operations and applying it in a controlled environment at a whole new level. Guard members conduct live-fire and situational training exercises against a highly trained opposing force, which not only has the advantage of knowing the lay of the land but also studies terrorist tactics from theater.

Every rotation includes joint, interagency and multi-national play. Soldiers are trained to anticipate any range of activity, including negotiations, ethnic strife, kidnapping, indirect fire and harassing fire, so by the time they operate in theater, they know how to react on any impending need, whether combat or humanitarian. But they're also trained to deal with the complex human dimensions, where civilians often blend with insurgents, and engaging with the local population is required for building rapport and gathering intelligence.

"It's one of the hardest things for [Soldiers] to do—balance immediate self-preservation and force protection with protecting yourself and your Soldiers while protecting the population," says Doneski, who adds that it's particularly challenging for 18- and 19-year-old Soldiers to see a buddy wounded and not retaliate in a way that will bring even more harm to them and the area.

Let the experiences Soldiers encounter overseas not be their first

As if they were actually deployed to Afghanistan, Soldiers that train at NTC have to treat each exercise as if it were a combat mission. Planning, communication and professionalism are an absolute must here, especially since "trainers" observe and grade every move.



FORT IRWIN THROUGH THE YEARS

The fort began as an anti-aircraft range in 1940. Two years later, it received its official title of Camp Irwin in tribute to Major General George Leroy Irwin, a WWI battle commander. During WWII, many units trained there, and the camp served as an internment site for prisoners of war.

The camp was closed by the War Department in 1944, and then reactivated as the Armored Combat Training Area in 1951. Ten years later, its designation changed from camp to fort status. In the 1970s, it was used by the state of California to train members of the National Guard. In 1981, after a search by the Army to house a national training center, Fort Irwin was selected.

exposure to the incidents, says Brigadier General Terry Ferrell, NTC commander.

LAY OF THE LAND

It's October, and New York's 27th Infantry Brigade Combat Team and South Carolina's 4th Battalion, 118th Infantry Regiment, are here for an intense two-week Annual Training exercise. The brigade is slated to deploy in early 2012.

Captain Elizabeth Tallent of Charleston, SC, commander of the 1118th Forward Support Company, says her Soldiers are already learning what it takes to operate in this environment. Of her approximately 100-Soldier unit, some are on at least their second deployment, while some haven't deployed at all.

"NTC is a valuable tool and especially those who haven't been to Afghanistan can alleviate the fear of the unknown," Tallent says. Her Soldiers are learning how to equip themselves for the cold and hot desert temperatures, and to battle the sand and dust that is an enormous adjustment for their lungs, eyes and maneuverability.

Convoys for road-clearing missions, and those delivering chow or fuel or providing vehicle maintenance, must make a significant adjustment. Unimproved roads reduce visibility by causing a clouded barrier around the vehicles, forcing Soldiers

With more than 1,000 square miles of open range desert and limited vegetation for concealment, snipers and sharpshooters have to work hard to blend into the environment.

to maintain intense focus so they don't go off path, nor get too close or lag too far behind the lead vehicle.

Tallent's Soldiers are also sent out to support the infantry line units—living where they do so they can help conduct any maintenance needed so they can fully operate on missions.

A handful of her Soldiers stay on a remote command outpost called Sharq Darwaza Jame'a (SDJ), where there are no showers or toilets. It's simple living, and somehow her

Soldiers have managed to make the best of it.

The female Soldiers staying at SDJ are assigned to the Female Engagement Team (FET), which helps units communicate with local women in Afghan villages. There are only a few women here, but they live in the same conditions as their male counterparts, going up to eight days without access to a shower trailer like those at FOB Denver, which is home to the majority of the brigade during training.

The female tent at SDJ, home to less than 10 Soldiers, including one Afghan interpreter living with the FET, have managed to turn their small tent into a livable, cozy space.

"Eight days no shower ... we took ranger baths," says Specialist Kristin Long of Hampton, SC, a cook assigned to the FET. "We got plastic boxes, and fill the box from the water truck, and we wash in our tent."





Virtually mirroring Afghanistan, NTC is as close as it gets to the real thing, say Soldiers who have deployed.

It's the best we can do in the field. We've survived it. Our uniforms probably wanted to run away from us, but we were clean at the time so it's all good. So long as I felt good when I fell asleep, I felt good," says Long, laughing with her fellow FET members.

The FET is an extremely diverse group of women who made it through many levels of selection. What began with 200 volunteers was reduced to 18 members, who are subject matter experts in a variety of MOSs, so they can adapt to the environment if the mission changes.

"I think it's important for combat arms to have an FET with them, because we'll get more intel out of the females than [the males] would—because the males aren't allowed to talk to the females," says Private First Class Chelsie Goodman, a combat medic from Monetta, SC, who is Level II Combatives qualified.

Long, who was assigned to C Company, 4/118th Infantry, a month earlier, is thrilled to be a part of the team. "I needed a new challenge and they told us about the FET mission ... women need a voice and we are the voice for them. Every day I have been out here, I have learned something new, so to me, it's been a great experience," she says.

"What I like about the training center here is that they simulate what is going to happen in country. I understand why we take the training so seriously. This is a big step for us,"



says Specialist Jody Grant, a motor transport operator from Sumter, SC. "The majority of us are mothers who volunteered for the mission. We feel like it's our duty to go over there and give the women a voice and be able to help them with whatever they need or just be there for them."

DOUBLE VISION

The environment at Fort Irwin resembles Afghanistan so closely that Soldiers who have deployed, as well as Afghan interpreters who work at NTC, concur: This is as close to Afghanistan as it gets.

"The villages here are a lot like Afghanistan ... made with

MEMBERS OF THE 118TH'S FEMALE ENGAGEMENT TEAM

(FET) are crucial to the unit's success in Afghanistan, as male Soldiers aren't allowed to interact with Afghan females, much less talk to them. What originally began with a selection process of 200 females in the South Carolina National Guard, the 18 Soldiers in the FET are subject matter experts in a variety of MOSs so they can master the environment in any situation.





FAST FACTS

NTC IS 768,000 ACRES, OR ABOUT **1,000 SQ. MILES**

NTC AVERAGE ROTATION SIZE: **4,200 SOLDIERS** (BRIGADE-SIZE ELEMENTS)

DAILY INSTALLATION POPULATION: **23,958**

CIVILIAN WORKFORCE: **5,637**

no electricity and no running water, and the bathrooms are kind of the same. The mosque, the elders, the offices, the police stations are so similar," says Sarwia Omar, an interpreter for the FET who was born and raised in Kabul but has been hired to inhabit a mock village. She's been teaching FET members about her country—among other things, "How to say words in Dari. [Afghans] feel respected if you tell them As-Salamu 'Alaykum.'" Her husband is playing the role of tribal leader in a neighboring village about 200 meters away, but their contact is minimal during training.

For Soldiers in "the Box," as NTC is known, there are no comforts outside of those found at forward operating bases and command outposts. Soldiers are required to wear multiple integrated laser engagement systems (known as MILES gear) to remind them that anyone can be a target. In particular, anyone who drops their guard will become a target because combat trainers instill the value of situational awareness at all times.

Even on one of the biggest FOBs, FOB Denver, Soldiers aren't safe from enemy threat. If the MILES gear goes off and a Soldier is "hit," there's no come-back-to-life-and-resume-the-game button. Soldiers, instead, are medically evacuated and processed through the system. Even the administrative offices have their training, too. That means notifying families, updating records, writing posthumous awards, separating personal effects, etc. Training is for all the units, not just the line units. Everyone at NTC experiences exactly what they'll encounter overseas.

On missions, Soldiers are equipped to use hand-held interagency identifying detection equipment (HIIDE) so they have a directory of people/terrorists in their battle space. The equipment is like one might expect at a police station—finger printing, but they also have gear to do eye scans. The Soldiers scan suspected terrorists, those killed during combat and anyone entering the FOB. Intelligence

is key, and knowing who exists in the battle space is crucial.

Every leadership position is assigned a combat trainer who shadows the assigned Soldier, monitoring, training and mentoring him every step of the way. Those trainers also spend two to three months in theater to fully understand current operations and then bring that knowledge back to NTC. Overall, more than 600 observer-controllers provide immediate feedback. And more than 100 video cameras record actions in one village alone. NTC also brings over members of the Afghan National Army and Afghan police to ensure trainers are recreating current tactics and procedures.

"The goal here is not only to make sure we get their individual units out of the rotation with everyone safe, but to set conditions so more units don't have to go," says Doneski.

Second Lieutenant Alexander Ruckh, a military police platoon leader assigned to HHC, 27th Brigade Combat Team, says his platoon was recently formed but that the training at NTC has helped immensely.

"You can see a 100 percent difference from the day we started to where we are now, and it's only going to improve because of this training," Ruckh says.

"It's the most realistic training we'll probably get," he adds. "I never had worked with interpreters before, but it's been pleasant because they offer insight into effective communication with the locals through cultural awareness. I learned that when you walk into a building, take your hat off, your glasses off and gloves off before shaking hands. Make eye contact when you speak, and don't show the bottom of your feet.

"My guys who have been over there before said, 'Hey, LT, this is exactly what it looks like.'"

TENSION AT THE TABLE

During the training, a meeting among American Soldiers and Afghan and Pakistani security forces has the potential to escalate. They're talking about borders, smuggling issues and insurgents

Above: Just like in Afghanistan, the "enemy" at NTC knows the lay of the land intimately, so officers and NCOs have to plan each mission carefully. Sometimes a map, pencil and a flashlight are all that's on hand to conduct the mission briefings. **Opposite Page:** Since NTC often trains brigade-size elements, the unit's camps resemble little cities where operations are conducted 24 hours a day.

operating in their areas. The Pakistanis are on one side of the table, the Afghans on the other, and in the middle are the Americans. Surrounding the compound is the gamut of uniforms and weaponry from the three countries' forces.

Lieutenant Colonel Frederick Pasley, commander of the 4/118th, attends and is ready to do what he can to quell any increased tensions should the meeting lead to hostility.

Although there are many Soldiers standing by on the compound scanning for any threats, invisible to the naked eye are American snipers who have camouflaged themselves behind the rocky mountainous terrain located hundreds of meters above the meeting so they can view any and all incoming vehicles, personnel or attacks.

Sergeant William Bratcher, a senior sniper with HHC, 4th Battalion, 118th Infantry Regiment, says, "Our job first and foremost is to give intel to the higher-ups. We are out there ahead of everyone else gathering intel, looking for troop movement, pulling overwatch. We were to provide overwatch for [LTC Pasley at the meeting] to make sure nothing happened."

Bratcher has an M110 semi-automatic sniper system with

a suppressor so when he opens fire on a target, identifying his location is challenging. "Our job is hard, it's demanding, it's dangerous, but hey, that's what we signed up for," he says. "It's about marksmanship and fieldcraft—camouflage and blend in—be behind enemy lines for days without any support. We provide long-range marksmanship by eliminating some of these higher-ranking guys who are against us."

For Bratcher, whose expertise was jungle, this is his first desert deployment, and he enjoys the terrain. "This is different, but I like it," he says. "We are able to get up and watch everything. I've never been anywhere that I could see someone coming for miles."

Since being at NTC, Bratcher says his team has climbed mountains every day normally with at least 60–80 pounds of gear that include a daypack so they can remain behind enemy lines for days without support. They are trained to move into the enemy's territory when they least expect it.

"Sneak in and get set up so when daybreak comes we can call the rest of the crew and say to them that we are set, 'You can come on in. We've got your back.'" **GX**



ON THE ROAD

PERSHING. PATTON. EISENHOWER. SCHWARZKOPF. THEY AND OTHER TOP COMMANDERS HONED THEIR LEADERSHIP SKILLS AT THE U.S. ARMY WAR COLLEGE, ONE OF THE MOST PRESTIGIOUS INSTITUTIONS IN THE MILITARY. WHAT DO STUDENTS LEARN THERE? FOR STARTERS, THAT WINNING STARTS WELL BEYOND THE BATTLEFIELD. BY CHRISTIAN ANDERSON

WAR COLLEGE MISSION STATEMENT

To prepare selected military, civilian, and international leaders for the responsibilities of strategic leadership; educate current and future leaders on the development and employment of land power in a joint, interagency, intergovernmental and multinational (JIIM) environment; research and publish on national security and military strategy; and engage in activities that support the Army's strategic communication efforts.

Photos from U.S. Army; middle row, right photo by SSG Jim Greenhill

Walking the halls of the U.S. Army War College is like visiting a military hall of fame. Generals George Patton and Omar Bradley are alumni. Generals William Westmoreland and Tommy Franks strode these very corridors. Look in one direction and a portrait of General Dwight Eisenhower grabs your attention. Glance in another and a photograph of General Norman Schwarzkopf stares back. Paintings of iconic scenes pack the walls. Washington crossing the Delaware. The Battle of the Bulge. Gettysburg. No matter where you turn, you're surrounded by history and thunder-struck by American might.

This is, however, neither a shrine nor a museum, but a living, breathing institution, where the focus isn't on yesterday's leaders, but tomorrow's, and where the icons on the walls are placed not to intimidate, but inspire. Look past the grandeur, and the message seems to be clear: Yes, lead like them. And fight like them. But just as important, *learn* from them.

Set in the picturesque Susquehanna Valley in Southern Central Pennsylvania, the U.S. Army War College (USAWC) is the Army's equivalent of graduate school and one of the most prestigious institutes of military higher education. Its mission: Take the brightest senior-level officers in the Army, Guard and Reserves and shape them into future generals and decision-makers capable of taking on leadership positions of global magnitude. You'd be hard-pressed to find a current general who hasn't attended the USAWC.

At the school, the study of military science isn't broken down into easily categorized subjects. Instead, it blends a wide range of topics that include war theory and strategy (particularly land power), and history and international relations, and it examines the effects of political, social and economic factors on national defense and multinational operations. In addition, courses bring together students and faculty from vastly different backgrounds and specialties, which results in a dynamic exchange of information.

All of this makes the War College an incubator of elite talent and a cutting-edge laboratory of ideas on war and command leadership.

Students learn to incorporate a multitude of perspectives into their critical thinking skills and come away with a much broader understanding of warfare and conflict. The college refers to this concept as "mastering the strategic art."

"We don't teach you what to think, we teach you how to think," says Colonel Oliver Norrell, faculty instructor and senior Army National Guard adviser to the War College. "All of this strengthens the individuals, thereby strengthening the class as a whole."

BEGINNINGS

The college first opened its doors in Washington, DC, in 1901. It was created by Secretary of War Elihu Root, who sought to correct military weaknesses that were revealed during the Spanish-American War.

After a brief move to Fort Leavenworth, KS, the college settled into its current home, Carlisle Barracks, PA, in 1951. The campus sits only a few miles from the site of the infamous Pickett's Charge in

UNIVERSITY OF WAR

the Battle of Gettysburg, and Carlisle Barracks itself was bombed by Confederate General J.E.B. Stuart in 1863. The site is the Army's second-oldest active military post and is steeped in history, having once been home to the Army's Medical Field Service School, the Army Information School, the Adjutants General School and the Chaplain School, among many others. Carlisle Barracks also happens to be home to the Carlisle Indian Industrial School, where Glenn Scobey "Pop" Warner coached all-American athlete Jim Thorpe.

The college was founded as a military school aiming to train officers for the Army General Staff, and its first class consisted of six captains and three majors. Over the decades, the school adapted to meet the military challenges of the day and evolved into a graduate-level college that focused more on the academic study of war. All graduates receive the same degree: a master's in strategic studies.

Today, 337 students are enrolled for the 2011-12 academic year, with 22 of them National Guard Soldiers. Although most students are Active Duty Army, the school also includes Airmen and accepts officers from the Coast Guard, Navy and Marines.

International Fellows make up another group of students. About 70 foreign officers are invited to attend every year by the chief of staff of the Army to foster better working relationships between senior U.S. officers and military leaders of other countries.

For U.S. officers, the application process is highly selective and can be daunting. Guard members, for example, don't apply directly to the school—they must be nominated by their state-level command component. The state command then sends the application to the National Guard Bureau (NGB). Once NGB approves the nomination, the Soldier can enroll. International Fellows must be nominated by their respective governments and militaries.



Located less than 35 miles from the battlegrounds in Gettysburg, Carlisle Barracks is the second-oldest active Army installation after West Point.

Applicants must have 16 to 25 years of military service, be at least a lieutenant colonel, and have completed the Command and General Staff College (CGSC) at Fort Leavenworth, KS, or a selected equivalent. Qualified officers in the Army, Guard and Reserve can attend CGSC, which is considered an intermediate-level education (ILE) course. There, they'll receive a Master of Military Arts and Sciences (MMAS) degree. This essentially prepares them for a staff or command position in a division, brigade or battalion, depending on the unit structure. Considering the rigorous course load at CGSC, it's safe to say that any Soldier who graduates has the proper foundation to tackle the advanced curriculum at the U.S. Army War College.

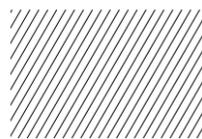
"Getting accepted ... is an unbelievable blessing," says Lieutenant Colonel Shaun Harris, Michigan National Guard. "I am the first Active Guard Reserve [AGR] officer from Michigan to attend, so I have to do a great job here to make sure that other AGRs can come in the future."

There are two ways to attend: the Resident Education Program, for those who live on or near the campus,



OUR INTENT IS TO EDUCATE FOR JUDGMENT, NOT FOR KNOWLEDGE, BECAUSE WE ARE TEACHING [STUDENTS] THE INTRICACIES OF COMMAND."

Ed Filiberti, U.S. Army War College professor



and the Distance Education Program for Soldiers who can't attend in person. The Resident Education Program takes 10 months to complete. Both programs are similar in curriculum and intensity, and both prepare Soldiers for service at the strategic level in complex national and international environments. The programs emphasize strategic leadership, grand strategy, national security and operational art. If you are deemed qualified to enroll, the Army pays all expenses.

"I am very proud to have been selected to attend the War College," says Lieutenant Colonel Timothy Rickert, a student and a Soldier in the Iowa National Guard. "I was a little apprehensive at first, but [now I'm] very excited because this environment is filled with amazing people who have a lot of talent and incredible experiences to share."

The Distance Education Program, which began in 2006, stretches out over 26 months, with the classroom replaced by a chat room, forums and Web video. The majority of students are deployed or Guard and Reserve Soldiers who have full-time jobs or families.

That program has an attrition rate of around 51 percent. But instructor Colonel David L. Collins stresses that if the students utilize all the tools and practice proper time management, they can indeed finish the program.

"Obviously, time management is key here and many of the seminars and classroom readings are held online," he says.

SCHOOL OF SEMINARS

It's a misty December morning at the school, and about 10 students gather for a course. The room looks like a modern-day college classroom in terms of its high-tech, flat-screen TVs and computer monitors, but the similarities stop there. What follows isn't a traditional lecture but a discussion intended to spark ideas and debate rather than embed doctrine.

Today's topic: the book *The Victory Plan* by General Albert C. Wedemeyer. In the book, Wedemeyer outlines his struggle as a young Army major tasked by General George C. Marshall to make recommendations on how to mobilize American industry for WWII, how to get the Armed Forces to end strength to fight Germany and

Japan, and how to strategically defeat those countries.

The students marvel at the fact that the author was given such a Herculean task, especially considering his rank at the time. As it turns out, General Marshall turned to the major precisely because of his inexperience. Giving Wedemeyer the assignment guaranteed a fresh perspective. In a vigorous discussion, the students talk about his strategy and how he pulled it off.

This session is typical at the War College, which teaches its students through "seminars" rather than classes. An instructor guides the students in discussion, and provides them with the tools and reading materials they need. In addition to the discussions, instructors may ask students to work on short papers on specific topics.

"The seminar is really the core of the U.S. Army War College," says Colonel Hunt Kerrigan, a student and member of the Alaska National Guard. "It is where we strengthen our relationships and gain the knowledge to succeed in our careers."

During the sessions, there is little room for ego, Harris says. Inside the college's gates, there is no rank structure and no saluting. Everyone is considered equal, and students greet one another by first name. Many of the Guard Soldiers wear suits instead of ACUs or Class A uniforms.

Daily assignments and readings help prepare students not only for the seminars, but also for the final 25-page thesis paper they must write to complete the program.

"The instructors give intensive reading assignments to the students, and they discuss the readings in the seminars," says Paul Jussel, one of the college's civilian instructors. "I start the seminar by proposing a topic or question, and then the students carry the conversation."

Since the seminar model is the bread and butter of the War College, the instructors use this time to help students break unproductive leadership habits, hone critical-thinking skills and develop new competencies. All of that is necessary in the modern military world—the students must, in their words, "widen their aperture."

"It is extremely crucial that a student keep up with the readings and research," Kerrigan says. "If you do not, you sell yourself short because the level of involvement needed to participate in the seminar is tremendous." And

CLASS OF 2010

BY THE NUMBERS

AVERAGE AGE

45

AVERAGE YEARS OF SERVICE

22

HAVE ADVANCED DEGREES

76%

HAVE HELD A COMMAND AT BATTALION LEVEL OR HIGHER

66%

TOP OF THE CLASS

John J. Pershing
Led the American Expeditionary Force to victory in WWI.

Walter Krueger
First Soldier to rise from the rank of private to general in the United States Army.

Dwight D. Eisenhower
Supreme Allied Commander during WWII, including D-Day.

George S. Patton Jr.
Led the charge to aid the encircled 101st Airborne during the Battle of the Bulge.

Omar Bradley
The last individual to hold the rank of five-star general.

Anthony McAuliffe
Commanded the 101st Airborne during the Battle of the Bulge.

Maxwell D. Taylor
First general to set foot in Normandy on D-Day (by parachute).

H. Norman Schwarzkopf
Commander of Coalition Forces in the Gulf War.

Tommy Franks
Led the attack on the Taliban in Afghanistan in 2001.

Clyde A. Vaughn
Former director of the Army National Guard (2005-2008).

William E. Ingram Jr.
Current director of the Army National Guard.

Raymond Odierno
Current chief of staff of the Army.

photos from U.S. Army War College



Part of the academic experience at the War College is the lengthy and distinguished list of orators who frequent the lecture hall, where generals, presidents and secretaries of the Army, defense and state routinely speak.

U.S. ARMY WAR CENTERS AND INSTITUTES

SEVERAL INSTITUTES WITHIN THE WAR COLLEGE CONTINUE TO PIONEER LEADERSHIP DEVELOPMENT AMONG THOSE WHO ATTEND THE TRADITIONAL PROGRAM AT CARLISLE BARRACKS.

ARMY PHYSICAL FITNESS RESEARCH INSTITUTE (APFRI)

Conducts applied research and intervention aimed at reducing cardiovascular disease and improving and sustaining the total fitness of the Army's population over age 40.

CENTER FOR STRATEGIC LEADERSHIP (CSL)

A state-of-the-art educational and war-gaming facility; serves as a high-technology laboratory and conference center for the Army's leadership, the joint staff, combatant commanders and the interagency.

THE U.S. ARMY PEACEKEEPING AND STABILITY OPERATIONS INSTITUTE (PKOI)

Established in 2003 as an integral component for the Center for Strategic Leadership at the USAWC in Carlisle. Designed to meet future needs of the U.S. Army and military across a broad range of peacekeeping and stability operations.

STRATEGIC STUDIES INSTITUTE (SSI)

The Army's institute for geostrategic and national security research and analysis. The SSI conducts strategic research and analysis to support the U.S. Army War College curricula, provides direct analysis for Army and Department of Defense leadership, and serves as a bridge to the wider strategic community.

ARMY HERITAGE AND EDUCATION CENTER (AHEC)

Designed around the U.S. Army Military History Institute, which is the Army's principal repository for military records and photographs, the AHEC is housed in a state-of-the-art library and research facility. It includes over 295,000 books, 300,000 historical manuals and publications, and 60,000 bound periodicals.

sometimes that participation gets intense.

The seminars are kept small—around 12 students—which promotes maximum engagement. The participants are expected to volunteer their views, argue for their positions, voice dissent if necessary and be open to constructive criticism.

"We have to be ready for each seminar, every single day," Harris says. "When called upon by the instructor or your peers, you must be able to defend your position or opinion. If you aren't, then you will be exposed immediately."

"You have to present and suspend your ideas for your peers so they can critique you," adds Ed Filiberti, professor and retired colonel in the Pennsylvania National Guard. "That's how you learn to plan better."

The challenges are more respectful than confrontational, because the students know that they can learn from the experiences and expertise of their peers, who are all elite in their respective fields from various branches of the Armed Forces.

"[We have the] ability to look at a problem in a completely different way than we are used to," Harris explains. "Sometimes this can cause a little friction, but we are professionals. It's all about collaboration here because your peers, no matter what their background, only make you stronger."

Lieutenant Colonel Pam McGaha of the Pennsylvania National Guard knew during the orientation program that the school would challenge her. During the event, which was held the spring before she became a full-time student, she shadowed a Guard Soldier and learned firsthand what she was going to experience. One of the first things she noticed was that the seminars were not filled with bravado, but instead, a sense of teamwork and companionship.

"The individual deployment experiences don't come up as much as you would think, because we are focused on the strategic element," McGaha says. "Everyone I have met is a top-notch professional. They all have had amazing careers, and that is exactly why they are here."

FIRST-CLASS FACULTY

The War College faculty is accomplished and skilled.

Out of the 107 teachers, slightly over half are senior military professionals. The remainder are civilian educators and researchers. This provides a distinctive variety of backgrounds that often acts as a system of checks and balances within the structure.

Around one-third of the faculty members have a Ph.D., and about two-thirds have a master's degree. Forty members are Army (including Active, Guard and Reserve), 52 are civilian and the remaining 15 are from the Air Force, Navy and Marines Corps.

"I look around and am surrounded by greatness," Norrell says of his teaching peers. "The instructors have the students' best interests at heart, and I am blown away by their expertise and knowledge."

Instructors make every effort to be available for questions, including after seminars. That close connection with students enhances their ability to grasp the concepts.

"The faculty is extremely approachable and can pretty much help you with any problem or question you have," says McGaha. "In the rare case that they can't help you, they can point you to subject matter experts."

CLASS OF 2010

PAST DEPLOYMENTS

OPERATION IRAQI FREEDOM

66%

OPERATION ENDURING FREEDOM

41%

DESERT SHIELD/ DESERT STORM

30%

BOSNIA/KOSOVO

18%

SOMALIA

5%

Instructors also serve as sounding boards and advisers when students begin to write their thesis papers. Although there's an impressive library on campus filled with research material, the teachers are an invaluable resource, too.

"Your ability to study, draft and construct a paper is [expanded]," says Kerrigan. "Many Guard officers use their writing skills at some time, so writing at the strategic level presents a unique set of challenges. However, the faculty does a tremendous job of giving the students the support necessary to draft a wonderful thesis."

In conducting the seminars, instructors frequently analyze current military operations taking place around the world. The teachers often start by displaying current events or newscasts on the TV screen, then encourage students to theorize about the best ways to tackle a situation. This helps them learn how to think on their feet, and by operating in these no-pressure situations, approach a problem from virtually any angle.

"We try to expose the students to different perspectives constantly," says Filiberti. "Our intent is to educate for judgment, not for knowledge, because we are teaching them the intricacies of command."

The traditional Guard Soldier is used to dealing with the battalion level or maybe even a brigade, so when they are exposed to division-level or higher operations, they are amazed at how much work is put into strategic operations both at home and overseas.

"The instructors are teaching us how to think outside the box," Harris says. "They want us to find the best solution in any given situation, even if that means the best-worst solution."

CRUCIAL CONNECTIONS

Not all of the students' time is reserved for reading, writing papers and attending seminars. Indeed, part of the education involves simply connecting with the diverse individuals at the school to establish professional relationships that can prove valuable in later leadership positions.

The International Fellows, for example, bring a unique perspective to the mix, Eggert says. "We become parts of multinational forces, so this allows us to understand our foreign counterparts better."

All students also are encouraged to bond through the extracurricular programs available, including social and athletic clubs such as basketball, baseball and tennis. They not only relieve stress but help create friendships outside of academics.

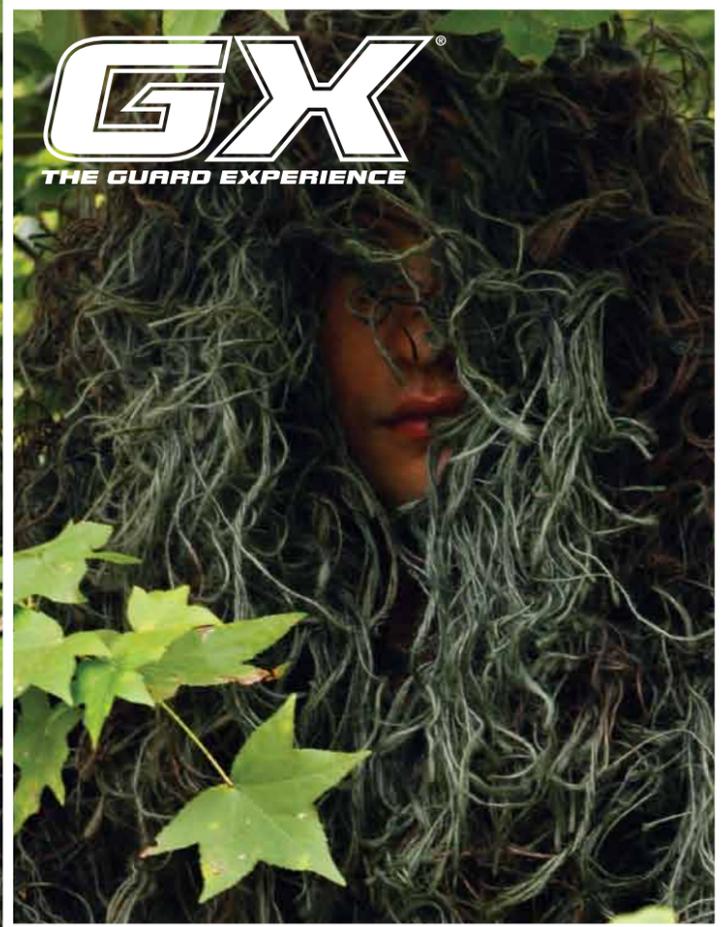
Every year, Jim Thorpe Sports Days, which commemorate the discipline, athleticism and teamwork of the legendary Carlisle track star and football player, brings students together to compete in several events. The games strengthen ties made in the classroom.

"One of the key components [here] is the relationships you develop," says Rickert, of the Iowa National Guard. "While here, you work with your peers to come up with a better solution to the problem, and there is a strong chance that you will work with them again one day."

The idea that the students might work together down the road rings especially true for the National Guard members, who might meet again in a domestic mission or deploy together.

"While here, I have built as many relationships as possible," McGaha says. "Because the military can be very small and you might not know everybody, but you probably know somebody that does." **GX**

GX
THE GUARD EXPERIENCE



Great Soldiers
stand out

**THE BEST ONES
BLEND IN**

**SUBSCRIBE
TODAY!**

GXONLINE
subscribe > click
.COM

If you'd like a little adventure
in your life, start adding a little
excitement to your mailbox.

Strength

IMPROVING BODY, MIND AND SPIRIT

**THE
ULTRA-
RUNNER**
p. 86

As an athlete, Sergeant Richard Easter has been called "abnormal." And no wonder. His extreme mental and physical discipline enables him to do 1,300 sit-ups at a time and run marathons of 50-plus miles. Most recently, he finished a 100-mile marathon, numb and hallucinating for the last 12 miles. Now, he's considering entering a 135-mile race. He couldn't be in better shape, but he doesn't do it for the physical benefits—he's driven by a force much more powerful. Easter told *GX* what keeps him running.

PHOTO BY EVAN BAINES





The Pros and Cons of Energy Drinks

The beverages provide a boost, but they're not suitable for everyone, and moderation is key

In recent years, energy drinks have risen in popularity, giving their caffeinated cousins like coffee, tea and soda a run for their money. Energy drinks certainly deliver on their promise: They give you a burst of energy when you consume them. But as new information about the healthfulness of these beverages comes to light, it might be good to take a second look at just what it is you're getting when you make them your go-to pick-me-up.

Energy drinks contain caffeine, sugar and amino acids, which boost your heart rate and therefore give you a big burst of energy. The average 8-ounce energy drink contains about 80 milligrams of caffeine, the same amount you'd get in a cup of coffee or caffeinated soda. Tea contains about 70 milligrams.

The FDA classifies energy drinks as nutritional supplements, which allows them to contain more caffeine than you would get in a typical soda. Other ingredients found in these beverages, which are not found in coffee, tea or soda, range from amino acids such as Taurine to botanicals like Ginseng, both of which are purported to raise your heart rate.

We asked Dr. Catherine Stallworth, who specializes in integrative medicine at Baptist Hospital in Nashville, TN, if regular consumption of energy drinks could be bad for your health. "The caffeine in and of itself is usually nothing to be concerned about, but in some cases, caffeine can cause anxiety, insomnia, agitation, rapid heart rate and heart palpitations," she explained. "So it's important to look at the labels on each product because the levels vary from brand to brand."

In addition to the caffeine overdose you can get if you over-consume these drinks, the sugar levels can be worrisome,

especially if you're prone to weight gain or have a history of diabetes in your family. "If you're drinking a lot of sugar-filled beverages, all you're really getting is a lot of empty calories with little or no nutritional value," Stallworth said.

In addition, even though you may get a burst of energy from these drinks, they have a high glycemic index, which means that upon consumption, an energy drink is going to release a burst of sugar into your bloodstream, increasing your body's insulin levels. Then an hour or two later, when your blood sugar drops, your appetite is likely to surge. "These spikes and drops in blood sugar can affect your mood and even cause depression," Stallworth said. Some energy drinks are made with artificial sweeteners, so if you're worried about sugar intake, you may want to opt for that choice instead.

Dr. Stallworth also warns that anyone suffering from symptoms of PTSD should steer clear of these beverages altogether, as they will only serve to exacerbate common symptoms such as insomnia and agitation.

In the end, you need to make up your own mind about whether or not energy drinks are the right choice for you. If you are noticing that you have become jittery or are suffering from insomnia, heart palpitations or even mood swings, you may want to cut back on the number of energy drinks you consume on a daily basis or even cut them out of your diet altogether. "As with all things, moderation is the key," Stallworth concluded.

By Rachel Gladstone

Many energy drinks come in 16-ounce cans, which is still considered a single serving. That size contains 160 milligrams of caffeine, which is equivalent to drinking two cups of coffee. In addition to the big shot of caffeine you get with these drinks, you also get a large quantity of sugar. An 8-ounce energy drink contains the same amount of sugar as a can of soda so, once again, if you choose to drink the 16-ounce size, you're downing the equivalent of two sodas.

SPEED UP YOUR 5K

Interval training and a stronger core will lead to faster results



photo by Will Frye

Improving your speed and stamina for a 5K run (3.1 miles) is an excellent way to prep for a faster, stronger 2-mile run during the Army Physical Fitness Test. GX reached out to veteran runner Chief Warrant Officer Three Gregory Calloway of the Delaware Army National Guard to get his advice on the best tactics Soldiers can use to not only cover the distance, but also shave time off their finish. Follow Calloway's tips to boost your performance during your next 5K race.

GETTING STARTED
The first step to increasing speed and performance is to set a race goal. Sign up for a 5K that is at least eight weeks away, and set a personal target finish time. A good starting point for calculating your ideal time is to subtract one minute from each mile—or roughly three minutes—from your normal mile pace. By committing to a race, you'll be more motivated to train and less likely to skip working out.

CREATING A PLAN
Having a training plan will help you stay focused and motivated, and ultimately boost your race-day performance. In general, Calloway recommends Soldiers run four to five days a week, including one

longer training run of up to 5 miles. On the off days, he recommends strength and core training with sit-ups and push-ups. However, it's also important to build in one day of rest each week to give your body time to heal. (See sidebar for a sample training schedule.) Finally, plan to log the miles you run, either in a notebook or on your computer—there are several free applications and programs online to help you train and track your runs.

BUILDING SPEED
The key to a quicker pace, Calloway said, is interval speed training. In short, you should warm up by jogging for a few minutes, then run at an intense, fast pace for either a lap around a track or

for a minute or two, timing it with a watch. After the brief sprint, you should return to running at your normal pace instead of slowing to a walk. Calloway says Soldiers should run during the intervals at a pace faster than they hope to maintain during a race, and to continue the intervals for about eight laps. "The more intervals you do at a [fast] pace, the better prepared you are going to be for the race," he noted.

STRENGTHENING YOUR CORE
While interval training builds speed, good core strength—your body's midsection—helps maintain endurance and stamina. Strive for two minutes of sit-ups and push-

ups every other day, he said. If you work with weights, use a lighter load with more repetitions—rather than a heavier weight—to help build muscle that is better suited for endurance and longer runs. Don't assume you only need to work out your legs, Calloway advised. "You're pumping your arms and you're moving your legs at a high-rate speed, so your abs are getting a really hard workout," he said. *By Camille Breland*

By following these tips, you'll be able to build up to a faster, stronger race pace. You can increase your speed and stamina through interval training and core strength, ultimately leading to a better APFT score.

MON	TUE	WED	THUR	FRI	SAT	SUN
Run 2-4 miles at 70-80% max	Muscle strength and endurance training	Interval training Run 80-90% max 6-10 repeats with 50-60% max recovery intervals	Muscle strength and endurance training	Long, slow run to build endurance	Run 2-4 miles at 70-80% max	Rest

Mondays and Saturdays: "Max" = a 100% all-out sprint. Tuesdays and Thursdays: Light weight lifting, push-ups, abs exercises. Fridays: Run at easy pace for extended time. Build toward 5-10 miles.

Diet & Fitness Myths

The truth about carbs, fat-burning pills, stretching before workouts and more

Achieving fitness goals such as losing weight, building muscle, toning up or slimming down involves a combination of more than one principle. The two main areas of fitness are what your body puts "out" in terms of exercise and what it takes "in" with your diet. Yet there are many myths that lead people to believe that focusing on only one of those areas will lead to desired outcomes. *By SSG Diane Singh*



SUPPLEMENTS SUCH AS PROTEIN BARS AND FAT-BURNING PILLS ARE A QUICK AND EASY WAY TO GET MUSCLE OR LOSE WEIGHT

The word "supplement" means "in addition to," yet we often ignore this concept. Any supplement such as fat-burning pills or protein shakes shouldn't be used as a replacement for routine exercise and a healthy diet. Protein bars will only aid in building muscle when you apply the correct strength-training exercises. Skipping the workouts could lead to undesired weight gain. The same concept applies to fat-burning pills that are designed to complement your cardio workouts. Some fat burners may cause initial weight loss by suppressing appetite, but for maximum effect they should be taken on top of your cardio routine.



STRETCHING BEFORE A WORKOUT WILL PREVENT INJURIES

New studies show there are no findings to support that theory. A more flexible muscle does not mean fewer injuries. Injuries occur for numerous reasons such as muscle and joints being overworked. Also, stretching in cold weather will make it more likely to strain a muscle or tear connective tissue. Unless you are a gymnast who requires a lot of flexibility, stretching before workouts does not have any added benefit. The best thing to do to warm up before workouts is do some walking, light jogging or light weight lifting.



ABDOMINAL EXERCISES WILL RESULT IN A SIX-PACK

Although those are good for building a stronger core, those who have truly achieved a six-pack know that 30 percent of it comes in the gym and 70 percent in the kitchen. Cutting back on fat is what really results in defined abdominals. Ignoring how we eat will make it hard for those hard-worked abdominals to fight through hidden fat. Along with a diet plan, cardio will further help reduce the stubborn fat around the waistline.



EATING CARBS WILL MAKE YOU FAT

This comes from popular low-carb fad diets. But unless you eat them in large amounts, carbohydrates alone do not cause weight gain. Weight gain is caused from excess calories, which can come from not only carbs but fats or proteins. Cutting carbs all together may cause short-term weight loss, but you can only cut them for so long. Adding healthy carbs is part of a balanced daily diet. Think about brown rice, whole grain and fresh fruits. Carbs to avoid are white starches, refined and processed foods such as doughnuts, white pastas and candy bars.



LIFTING WEIGHTS WILL ADD BULK AND IS ESSENTIAL IF YOU WANT TO PUT ON MUSCLE

Putting on big muscle is not the ideal approach to fitness. You can be fit without big muscle. How you lift and how much you lift is dependent on your fitness goals. Luckily, lifting weights can be altered to your objectives. No matter what you're trying to achieve, the key is a combination of technique, eating habits and correct exercises performed. Just lifting heavy will not make you big, and it definitely won't happen overnight. This is good news for those who shy away from strength training for fear of "bulking up." Strength training can be incorporated into the workout routine of anyone who wishes to burn fat, tone muscle, build strength, increase endurance or build muscle size.



How to Make Good Decisions

Unhealthy choices can change the course of our lives. Here's how to avoid them.

By Chaplain (MAJ) Mark Phillips



ACCEPTING THE RESPONSIBILITY FOR YOUR OWN ACTIONS SETS YOU ON THE PATH TO MATURITY AND DIVERTS THE TEMPTATION TO BLAME OTHERS. AS LONG AS YOU HAVE SOMEONE ELSE TO CONDEMN FOR YOUR POOR DECISIONS, THEN YOU WILL BE PRONE TO REPEAT THEM."

LEARN STRATEGIES TO IMPROVE YOUR LIFE.

Seek out your unit Resilience Training Assistants (RTAs) today!

We all love choices. From fast-food menus to the automobiles we drive, there is something in our human nature that gives us satisfaction in making our own decisions. Consequently, the factors that determine what choice we will make play a significant and essential role in our individual lives.

Virtually all choices can be divided into two categories: healthy or unhealthy. A healthy choice or decision is one that brings a benefit to you or others without compromising your personal principles and values. An unhealthy choice is one that usually brings hurt or harm to oneself or another. Here are a few proven strategies for making positive life choices:

COUNT THE COST

Before making any decision, I need to ask myself, "What will this specific choice cost me?" The cost is not necessarily financial: It might be physical, emotional, relational or even spiritual. For instance, the hidden cost of an unhealthy relational decision might surface through guilt, shame or abuse. On the other hand, a healthy relational choice will produce understanding, compassion and happiness.

Remember, for every action there is a reaction.

CONTEMPLATE BEFORE CONFORMING

Choices made in a hurry are usually regretted later. When faced with a major decision, sleep on it. Wait at least 24 hours before following up. Seek the advice of a respected friend or relative. The key is to not let other people talk you into something quickly when only their best interests are at stake.

INCREASE YOUR SELF-AWARENESS

Psychiatrist Murray Bowen once stated, "A self is more attractive than a no-self." Each of us is a unique human being. Like snowflakes or fingerprints, no two people are exactly the same. You possess talents, skills and desires that are specific to you. Discovering your individuality produces a strong sense of self-worth and life-purpose. Developing a strong sense of self-awareness will also decrease the need for peer acceptance or approval. You will begin to make decisions based on your desires and goals, not pressure from others. Learn and strengthen the best qualities within you, and you are well on your way to making positive life choices.

THE EASY PATH IS NOT ALWAYS THE BEST

Often we are tempted to choose what seems to be easier or that which

causes us less sacrifice. Remember, people mature when they are challenged and then make a determined choice to persevere through their adversity. To paraphrase the old poem by Robert Frost, "choose the road less traveled."

YOUR CHOICE IS YOUR RESPONSIBILITY

You have heard the old sayings "Hindsight is 20/20" and "If I could go back and do that again ..." We have all made less-than-desirable choices in life, and many of us have regrets. However, accepting the responsibility for your own actions sets you on the path to maturity and diverts the temptation to blame others. As long as you have someone else to condemn for your poor decisions, then you will be prone to repeat them.

Choices are an everyday part of our lives. We will not always make perfect decisions, but we can certainly discover practical strategies to make life choices that are healthy, positive and fulfilling.



Chaplain (MAJ) Mark D. Phillips is the full-time support Chaplain for the Tennessee Army National Guard and also serves as the regimental Chaplain for the 278th Armored Cavalry Regiment, Knoxville, TN.

Your Shoulders: The Straight Story

They're critical for Soldiers but often go neglected. Use these tips to keep them in good shape.

By Carey Moore

We use our shoulders in dozens of ways. For Soldiers, those include push-ups, lifting and steadying weapons, and carrying those weapons for hours. In nonmilitary situations, we use our shoulders for everything from raking leaves to lifting kids to putting groceries on the shelf. So, whether it's in your military or civilian life, it's important to keep your shoulders strong. Yet in day-to-day living, we actually weaken them. We round our shoulders while using computers, talking on the phone and driving. We also sit and walk with bad posture, which can prevent the shoulder from holding up to stress.

Here are three ways to strengthen your shoulders, courtesy of Julie Webb, a health and fitness professional in the San Francisco area.

PRACTICE PROPER ALIGNMENT.

Make this a habit—at home or the office.

- > Pull your chin back in line with your spine, keeping ears over shoulders.
- > Drop shoulders away from your ears and pull shoulder blades back.
- > Maintain alignment, whether working, exercising or just living.

LIFT WEIGHTS.

Try the standing barbell shoulder press. It strengthens not only your shoulder muscles, but also your chest, back, arms, legs, glutes and core.

Perform two or three sets of eight to 10 repetitions each.

- > Stand with feet shoulder-width apart, knees straight but not locked.
- > Support barbell on your upper chest and shoulders. Use enough weight to make the final three repetitions of each set difficult.
- > Lift barbell over your head, then slowly lower it until it rests on your upper chest and shoulders.

STRETCH.

Here's a simple, yet effective, method.

- > Stand in a doorway.
- > Place your forearms on either side of the frame.
- > Raise your elbows to shoulder height and step forward. You will feel the stretch.



For overall upper body health, Webb recommends including push-ups, pull-ups, lateral raises and seat rows in your workout.



LIFTING ITEMS SAFELY

Webb says people often "forget about their shoulders." As a result, the joint endures much abuse during the course of the day. Shoulder injuries can be serious and require a long recovery time, so Webb stresses the importance of protecting them by being cognizant of what you're doing and using proper lifting techniques.

Although most people know to use their legs when lifting heavy objects, Webb says it's also crucial to lift with the load close to your body. "If I squat down and pick up [something] with my arms straight, and then stand with my arms extended, that's incorrect."

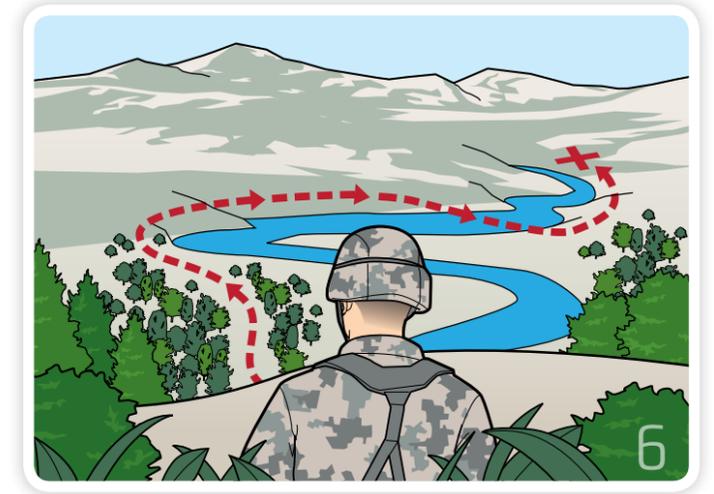
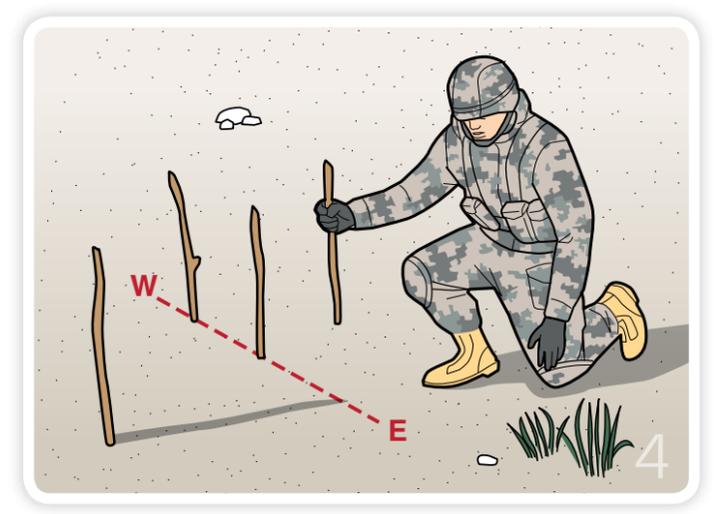
Holding a load away from the body, whether lifting it or setting it down, jeopardizes not just the shoulders, but the wrists, arms and back, too. "Get used to pulling the weight into your body and using your core to lift, rather than your extremities."

SURVIVAL SKILLS

WHAT TO DO IF YOU'RE LOST

Survival is 90 percent mental and 10 percent skill, and preparation is the key to surviving a potentially lethal situation. Training in field craft techniques, to include navigation during both daylight hours and hours of limited visibility, will provide you with the confidence in your abilities to move safely over uneven terrain; especially if you are being given instructions over the net to move from one point to another in unfamiliar territory.

By SFC Patrick Williams, Combat Arms Training Company



1 Know your location and Area of Operation (AO)

Study your AO prior to leaving the wire. This will help you know what to expect.

2 Collect yourself and assess the situation

A calm, clear mind will keep you focused. Establish and plan a Course of Action (COA).

3 Fall back on your land nav training

Individuals and units should train for the worst. In this case, this could mean your batteries die or your electronics get wet. Train with a map and compass. Get familiar with how terrain feels during hours of limited visibility and how your pace-count will be affected.

4 Figure out cardinal direction

If you are without the proper tools to quickly and accurately find cardinal directions, you can use the stick method.

- >> Place a stick in the ground where the sun will cast its shadow.
- >> Place another stick at the end of the stick's shadow and wait 15 minutes.
- >> Place another stick at the end of the shadow and wait another 15 minutes.
- >> Place another stick at the end of the shadow and observe the line that the three sticks make. The line will run east and west. Remember, the sun rises in the east and sets in the west.

5 Move to a concealed place of observation and search for known locations (e.g., river bends/intersections)

- >> This location should be off of natural lines of drift and in gnarly terrain or vegetation to prevent humans from wandering into your hide site.
- >> Identify the local populace patterns of life (e.g., times people are out, where they congregate). Always assume the populace is conspiring with the enemy.

6 Sketch your planned route with good handrails and backstops

- >> Handrails will be terrain features located to your left, right or both that will help keep you on your

planned route. Backstops are terrain features that are easily recognizable and will provide you with a "Go No Further" landmark.

- >> Based on your observations and COA, sketch a route that will work as a map to your next hide site and make sure you orient this to your cardinal direction findings.

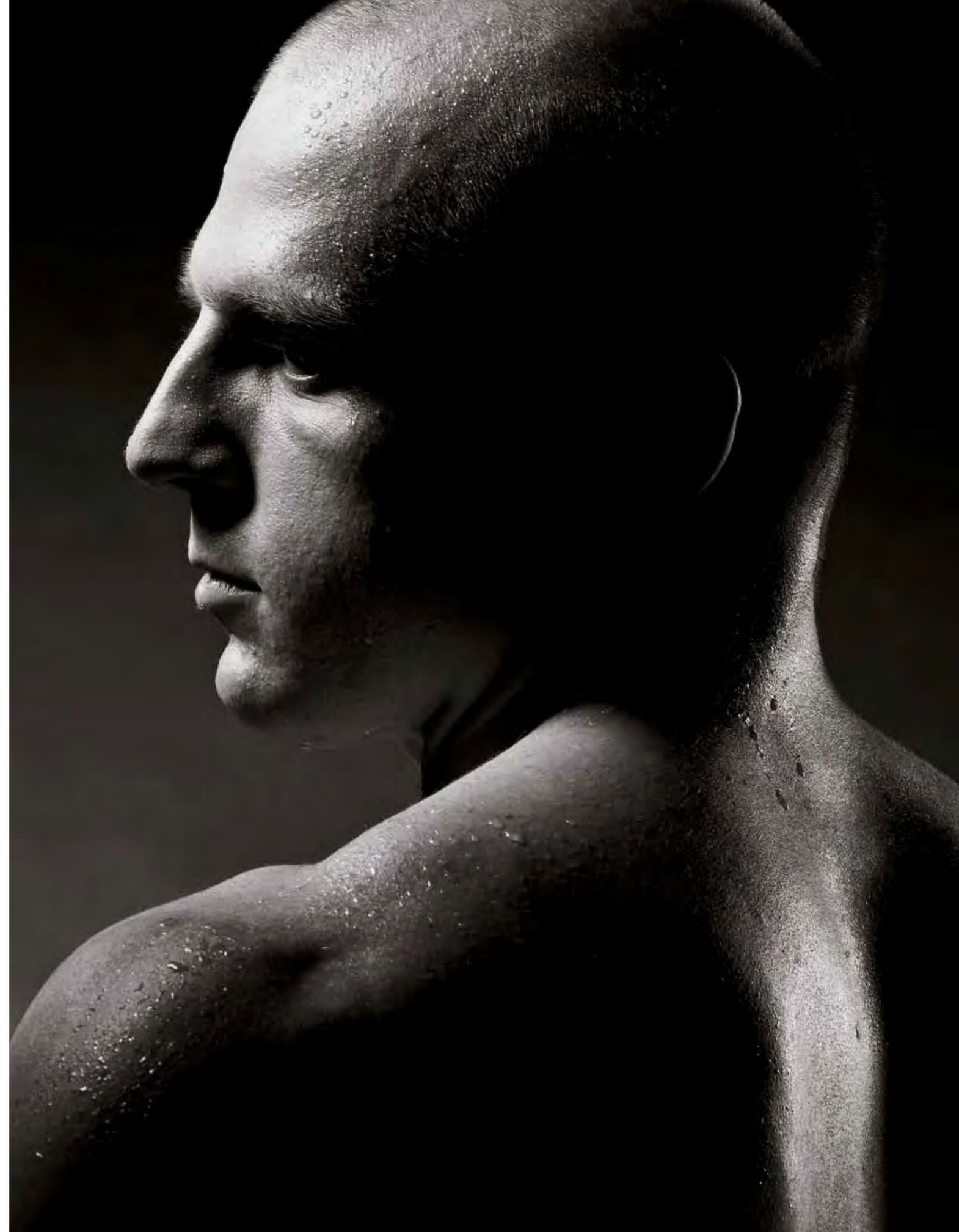
7 When possible, move under the cover of darkness

- >> Leave tactical markers in accordance with the Combat Search and Rescue plan/SOI and move to planned rally points.

SERGEANT EASTER WON'T STOP

BY CAMILLE BRELAND | PHOTOS BY EVAN BAINES

He's built like a linebacker. But he runs like a deer.
And where normal marathoners call it quits,
this ultra-fit Soldier is just getting started.
The making of a 100-mile man.





HAVE YOU EVER HEARD THE TERM 'THE MAN, THE MYTH AND THE LEGEND?' " SERGEANT DAVID PARISH ASKED ME. I RESPONDED AFFIRMATIVELY. "THAT'S EASTER."

He was describing his best friend and battle buddy, Sergeant Richard Easter, a 24-year-old Military Policeman with the 130th Military Police (MP) Company in Memphis, TN.

"To me, he's a man—to everybody else, he's this mythological superhuman who doesn't feel pain and can run forever," Parish elaborated.

After meeting Easter, Parish's characterization of him seems accurate. Easter's humble nature makes it difficult for outsiders to realize the extent and depth of his physical and mental determination. But he is a master of both, using his disciplined mind and sculpted body to power through extraordinary, if not insane, running distances up to 30, 50 and 100 miles.

He has more than willpower, in the popular sense of the term. When Easter sets a goal, he will complete it to the best of his ability, no matter what obstacles arise. There is no room for doubt or a Plan B. He will find a way to get the job done. Period.

This unadulterated discipline over his mind and body commands every area of his life: as a National Guard Soldier, college student and ultramarathon athlete.

400 METERS TO 100 MILES

Easter grew up outside Memphis, regularly competing in sports, but not taking much time to train or build endurance. His passion at Millington Central High School was football: He played offensive line for the Millington Trojans. To stay in shape for his hard-hitting tackles, Easter began running on the school's track team. Though he wasn't crazy about pounding the pavement, he was quick and powerful on short distances such as the 400-meter relay.

Easter graduated from high school in 2005 and enrolled at the University of Memphis, but like many young adults, he was unsure about his next steps in life. During his freshman year of college, Easter quit working out almost completely, living on a diet of soft drinks and fast food. "I don't think I knew what a gym was," he recalled.

His roommate, however, maintained his fitness with the National Guard, and Easter began asking him questions about being a Soldier. Intrigued and wanting to do something positive in his life, he enlisted the

summer after his freshman year. He went to Basic Training at Fort Leonard Wood, MO, out of shape but determined to succeed. The physical regimen of Basic quickly helped Easter get back into running shape and lose about 40 pounds. He returned to Memphis lighter and excited about his new exercise habits, but it wasn't until his first deployment that he found a passion for running.



workouts. At one point, they were doing 1,300 crunches at a time.

"We'd have majors and sergeants first class come in and try to do the workouts with us, but about halfway through, they'd quit because they just couldn't do it," Parish said.

Outside, despite the freezing winter weather, Easter began pushing the limits of his running stamina. To increase resistance

Easter deployed with the 130th MP to Camp Bondsteel, Kosovo, in 2007. At first, he was assigned as a patrolman, but after a few months, he was hand-picked by the camp's general to be his personal security detail. When he wasn't busy scouting locations or mapping escape routes for the general and other VIPs, Easter ran. "I used it to clear my head and work stuff out," he said.

He began running almost daily around the seven-mile perimeter of the camp, after acclimating to the nearly 9,000-foot altitude. He also started training for his first half marathon. Easter's preparation for the 13.1-mile race, however, was not a typical training plan for most first-timers. He and Parish, his roommate on base, put in long hours at the gym, finishing with intense 45-minute abdominal

while he ran, and thus boost his performance, he would wear a 20-pound weight vest and pull a parachute behind him, which added another 20 pounds of resistance. The added weight helped make him faster. He would run 800 meters (half a mile) with the extra load, trying to maintain two minutes and 40 seconds for the distance.

While deployed, Easter finished first in a 5K, raced with three other team members in a 10-mile relay, and ran his first half marathon. He was the second American to finish the 13.1 miles.

Easter returned to the U.S. stronger and invigorated, and immediately began training for his second half marathon. He finished the St. Jude Half Marathon in December and his third the following May. He decided it was



When running for 28 hours or more to finish a 100-miler, Easter relies on a headlamp throughout the night to safely negotiate the rocky and root-filled trails until dawn.

time to take the sport to the next level. But instead of making the logical advance to a full marathon, Easter dove into the extreme sport of ultramarathons, or any distance longer than 26.2 miles.

He began running on trails outside Memphis with a group of guys from a local running store and realized how much more he enjoyed running in the woods. When he heard about a local 50K trail run near his hometown, he registered.

The race marked his first ultramarathon, only a year after his first half marathon. He went into the 31-mile race mistakenly thinking he could maintain his normal pace of about six minutes and 45 seconds per mile. "I was more cocky than putting in the training, and I tried to run it like I run all my races—fast. But it's a totally different race and much harder," he recalled.

About 25 miles into the race, while he was still running his normal, fast pace, Easter made a wrong step and rolled his ankle. Curious as to whether he had stopped to have it taped or took a minute to recover, I asked what he did next.

"I just kept running," he replied nonchalantly.

"Didn't it hurt?" I questioned.

"Yeah, it hurt pretty badly, but eventually it just went numb."

He never stopped.

"Find a place to go to in your head and just run inside your own head to get away from the pain," he casually advised.

He finished the Bartlett Parks 50K in six hours and 38 minutes. Since then, Easter hasn't left the ranks of ultramarathon races. He's now competed in three 50Ks, two 50-milers and one 100-mile race.

THE ULTIMATE TEST

Most people can't fathom running 100 miles—covering the distance on foot seems next to impossible. So, how does someone decide they want to race that distance, single-handedly, in one effort?

ANATOMY OF
100
MILES

5,600
CALORIES
CONSUMED

1,681
MINUTES SPENT
RUNNING
(28 HOURS)

278
RACERS
AT THE START

166
RACERS
AT THE FINISH

24
AID STATIONS

18
SALT CAPLETS
CONSUMED

9-12
MONTHS OF
TRAINING

4
CREW MEMBERS

1
GOAL
TO FINISH

Careers

YOUR WORK, YOUR FUTURE

Working Your Guard Experience

The benefits of serving in the Army National Guard are many—money for college, adventure, the chance to serve your country. But there's another advantage you should know about: Your experience can translate into a great career in the civilian world. From the technical skills you acquire to the character traits you adopt, being in the Guard makes you highly desirable to civilian employers. Many companies actively seek out military candidates through Veteran-specific job websites. With help from Major Pamela Ellison of the Employment & Education Outreach Branch, here are few ways to turn your Guard experience into an exciting and lucrative civilian career. *By Julie Zeitlin*

PERSONAL QUALITIES

Some skills the Guard teaches can't be measured—but definitely count on the job. Employers highly value these traits, and as a Guard Soldier, you have them. So, when preparing your resume or interviewing for a job, be sure to highlight them.

- Leadership.** You're excellent at both leading and following.
- Can-Do Attitude.** You understand that nothing is impossible.
- Punctuality.** You know that every second counts.
- First-Class Image.** You know that a professional appearance is a must.
- Professionalism.** You have tremendous integrity, self-respect and a sense of honor.
- Calm Under Pressure.** You know how to handle stress.
- Global Perspective.** Your Guard experiences relate directly to current world events.
- Physical Fitness.** You're resilient, drug-free and in excellent physical shape.
- Responsibility.** You know how to make decisions and take responsibility for meeting deadlines.
- Understand Diversity.** You've already excelled in a very diverse workplace—the military.

GUARD FIELD	YOUR GUARD TRAINING ...	CAN LEAD TO CIVILIAN CAREERS IN ...
ADMINISTRATIVE	May include bookkeeping, accounting and creating programming for military TV, radio and other media about Guard missions	Accounting, legal, human resources, news, broadcast, sports, communications, public relations and publishing
ENGINEER	May include construction, engineering, electrical, masonry, plumbing and water purification, surveying, firefighting	Construction, electrical engineering; building engineering, architecture, paving, road construction
INTERPRETER/TRANSLATORS AND LINGUISTS	May include assisting with checkpoint operations, medical support, VIP escort, contract negotiations	Government agencies, law enforcement, embassies, and universities and companies that conduct business overseas
MEDICAL	Equips you to save lives and improve the health of Soldiers and civilians	Civilian hospitals, clinics, nursing homes or rehabilitation centers, emergency medical technician, medical assistant, physician assistant
MILITARY POLICE	Patrol, control traffic, assist with investigations, conduct security, guard senior officers, training military working dogs	Law enforcement with federal, state, county or city agencies, detective, private investigator, undercover agent, correction officer or security officer

EARN WHILE YOU LEARN

If you're working—or would like to work—in one of the skilled trades, the Guard Apprenticeship Program Initiative (GAPI) may be for you. Launched in December 2010, the program pairs Soldiers with civilian employers in a chosen field, and lets the Soldier earn credits toward certification in that field while working at the company. The Soldier receives a regular paycheck, gets on-the-job training and is mentored by the employer. Currently, more than 100 MOSs are eligible, including transportation, mechanics, engineering and healthcare, to name a few. The Guard is working to increase this number. Estimates state that those who complete an apprenticeship program earn \$54,000 per year on average—much more than traditional training programs produce. GAPI, a partnership among the Guard, the Department of Labor and Veterans Affairs, can be reached by contacting your state's Education Support Office.



STRENGTH IN NUMBERS

435 lbs. DEAD LIFT

400 lbs. SQUAT

325 lbs. BENCH

For Easter, it was completely a personal victory. "It's the challenge. I wanted to see if I actually could do it," he coolly admitted.

Not surprisingly, training to run 100 miles is totally different from preparing for a half or full marathon. He committed about nine months of his life to conditioning for the race, often running twice a day to log enough miles. With his time spread thin, he had to put his social life on pause.

Easter felt as prepared as he could have been on race day for the 4th annual Burning River 100-Mile Endurance Run through the Cuyahoga Valley National Park across Ohio. Out of the 278 racers for the ultramarathon, Easter, at 5' 11" and then 205 pounds, was easily one of the largest and youngest competitors.

"Easter was an abnormality. He was so much bigger than everyone else," recalled Captain Darrin Haas, Easter's friend and commander in Kosovo. Haas remembered most of the other runners being older than Easter, who was 23 at the time.

Each racer was allowed a crew of family members and friends to set up food, drink and supplies at checkpoints throughout the course. Easter's mom, stepfather and two friends prepared his favorite meals for the run, including honey and peanut butter sandwiches, Oreos and ginger snaps. His crew would also help refill his water bottles and provide first aid, if needed.

The race started before dawn on July 30, promptly at 5 a.m. Racers first trekked for about 25 miles on a paved path, which eventually led into trails through the woods along the Cuyahoga River.

Easter held a quick pace for the first half of the race, taking a salt caplet every couple of hours and staying hydrated with bottled water and an electrolyte drink from his belt. At the aid stations, his crew quickly replenished his bottles, because every second counted—the time clock for the race never stopped.

"He'd be eating and I'd be refilling his water, trying to get him in and out as fast as we could," Haas explained. "It was almost like watching a NASCAR pit crew."

As the sun began to set, Easter donned a headlamp to avoid tripping over roots or rocks. He ran throughout the night, and was on track to finish the incredible feat in 24 hours.

Several times, the trail crossed a river or stream, and Easter had to wade across, sometimes through chest-deep water. His shoes, socks and clothes were soaked. About 60 miles into the race, the dampness from his shoes, combined with his twisting and turning maneuvers on the rocky terrain, started to cause massive blisters on his feet. He had them checked and wrapped at the next aid station, but the blisters continued to worsen.

By mile 88, he had hit what runners often refer to as a "wall"—pure physical exhaustion. Easter started hallucinating, mistaking a limb on the course for a snake, then later not realizing he had been carrying a stick for several miles. His feet were in excruciating pain, but he didn't change his shoes or socks for fear that it would make it worse. Medical volunteers at aid stations drained the blisters and wrapped his feet. His soles were beginning to crack and split open.

Despite the pain, despite the "wall," Easter was determined to finish.

"I had already run all through the night, and I had made up my mind that I wasn't going to stop," Easter said. "There was no way I wasn't finishing."

Eventually the pain went away. He couldn't feel himself running, or anything at all.

To convince himself he could continue, Easter imagined his remaining miles were smaller, more manageable distances.

"You don't think about the finish. Yeah, you want to finish, but you set little goals all throughout the race," he noted.

As he finally neared the finish line, more adrenaline kicked in, and he picked up his normal pace for the last six miles. He was smiling and almost sprinting during the final mile, crossing the finish line in 28 hours and one minute. Easter was one of only 166 racers who finished.

He sat down for only the third time in more than a day, while his crew fed him and checked his feet. Completely exhausted, Easter's body began to shut down. He couldn't stand up. His friends carried him to the car, and they all went out to celebrate his victory over a meal, but he was spent. He fell asleep in the restaurant while trying to eat a hamburger.

"It was the best and most painful experience of my life," Easter reflected.

POSITIVE SIDE EFFECTS

For Easter, running is more about being mentally disciplined than it is about winning races or staying in shape. He has seen a significant improvement in his work ethic as a physical therapy intern, a college student and a Guard Soldier.

"I don't give in to stress as much," he noticed. "I'm able to stay calm and think stuff out." He also says running has helped him study and stay focused for school and not settle for lower grades. "It really balances me out," he said. It has inspired his family as well. Easter motivated his mother, who had not exercised in years, to train with him for the St. Jude Marathon in December. She finished it in six hours; he ran it in 3:18.

As for the Guard, Easter scores perfect marks on his physical fitness tests and is the fastest runner in his company. He's always early to meetings, is respectful of his authority and embraces the Army Values.

"If you ask anybody in the company, he upholds everything that being in the National Guard and being a Soldier are all about," Parish complimented.

But, while others are understandably awestruck by this Soldier, Easter isn't resting on that. He's planning the next challenge—a 135-mile run through Death Valley to Mount Whitney in California. *GX*

The Path to Becoming an Officer

Most Soldiers pursue their commission one of two ways: ROTC (Reserve Officers' Training Corps) or OCS (Officer Candidate School). Either way, you'll need—or need to be working on—your four-year degree. If you've already completed at least 60–90 credit hours, you can attend OCS. If not, ROTC is the best path: Attend school, use your education benefits and qualify for additional scholarships while you continue to serve. After commissioning, you'll need to complete the second phase of Basic Officer Leadership Course (BOLC-B) to earn your first lieutenant's bar. **BY RONNIE BROOKS**



BOLC-A
Option 1:
ROTC

» ROTC scholarships require you to be under 27 years old on June 30 of your commissioning year.

» ROTC curriculum may vary, depending on schools. Learn more from your state education services officer (ESO) or your school's military science department.

BASIC COURSE: Students who don't receive scholarship funds can take Basic Course without military obligation.

- | YEAR 1 | YEAR 2 |
|--|--|
| <ul style="list-style-type: none"> • Major in almost any field • Allow for one ROTC class/one lab per semester • Begin general leadership studies: <ul style="list-style-type: none"> • Intro to leadership • Goal-setting • Army customs and traditions • Military operations and tactics • Physical training • A few four-year scholarships may be available | <ul style="list-style-type: none"> • Physical training • Study the role of an officer: <ul style="list-style-type: none"> • Leadership theory • Communications • Principles of war • Military operations and tactics • Use DEDNG scholarship * |

ADVANCED COURSE: You must have completed Basic Course and commit to serve following graduation.

- | YEAR 3 | YEAR 4 |
|---|---|
| <ul style="list-style-type: none"> • Physical training • Leading small tactical units: <ul style="list-style-type: none"> • Military command • Team dynamics • Weapons training • Principles/law of war • Use DEDNG or GRFD scholarship * • Leader Development and Assessment Course during summer | <ul style="list-style-type: none"> • Physical training • Transition to becoming an officer: <ul style="list-style-type: none"> • Training the force • Military justice • Military ethics and tactics • Personnel management • Use DEDNG or GRFD scholarship * |

Leader's Training Course (LTC)
If you haven't taken the Basic Course but intend to commission through ROTC—and have at least two years of college remaining (undergraduate or graduate)—you can attend LTC. This intense, four-week course, held in summer at Fort Knox, KY, is an accelerated version of the ROTC Basic Course.

Leader Development and Assessment Course
You'll be required to attend the five-week course at Fort Lewis, WA, in the summer between your junior and senior years. Leaders will train every cadet, evaluate military and leadership skills and assess development in the classroom and during field exercises.

* Both the Dedicated Army National Guard (DEDNG) and the Guaranteed Reserve Forces Duty (GRFD) scholarships offer up to full tuition and \$1,200 for books, plus a monthly allowance of up to \$500. Receive additional drill pay by participating in the Simultaneous Membership Program (SMP).

Learn more about ROTC and National Guard scholarships at: www.NATIONALGUARD.com/careers/lead-from-the-top/ROTC

BOLC-A
Option 2:
OCS

» OCS candidates must have a minimum of 110 on the GT portion of the ASVAB. Must have 60 hours of college credit.

SCHEDULE 1
STATE TRADITIONAL
14–18 MONTHS

- One weekend a month, and two two-week training periods over 14–18 months

CONSIDER IF:

- You cannot commit to being away from home or work for an extended period

SCHEDULE 2
STATE ACCELERATED
8 WEEKS

- Eight straight weeks, seven days a week

SPECIAL REQUIREMENTS:

Must have 90 hours of college credit to attend

CONSIDER IF:

- You are physically fit
- You can commit to being away from home or work for the eight-week duration
- You are within two years of your 42nd birthday

SCHEDULE 3
FEDERAL
12 WEEKS

- 12 weeks with most weekends off, held at Fort Benning, GA

AVAILABILITY DISCLOSURE:

Class availability is determined by the number of training slots the National Guard receives from Active Duty Army. Candidates may be bumped from a class to accommodate the needs of Active Duty Army.

BOLC-B

» You must begin BOLC-B no later than 18 months after your commissioning.

11–19 WEEKS, DEPENDING ON MOS

During your first week as a new officer, you'll be processed into the Army. Over the next two weeks, you'll cover core leadership skills (primarily in a field setting), including: land navigation; weapons training; small-unit tactics; combatives; and leadership exercises.

In the next phase, you'll learn the specialized skills, tactics and doctrine of your chosen branch. BOLC-B generally takes between 11 and 19 weeks, though certain branches and specialties may take longer. Location will also be determined by your career field.



COMMISSIONING

REPORT TO UNIT



ROTC: A Leg Up on Life

The Army Reserve Officers' Training Corps (ROTC) is a natural fit for Guard members who want an education, a military commission and a civilian career.

For many Guard members, the ROTC can be a near-perfect link between their college education and their military and civilian careers. The program allows college students to complete Basic Training and then earn an officer's rank, while receiving generous scholarship funds. If someone already in the National Guard combines these funds with Guard tuition payments, the sum could cover most college costs, including books and a monthly stipend.

THE 411 ON ROTC

The ROTC is an educational program combining college electives in military science and leadership with practical common tasks, and physical and management training, says First Lieutenant Ryan Schulz, assistant professor of military science at North Dakota State University in Fargo, where he teaches ROTC and helps with recruiting for the program. Schulz is also in the North Dakota National Guard. "Students who excel in our program are generally classified as a SAL, [which stands] for scholar-athlete-leader."

ROTC courses are designed to train officers for the Army. "We prepare men and women for success in college and for development in any career," Schulz notes. "To help you succeed, the cadre will mentor you closely and work with you to ensure the achievement of your goals."

"ROTC also instills strong moral values, and a

Warrior and fitness ethos, and [offers] many other benefits in order to ensure lifelong success in any endeavor," he continues. "A significant reason for joining ROTC is a guaranteed job in the Army after college. Upon graduating, you will serve as an officer in the Army in one of 16 branches, performing a variety of jobs and gaining hands-on managerial experience that you can get nowhere else."

HOW ROTC CAN HELP YOU

Beyond the military and educational benefits, you also get a leg up on life. At a time when many struggle to find work, ROTC graduates will have a college degree, marketable skills, leadership training, and ongoing support from mentors and peers in the Guard.

"The main goal of ROTC is to set you up for success," says Schulz. "The program makes sure that you graduate. So besides having a career in the military, you also have that degree as a backup." In addition, he shares, "I teach a lot of life skills [in my classes] because we want to make sure [Soldiers] don't sit and study every day, all day. We make sure they have communications skills, and we also teach some common courtesies, such as what to do at a dinner table."

In addition to attending to the big picture, ROTC helps cadets meet their personal goals. "Everyone is different," Schulz comments. "Everyone has a different game plan."

By Dan Alaimo

WHO IS ELIGIBLE?

HERE ARE A FEW CRITERIA NECESSARY FOR ACCEPTANCE TO ROTC.

BASIC COURSE:

Be a U.S. citizen or in the process of becoming a citizen

Be at least 17 years old to begin ROTC and under 30 at time of commissioning

Be enrolled in, and attending full time, a school participating in the senior ROTC program; pursue a course of instruction that will ultimately lead to an approved baccalaureate degree or advanced degree

Have a GPA minimum of 2.0 on a 4.0 scale

ADVANCED COURSE:

Have two academic years of course work remaining

Satisfy one of the following:

- + Be a Veteran with an honorable discharge
- + Have completed ROTC Basic Course
- + Have been in high school JROTC
- + Have attended Leadership Training Course at Fort Knox, KY
- + Be a member of National Guard or Reserve

Be able to pass an Army physical

Have a grade point average of at least 2.0

A FOUNDATION FOR JOB SUCCESS

Find work and training in construction through Helmets to Hardhats program

When you're looking for work, the tasks of networking, writing resumes and using placement agencies can seem to be jobs all by themselves. But Veterans face extra stress trying to translate military skills into language civilian employers can understand.

That's why it's important for transitioning Soldiers to be aware of job placement resources and to take advantage of programs geared toward them, especially Helmets to Hardhats.

Since 2003, Washington, DC-based Helmets to Hardhats (H2H) has connected Guard, Reserve and transitioning military personnel with quality training and employment in building and construction trades. And although the overall job market has been down recently, there's hope for the future, particularly in construction. The Department of Labor's forecast predicts a 19 percent rise in construction jobs between 2008 and 2018.

Funded by the government, private foundations and 15 building and construction labor unions, H2H helps Veterans find satisfying careers, not one-time jobs that end when a project does. And in the last four years, more than 5,000 Veterans have been placed. Employers benefit, too, because these are hardworking, tested men and women who are disciplined, drug-free, safety-conscious and team-oriented.

One thing setting H2H apart from other job placement resources is a network of nine regional directors, three state directors and hundreds of volunteers who link Veterans to opportunities in their area.

"We have volunteers for every state, as well as any major city or region," says Darrell Roberts, executive director of H2H, adding that most are Veterans themselves or related to someone who has served. "If a candidate needs more information about a specific career, they can reach out to the program,"

Roberts says. From that contact, the H2H representative determines where the candidate can find the best mentorship or advice.

Though employers offering jobs determine their own qualifications, most positions or apprenticeship programs require a candidate to be at least 18, be honorably discharged, possess a high school diploma or equivalent, pass a drug test and be interviewed. Apprenticeships usually qualify for the Montgomery GI Bill or other state, National Guard and Reserve educational funding programs.

After registering at HelmetsToHardhats.org, candidates browse careers in 80 different trades and several apprenticeship programs. Then they forward a profile or resume directly from the H2H site. Every organization advertising through H2H has been approved and accepted after meeting certain criteria, so Veterans can be confident that potential employers are serious and above-board.

To learn more, visit HelmetsToHardhats.org and create a profile. It could be the first step to a solid paycheck and benefits. *By Carey Moore*



WEBSITE NUTS & BOLTS

Darrell Roberts, executive director of Helmets to Hardhats, offers these pointers to get the most out of their website.

"Registering is the biggest step," Roberts says. "But taking the time to fill out a profile is just as important. A profile is like a resume, and a decent one can be done in about five minutes."

"Don't skip details," he continues. "When either we or employers look for a specific skill

or ability, we can search by specific keywords. If that word isn't in your profile, it won't show up in the search. Recently, we were looking for a specific type of welder and were able to place 90 percent of those we found with a keyword search."

Find out more about Helmets to Hardhats at HelmetsToHardhats.org

Making the Best Impression

Job interview advice from a Nissan executive who knows how to spot talent

Your cover letter sings, your resume shines, and your networking skills open countless doors. Congratulations, you've landed on the short list for a job. Now, the hardest part of all: the interview. To get some insights on how to nail it, we turned to an expert, Anish Baijal, director of talent management and human resources (HR) services for Nissan Americas.



Anish Baijal, director of talent management and human resources (HR) services for Nissan Americas

Before the interview, what in particular should a job candidate be expected to know about a company? Candidates should conduct research to understand the company's financial health, be knowledgeable about its business or products, and have some reference points about any recent news or events about the company. Employers are looking for folks who desire careers and have a high level of engagement with the employer. Taking the time to understand the company, what they do and how they can contribute goes a long way in conveying to the HR team that they're someone to be considered for the position.

If you were interviewing a candidate who had military experience, what would you ask that person, and how can that person best highlight that experience? Employers are looking for leadership qualities as well as individuals who are results-oriented. Candidates should be prepared to provide specific examples as to how the skills they obtained in the military are applicable to the specific position they are interviewing for.

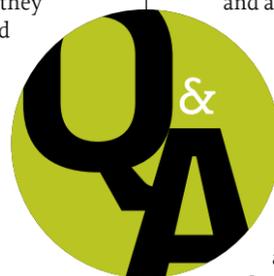
What are the things you and other Nissan executives are on the lookout for when you're interviewing a candidate? We are always looking for the next

generation of leaders. During the interviewing process, we're often thinking two to three jobs ahead for a candidate to determine whether they have the skill set and ability to continue moving up in the company. At the same time, we like to find individuals who share our passion about cars and the automotive industry. After all, this is a dynamic industry with dynamic products. Our employees need to be dynamic as well.

Are there certain questions everyone should be prepared for? Many companies, Nissan included, ask questions to determine how candidates handle certain situations. Candidates should be prepared to share real-world examples of their work history by providing the situation or issue they were faced with, outline the challenges it presented, what they did to address or overcome it, and what the final result was.

How should a person handle that common question, "What's your greatest weakness?" Answer it honestly, as each of us has some area in need of focus or improvement. But be prepared to share what you have done

or are doing to improve in that area. Employers want to hear that candidates are also focused on continuous improvement and are not complacent.



What are the best questions a candidate could ask an interviewer?

Asking about career progression and career development shows an employer that you're looking for an opportunity to grow and develop. Ask about the challenges and opportunities facing the company. Candidates should also ask about what it takes to be successful in the position they are interviewing for. Doing this will give the interviewee a good sense as to whether or not they are a good fit for the job.

Any things in particular a candidate should avoid—any deal breakers for you?

Candidates should be prepared to discuss anything during the process, such as salary, willingness to relocate or travel, et cetera. While answers to these questions might have the potential to disqualify a candidate from further consideration, it's always best to be up-front and honest with each other. Employers need

to move quickly with hiring decisions these days.

What's the best way to get a sense of what your prospective boss is really like? Candidates can ask a number of questions that might give them greater insight into what the manager is like. These include asking about their approach to employee development and staff appreciation, and asking the manager to describe their leadership style. Another way is to ask the hiring manager why they joined the company and why they have chosen to remain.

Any specific tips you'd like to give that you haven't already talked about? The best way to prepare is to have real-world examples to share; this gives the hiring manager a good sense of your work style in general.

After the interview, is it better to send a thank-you card via regular mail or email? In this age of increased email, sometimes a handwritten card can stand out above the rest. But don't discount the speed by which a candidate can send an email, which is something that managers might appreciate more since it demonstrates an individual's willingness to follow up quickly. Either way, it reflects favorably on the candidate to show appreciation.

By Mark Shimabukuro

photo from Nissan Americas



MAN ON A MISSION

FRONTLINE CIVILIANS

Hanson wins Freedom Award for outstanding support of Veterans

Each year, ESGR (Employer Support of the Guard and Reserve) presents the Freedom Award to American companies that have gone above and beyond in their service to their country. It's the highest honor the U.S. can bestow upon a civilian. This year, of the 4,049 companies nominated, Hanson Professional Services, an engineering and architectural firm headquartered in Springfield, IL, was one of just 15 Freedom Award recipients, and the reasons for this are clear.

Founded in 1954, Hanson boasts 400 employees who work in 21 locations around the country, 10 percent of whom are Veterans or Active Duty Guard members.

"Hanson is a prime example of a company that really supports and values the military service of their employees," Beth Sherman, public affairs spokesperson for the ESGR in Washington, DC, told us. "They know it makes good business sense to hire Guard [members] because they're disciplined and skilled workers who display pride, leadership, responsibility and professionalism in what they do."

Sergio Pecori, CEO of Hanson Services, has been volunteering with the ESGR for some time. His son, Captain Carlo Pecori, is a Marine Corps Reservist who's done three tours in Iraq and Afghanistan. "I think I have a different outlook than somebody who doesn't have skin in the game," he told us. "That coupled with the fact that we know [quite a few] people in the military in Illinois makes us pretty patriotic when it

Hanson Professional Services CEO Sergio Pecori, right, is pictured with Secretary of Defense Leon Panetta at the Pentagon on the day of the Freedom Award ceremony, Sept. 22, 2011.

comes to hiring military personnel."

When we asked him how he felt about being a Freedom Award recipient, he said, "At the end of the day, we're just trying to do the right thing and we consider what we're doing to be

the right thing, so it was a really humbling experience to be recognized."

Not only are Freedom Award recipients chosen by a selection board comprised of Department of Defense advisors and business leaders, but they must be nominated by an employee who has experienced deployment. Major Craig Holan of the 82nd Airborne, 404th Maneuver Enhancement Brigade, in Indiana was the man who nominated Hanson for this honor.

"As I looked around, I saw that Hanson did a lot more for Veterans than most, and [nominating them] was something I could do to show my appreciation. But it doesn't compare with what they did for me and continue to do." Holan had been retired from the Guard when he began working at Hanson in 2002, but was able to re-enlist because of the company's policies.

In 2001, Pecori began volunteering with ESGR, going on several Boss Lifts, wherein prospective employers ride along with a Guard unit for a day. When he returned from his first Boss Lift, Pecori took it upon himself to talk to friends and business associates, explaining what a valuable and eye-opening experience it was to see members of the Guard in action. "You could see how that training and experience would lead to these people fitting in very well in the workplace," he said.

Ten years later, Hanson continues to support the military by providing their services for various projects such as the pro-bono engineering assistance they gave to a unit in Iraq, helping rebuild a bridge damaged by IEDs. They've also helped to secure funding for two Illinois Guard initiatives here at home and regularly send care packages to their deployed employees.

"Deployment changes people in different ways," Pecori commented. "People come back more mature, more in tune with the way life is. We need to support those people when they're gone and welcome them back, get them back into the workforce and give them the opportunity to excel."

By Rachel Gladstone



To learn more about the Freedom Award or to nominate someone, visit www.FreedomAward.mil



IN THE LINE OF
FIRE

Before he retired as a colonel, Bill Badger built an illustrious career that included profoundly changing the way Guard aviators are trained. Last January, at 74, he jumped into action once more when a gunman opened fire on Arizona Congresswoman Gabrielle Giffords.

story by CAMILLE BRELAND
photos by EVAN BAINES

f

Firecrackers. That was the first thought that ran through Colonel (Ret.) Bill Badger's mind after hearing the deafening "bang, bang, bang" coming from the front of the stage. He was standing in line to speak with a congresswoman from his state when shots erupted from the crowd of Arizona residents. *Someone must have thrown a pack of firecrackers on stage to harass Representative Giffords*, he thought.

What Badger was hearing, however, wasn't a prank—it was gunfire. Someone was attempting to assassinate Gabrielle Giffords.

Though the shots rang out for only a few minutes, the damage was done: Thirteen people were wounded, Badger included, and six—including a 9-year-old girl—were dead. Giffords had been shot in the head at point-blank range, but, miraculously, had survived. However, if it hadn't been for the actions of Badger and a few others, the number of casualties could have been much worse.

INSTINCTIVE REACTION

For 20 years—from his retirement from the National Guard in 1991 until the shooting spree on Jan. 8, 2011—Badger's life had been "calm and quiet" in Tucson, AZ. During that time, he attended events supporting military initiatives and had been communicating with Giffords about benefits for military families. A well-known supporter of the military and a Navy spouse, Giffords served on the House Armed Services Committee. In 2009, she was presented the Charles Dick Medal of Merit at the National Guard Association of the United States conference for her support of the Arizona National Guard. Her husband, Mark Kelly, was a NASA astronaut and Navy captain for nearly 24 years until his retirement in October 2011.

Before the shooting, then-74-year-old Badger was enjoying retirement the way many Americans do: by visiting his children and grandchildren, taking up new hobbies



Above: Badger still visits the Western Army National Guard Aviation Training Site, where his old helicopter is on display. **Left:** Badger (front row, fourth from left) and his flight class at Fort Rucker in 1965.

and actively pursuing his social and political interests. He was content with his retired lifestyle and the comfort of his wife, Sallie, his six children, his nine grandchildren and his two great-grandchildren.

On Jan. 7, 2011, Badger received a call from Giffords' office inviting him to attend a "Congress on Your Corner" meeting in Casas Adobes, AZ, north of Tucson. At these meetings, Giffords met one-on-one with constituents to discuss their political and community issues. As Badger prepared to speak with the Congresswoman, he expected the day to be normal—quiet and calm. But in a split-second, his life changed.

Badger arrived at the suburban shopping center a little before 10 a.m. He was No. 15 in line to meet with Giffords. He'd been waiting

for only about 10 minutes when he heard the gunshots. He saw a young man moving through the crowd, wielding a gun. Shots continued as the gunman walked directly toward him, his 9 mm Glock pistol raised and aimed—at him. Badger instinctively dropped to the ground at the same time that the gunman fired a round. Badger felt a burning sensation in the back of his head. I've been shot, he thought. The bullet had only grazed him, but he was bleeding.

Stunned but acutely aware of the horrific situation that was unfolding, Badger stood when the shooting finally came to a pause. As he rose, he saw the gunman passing by him again. Out of the terrified crowd, an unidentified man slammed a folding chair into the gunman. Badger knew the moment

was his opportunity to act. He grabbed the perpetrator's left arm and placed his own foot in front of the gunman's foot. He hit him in the back, and the shooter fell facedown, his gun flying out of reach onto the sidewalk in front of him. Badger wrapped his hand around the shooter's head and under his chin, staying less than a foot from his face. He looked directly into the gunman's left eye, though they never made eye contact.

Badger and another man wrestled to keep the gunman in place as he struggled to retrieve another clip from his pocket—he had about 75 more rounds. Out of the crowd, a woman ran to him, grabbed the extra ammunition from his hands, and threw herself onto his feet to hold them down. There, Badger and two other citizens restrained the 22-year-old suspect, Jared Loughner, until law enforcement arrived several minutes later.

Wounded, out of breath and confused, Badger was treated by emergency medical technicians and taken to a local hospital. The bullet did not penetrate his skull or brain. Badger was released that evening.

He returned home to a flurry of calls from local and national reporters. The next morning, six news crews were waiting on his

“**DESPITE BEING WOUNDED, COLONEL BADGER'S MILITARY TRAINING KICKED IN AND HE QUICKLY ACTED TO HELP SUBDUE THE SUSPECT. THERE IS LITTLE DOUBT THAT THE ACTIONS TAKEN BY COLONEL BADGER AND OTHERS HELPED SAVE LIVES ON JAN. 8.**”

Pia Carusone, chief of staff to Congresswoman Gabrielle Giffords

front lawn. During interviews with the press, reporters asked him, "Why did you do it? Why did you react the way you did?"

"I [told] everybody that it was my service to my country when I was in the National Guard [that made me react]," Badger explains in an interview with *GX*. "They trained me to take some action. Regardless of what happens, you do something."

FARM TO FOOTBALL

Badger grew up on a farm in Redfield, SD, about 175 miles northwest of Sioux Falls. His father, who was in the Navy, passed away in 1948, when Badger was in eighth grade. This left Badger, the oldest son, in charge of the 1,000-acre farm—including its sheep, cows and pigs—and his family, including his mother, older sister and younger brother.

Throughout his high school years, Badger planted and sowed his family farm, growing wheat, corn, oats and barley. He would get up before dawn to farm, attend school during the day and work around the house in the evenings. "He had a lot of responsibility at a young age, and he [accepted] it and never complained," said Colonel (Ret.) Bill Bacon, one of Badger's oldest and closest friends.

But Badger still found time for fun with his friends, including Bacon, on the Redfield High School football team. Badger played right end, and Bacon left end, for the Redfield Pheasants. In their senior year, the Pheasants took the Northeast Conference of South Dakota, thanks to Badger's contributions. "Bill Badger caught the winning touchdown with less than a minute to go in the last game, which won the conference for us," says Bacon, 75, of Rapid City, SD.

Badger and Bacon's friendship was solidified not on the football field, however, but in their decisions to join the National Guard in their junior year of high school. While his family did need the extra money from his Guard job, Badger says he joined because he wanted to serve his country like his father and uncle had. Instead of attending a continuous Basic Training—each state had its own training then—Badger took Guard courses during the winter months of his junior and senior years.

"I was proud to be in the military," Badger recalls. "I remember the day I enlisted, I took my uniforms home and tried [them] on, and stood in front of the mirror—that was when we still had the brown dress uniforms."

Badger graduated from Redfield High in 1954 and became the chief of the 60 mm mortars for

THE LIFE & SERVICE OF COLONEL BADGER

- 1936** Born March 14th in Redfield, SD
- 1953** Joined Company G, 196th Regimental Combat Team, South Dakota Army National Guard
- 1953** Basic Training with Company G
- 1954** Graduated from Redfield High School
- 1959** Graduated from OCS
- 1960** Graduated from the field artillery basic course
- 1963** Went to work full time as a staff assistant for the South Dakota Army National Guard
- 1964** Graduated from the field artillery advance course
- 1964** Steered his first flight
- 1965** Graduated from the officer fixed-wing aviation course
- 1971** Graduated from command and general staff college
- 1972** Graduated from the rotary wing qualification course
- 1972** Led his unit during historic flooding in Rapid City, SD
- 1973** Piloted during the siege of Wounded Knee, SD

the weapons platoon of the 196th Regimental Combat Team. In 1959, he went through South Dakota's officer candidate program, graduating as a second lieutenant. For the next five years, he worked as a training, advising and counseling officer for South Dakota's officer program—until he got a taste of flying.

One day in 1964, Badger's pilot friend took him on a plane ride through the skies of South Dakota, eventually letting him take the wheel of the aircraft. He was hooked. He applied for flight school in the Guard, was placed on the waiting list and then was finally accepted after another Soldier dropped out of the training. "I got a call saying, 'Can you get down to Fort Rucker [AL] in two days?' and I said, 'You bet!' They cut the orders, and I went to flight school," Badger says.

At Fort Rucker, Badger trained on fixed-wing aircraft, learning to pilot the O-1A Bird Dog and the de Havilland Beaver, both used for observation and utility. After graduation, he returned to work full time for the South Dakota Army National Guard in the 3rd Field Artillery as a pilot.

His toughest mission as a Soldier occurred the summer of 1972 while his unit was at Annual Training in the Badlands of South Dakota. A storm hit Rapid City late the night of June 9, dumping 10 to 12 inches of water throughout the mountains. When the water rushed down into Rapid City, it swelled to 15 feet, flooding the downtown area.

Badger and his unit of about 1,500 Soldiers drove back from the Badlands to a sunken Rapid City. Nearly 200 people had died in the flash flood, and much of Badger and the Soldiers' tasks were to remove the bodies. "Anybody who was out that night got washed away, and some of the houses got washed away," he says about the historic flood.

Another stateside mission Badger served was during the American Indian Movement in 1973. The leader of the movement and his followers forcefully took over the small Native American community of Wounded Knee, SD, in protest of their leadership and the U.S. government. Badger piloted Congressional leaders to Wounded Knee to help compromise the standoff, which lasted 71 days.

AN AVIATION MASTERMIND

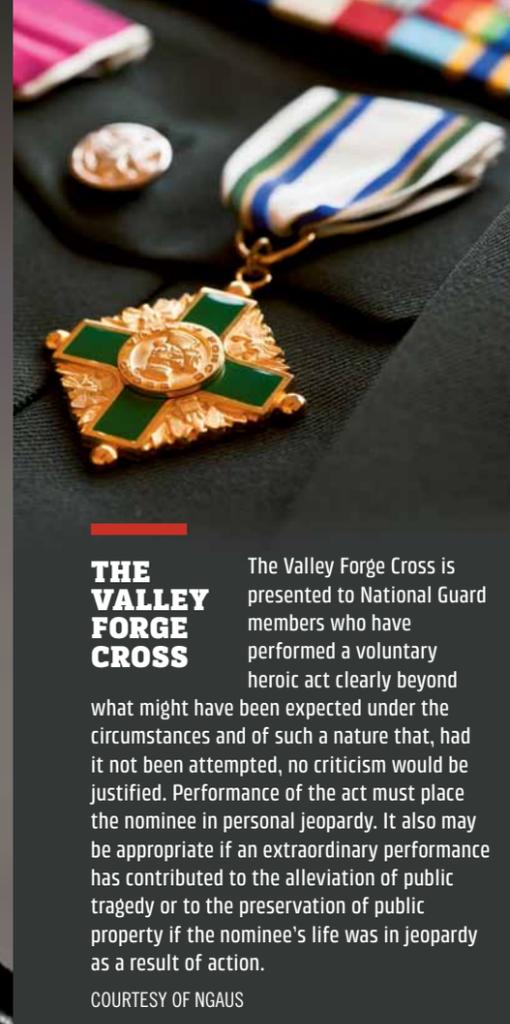
In 1974, Badger volunteered for Active Duty to work for U.S. Army Forces Command (FORSCOM) in Atlanta and was promoted to lieutenant colonel. At FORSCOM, he was placed in the aviation division conducting aviation resource management inspection for all divisions of the Army. Four years later, he was transferred to the Pentagon and named chief of the aviation operation branch for the National Guard Bureau, which controlled all 2,500 of their aircraft in all 50 states.

During his time at the Pentagon, Badger and his team formulated the idea for Eastern and Western aviation training sites for National Guard Soldiers. In the late 1970s and early 1980s, the Regular Army was transitioning to newly produced attack helicopters, the Apache and Black



Hawk, and the Guard units were receiving the AH-1 Cobras and UH-1 Hueys. Guard Soldiers needed top-notch training on the new aircraft, so Badger helped lead the charge to implement training sites specifically for the Army National Guard. "You don't get nearly the quality of training when you use an instructor pilot than if you send them to school," he said about the premiere program.

The Eastern site, located at Fort Indian Town Gap, PA, was designated to conduct fixed-wing, utility and cargo aircraft training and the Western site, located at Marana, AZ, would handle attack and observation aircraft



THE VALLEY FORGE CROSS

The Valley Forge Cross is presented to National Guard members who have performed a voluntary heroic act clearly beyond what might have been expected under the circumstances and of such a nature that, had it not been attempted, no criticism would be justified. Performance of the act must place the nominee in personal jeopardy. It also may be appropriate if an extraordinary performance has contributed to the alleviation of public tragedy or to the preservation of public property if the nominee's life was in jeopardy as a result of action.

COURTESY OF NGAUS

training. In another testament to his dedication and excellent service, Badger was personally selected by Lieutenant General Emmett Walker Jr., then chief of the National Guard Bureau, to be the first commander of the Eastern Army National Guard Aviation Training Site (EAATS) and was promoted to colonel. Once the Western site was complete in 1985, he was transferred again to Arizona and made the first commander of the Western Army National Guard Aviation Training Site (WAATS). There he led the scout and observation flight training until he retired in 1991.

Since the EAATS and WAATS were the first aviation training sites specifically created for the Army National Guard, every decision Badger made had a profound impact on how the program would function in the future. Badger's executive officer at EAATS, Colonel (Ret.) Mario Meola, says his inclusive leadership style was instrumental in making the training sites successful and sustainable for more than 30 years.

"Bill was probably the best person I ever worked for in my entire military career," says Meola, who retired after 28 years in the Regular Army and National Guard. "He was quiet, unassuming and he treated all the Soldiers in our unit, regardless of their rank ... with great respect for what they did."

THE BEST DAY OF ALL

While Badger hasn't had the opportunity to meet Gabrielle Giffords in person yet, or "Gabby," as he affectionately calls her, Badger says that will be "the best day of all."

Two days after Giffords was shot, when it was unclear whether she would survive, Badger met with her husband, Mark Kelly, who personally thanked him for apprehending the man who attempted to assassinate his wife.

Jared Loughner, the alleged shooter, was indicted on 49 charges by Arizona federal court. One of those charges was for the attempted murder of Badger. In May 2011, Loughner was found mentally unfit to stand trial.

"Colonel Badger has repeatedly shunned the label of 'hero,' but we respectfully disagree," says Pia Carusone, chief of staff to Giffords. "Despite being wounded, Colonel Badger's military training kicked in and he quickly acted to help subdue the suspect. There is little doubt that the actions taken by Colonel Badger and others helped save lives on Jan. 8. For that, he has our eternal gratitude."

Giffords was released from a hospital in Houston six months after the shooting, after undergoing surgery on her brain and skull, and intensive physical therapy. She continues a physical therapy program to regain cognitive functions and motor skills, and her health has tremendously improved, according to her doctors. Giffords was able to attend her husband's retirement ceremony from the Navy in October and has been back to Tucson a few times since the shooting to see family and friends.

"Some day she will be back to business as a congresswoman just like she was before, and the sooner the better," Badger says.

CONTINUING A LEGACY

For his actions on Jan. 8, Badger has been honored by an outpouring of support and praise from people around the world. He was personally thanked by President Barack Obama during a one-on-one meeting before a memorial service in Tucson a few days after the tragic event.

Badger was later asked by Armed Forces Radio to speak to service members in Iraq and Afghanistan through the radio program. He said it was "an honor" to tell his story to the men and women overseas who are putting their lives on the line every day for our freedom. "On one Saturday morning, I did what [the troops] go through every day in their combat missions," he says. Badger was

also asked to be the guest speaker for Arizona's Officer Candidate School graduation on Sept. 11, 2011.

"I've got all the respect in the world for the National Guard," Badger says. "The leaders within the National Guard are some of the best in the world, and it just keeps getting better."

In May, the Arizona National Guard honored Badger with the Minuteman Award, presented to an Arizona citizen for outstanding achievement or service to the National Guard. A few months later, Badger was "humbled and thrilled" when he found out he would be receiving the Valley Forge Cross for Heroism. He was presented with the award in front of Guard Soldiers and Airmen from every state and territory at the 133rd conference of the National Guard Association of the United States (NGAUS) in Milwaukee, WI.

According to criteria for the award, a nominee "must have performed an act of heroism clearly beyond what reasonably might have been expected under the circumstances ..."

But to Badger's wife, Sallie, Bill was simply being himself. "While the events in January were shocking, it was absolutely no surprise to me or anyone who knows Bill that he would take the actions that he did," she says. "He wouldn't know any other way to react." **GX**

1974 Promoted to lieutenant colonel

1974 Assigned to U.S. Army Forces Command as the Army National Guard aviation advisor to deputy chief of staff for operations

1978 Assigned to the National Guard Bureau as chief of the aviation operation branch

1981 Assigned as the first commander of the Eastern Army National Guard Aviation Training Site in Fort Indian Town Gap, PA

1985 Assigned as the first commander of the Western Army National Guard Aviation Training Site in Marana, AZ

1990 Retired Dec. 30 with 37 years of service

2011 Jan. 8, Badger, with the help of others, forced a gunman to the ground after a shooting spree that would result in 19 casualties. Among those injured was Congresswoman Gabrielle Giffords.

2011 May 21, presented with the Minuteman Award by the Arizona National Guard Association

2011 Aug. 28, presented the NGAUS Valley Forge Cross for Heroism

VIRTUAL MISSION BOARD

A SAND TABLE FOR THE 21ST CENTURY

Boeing's innovation takes war planning to a whole new level

As technology keeps changing and improving every day, it's important the military keeps up with all of the new advancements out there. But the military doesn't have to spend all of its hard-earned money on tanks, planes and armor. Sometimes, it chooses to make an investment in technology that doesn't find itself in the hands of the frontline Soldier, but ultimately shapes how he fights.

Enter Boeing's Virtual Mission Board (VMB), an innovative solution to an age-old problem: how to effectively plan, rehearse, execute and evaluate operations and training. For centuries, Warriors have planned operations in the ground with a stick or stone. More recently, Soldiers have constructed sand tables to plan, war game and prepare for training or battle. Now in the age of the iPad, high-powered computers and flat-screen technology, it made sense to have something that's a little more tech-savvy than some sand in a wooden box.

Operating Modes of the VMB

1

MISSION PLANNING, REHEARSAL

- > Develop and save multiple mission plans and conduct split-screen operation to facilitate multiple users and views

2

EXECUTION

- > Monitor operations and training; incorporate and record personnel and vehicle tracking data, video and audio inputs with customization
- > Tag significant events for After Action Review

3

AFTER-ACTION REVIEW

- > Synchronized playback of tracking data, video and audio via timeline with event tags
- > Playback available immediately following execution

A MORE IMMERSIVE TRAINING ENVIRONMENT

The VMB is a deployable multi-touch display system that improves operations and training by immersing you in a virtual representation of your operating environment. The Soldiers start by integrating a terrain model of a training or operational area on to the VMB, which provides full visualization of situational awareness and enables centralized mission command. This allows leadership to eliminate sand table/terrain board planning or rehearsals. The VMB has a 55-inch LG LCD/HD touch table powered by a Hewlett-Packard computer and printer. The VMB does not require a network and is intuitive just like an iPhone or iPad.



The VMB is currently being used by the 75th Fires Brigade out of Fort Sill, OK.

VMB FEATURES

- > MULTI-TOUCH INTERFACE PROVIDES INTUITIVE NAVIGATION OF TERRAIN MODEL
- > APPLY GRAPHICS TO TERRAIN
- > IDENTIFY LOCATION AND DISTANCE VIA TOUCH
- > MULTIPLE NAVIGATION MODES: FLY THROUGH, WALK THROUGH AND DRAG
- > SYNCHRONIZED DISPLAY OF INTEGRATED LIVE, VIRTUAL AND CONSTRUCTIVE ENVIRONMENTS
- > TRAINING CENTER QUALITY AAR AT HOME STATION
- > SELF-CONTAINED SYSTEM
- > ADAPTABLE FOR SECURE ENVIRONMENTS
- > EXTERNAL PROJECTION CAPABILITY
- > DRAWING TOOL PROVIDES GRAPHICS AND ICONS TO RAPIDLY FORMULATE PLANS

The Soldier's General

TOMMY FRANKS ON TODAY'S SOLDIERS, LEADERSHIP LESSONS AND RETIREMENT

After dropping out of college in 1965, Tommy Franks needed a new direction in life. The Wynnewood, OK, native joined the Army, and his life has been one long string of achievements ever since, culminating with his leading the U.S. into Afghanistan in October 2001. In a *GX* exclusive, Franks reflects on his life of service.



You have actively supported Veterans since your retirement. Why are these efforts important?

When I look at the oath of enlistment that these young men and women take when they join the military, it reminds me of the fact that this is an unlimited liability contract. They “swear to defend the Constitution of the United States and to follow the orders of the president.” So I respect these people very, very much, and programs that support our Veterans are a very big deal. The programs are symbolic of the respect and opportunity that are being given to these young people when they come home.

When you see young Soldiers, do you see a younger version of yourself in them?

Absolutely, except these Soldiers are a whole lot better prepared than I was. I had no idea where I was, what I was doing, what I wanted to do or why I wanted to do it. I was one of those people that the military really did a lot for in terms of maturing me. When I see these young people, it just fills me with respect and admiration. Where better to gain your maturity [than] in a family like the U.S. military?

What were your aspirations when you enlisted in the Army in 1965?

When I reported



to Basic Training, everything I owned fit in a small footlocker.

Maybe my aspiration was to have a chance to taste the American dream. I’m not absolutely sure, because I wasn’t mature enough yet to have that level of thought.

But it has occurred to me many times over the past years that this is a very forgiving country and it offers lots and lots of opportunity.

You were nominated to attend OCS while you were in AIT. What was your reaction after receiving this nomination?

The way that came about is my lieutenant loaned me his car keys when I was a private. He told me to go into town and get him something, probably a six-pack of [cola]. Well back then, we had color-coded stickers on cars in the military. Officers had one color and enlisted had another color. There were military police at the gates of all of our military installations, so when an officer would drive his car onto a post, the military police would salute. So I borrowed this officer’s car, picked up the six-pack, and when I came back on the post, the military police saluted me when I drove through the gate! I thought, “That’s what I’m talking about! Give me some of that Officer Candidate School!”

What were some of the leadership lessons you learned in Vietnam?

I suppose the greatest lessons I learned were responsibility and accountability. There is no greater offering that we have to make than to recognize that we are responsible first for ourselves, and then as we grow in the military, we become responsible for others. That’s a heavy burden I learned through a 40-year career.

What were some of your experiences leading the U.S. into Afghanistan in 2001?

We had some very serious decisions to make as a country. But we decided to get the job done. Pull out the stops, and take care of business. We needed to guarantee the freedom of the American people, and that started on 9/11.

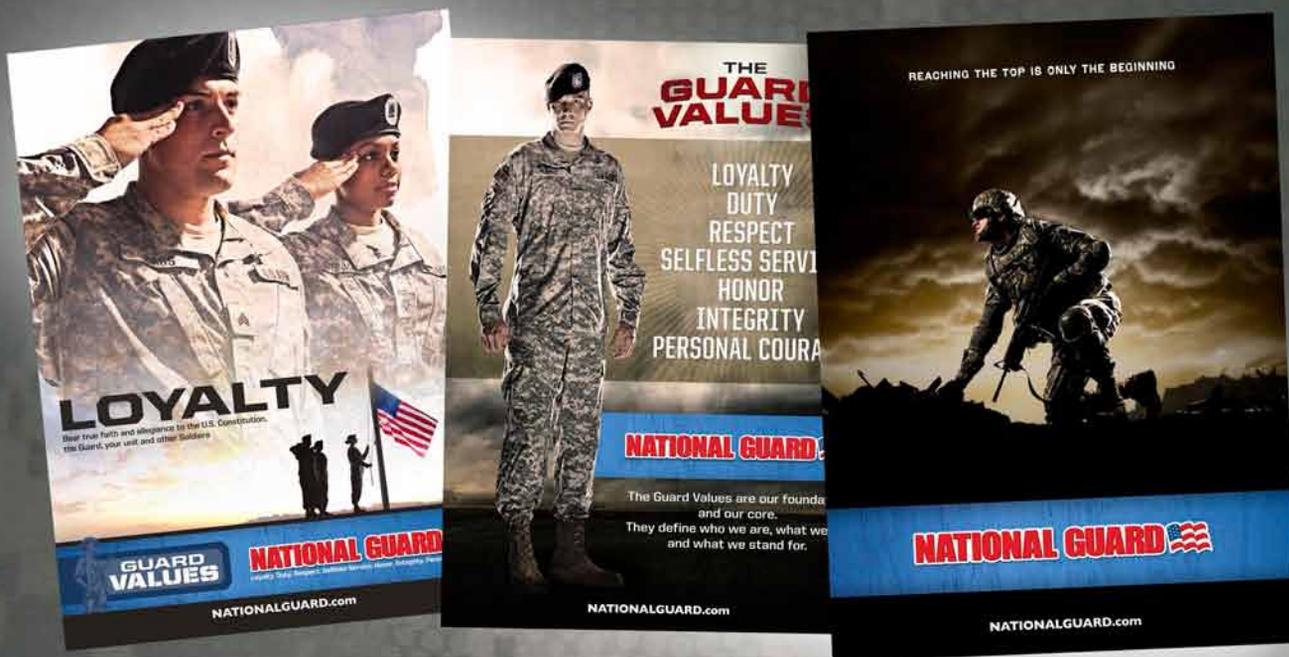
How do you see the military keeping the operational tempo high, especially the National Guard?

There is no question that our military, including the National Guard, will rise and respond to whatever mission given to them by our president. While we [mobilize] lots of people in Afghanistan and lots of people in Iraq, the fact is there are a great many of our troopers who are not being [mobilized] in a hostile environment. I don’t suggest that they should be, but I do suggest that the United States is a long, long way from running out of steam.

By Christian Anderson

NATIONAL GUARD

MODEL SEARCH



Now you can play a part in one of the many advertising campaigns that the National Guard has planned. We are looking for an elite group of Soldiers who are out going, fun, and not afraid to let us capture your personality on VIDEO and in PHOTOGRAPHS.

Video interviews, Soldiers in action and family oriented images are in high demand!

So don't miss out on this opportunity to see yourself in national PRINT, TV, and MOVIE THEATER advertisements!

Qualified applicants must meet the Army Physical Fitness and haircut standards. Additionally, you must be in good standing with your unit and have your commander's approval. Male and female soldiers of all ethnic backgrounds are encouraged to apply. Applicants chosen to participate will be placed on military orders for travel to our photography and video studio, located near Nashville, TN.

If interested, please submit four full-length photos in both civilian attire and ACUs. Make sure you smile in at least two photos! Please submit photos and your contact information to:

NATIONAL GUARD 
SRSC STRENGTH READINESS
SUPPORT CENTER

NGB-ASM-Strength Readiness Support Center (SRSC)
Attn. Mr. Phillip Carroll - 325 G Street Smyrna, TN 37167
or email - Phillip.t.carroll@us.army.mil



NATIONAL GUARD 

THE GREEN BERETS

Do you have what it takes?



nationalguard.com/specialforces