

The Pipeline

Magazine of the Iroquois Division

98th Division and Transformation



Spring 2003

From the Editor...

2002 was a year of change for the 98th Division. Last August, Maj. Gen. Bruce E. Robinson assumed command of the 98th Div. from Maj. Gen. Charles E. Wilson. With new commanders come new ideas, concepts, and different perspectives. You will be able to catch some of Maj. Gen. Robinson's many thoughts in the interview with him beginning on Page 17. Not missing a beat in their unrelenting schedule, read about the recent accomplishments of band leader CWO Eric Olear and the musicians of the 98th Division Band. As insightful as ever, Chaplain Womack masterfully weaves the themes of four current books into a colorful tapestry of the western way of war, the balance of power in the Mideast and the emerging Pax Americana. All this and more awaits our readers in the pages of this issue.

TJH

The 98th Division (IT) is on the web at www.usarc.army.mil/98thdiv.

Letters to the Editor. Send us your thoughts on *The Pipeline* and any other issue that you'd like addressed. You may write the editor or any of the magazine's staff, and any ideas or concerns may be addressed and possibly published in a segment dedicated to your letters. See address below.

Articles for publication: Send us your photos and articles for possible publication in future issues.

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Messages...

On the Cover - The 98th Division
and Transformation

Next issue... Family Readiness and
the 98th Division



Authorized in October 2000, the black beret all of us now wear was a small but much discussed transformation for the Army. Though we stand at the threshold of transformation, we must remember that the colors for which we stand and for which we defend will always remain the same. From Bunker Hill to the sands of Afghanistan, our flag will fly in the face of all threats. May all of us recall the words emblazoned on the drill sergeant patch: "This we will defend".

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2nd Brigade/Recruiting 10K Run

by Sgt. A.J. Coyne

More than 80 runners braved the rain and cold of a Saturday morning to take part in a 98th Division unit's annual run.

The 5th Annual 2nd Brigade 10K Run took place October 19th at the Amherst Town Park and featured runners from the local community as well as the military. The Buffalo Recruiting Company joined the 2nd Bde in organizing the race, which was free for all participants. Awards were handed out to the top three finishers overall as well as in both men's and women's age groups and in team competition.

Held at the 2nd Bde Reserve Center, the event featured plenty of free food and drinks, a rock climbing wall, an M-16 simulator, Buffalo Jills cheerleaders and representatives from a local radio station.



All-weather runner completes 2nd Brigade 10K run

"Given the weather conditions, it went really well," said Capt. Paul White, assistant operations officer for the brigade and one of the organizers of the event. "It's good exposure for the Army and the 2nd Bde. It's good to see soldiers in the community, showing there's more to the Army than combat."

According to Sgt. 1st Class Steve Kolock, Headquarters Detachment training noncommissioned officer and another of the event's organizers, local runners support the race and help account for its continued growth through both their participation and recommendation.

But the time and effort the soldiers put into the event also help improve 'esprit de corps' within the brigade, Kolock added.

"If we get just one recruit out of it," Kolock said, "then it's worth it."

A Yonkers Homecoming

by Master Sgt. Toni Celestino



Maj. Gen. Robinson presents awards to 2nd Bn, 3rd Bde soldiers

Twenty four non-commissioned officers from 2nd Battalion, 3rd Brigade, 98th Division, returned home to a hero's welcome in Yonkers, N.Y. after a year-long deployment at Fort Leonard Wood, Mo. The long-awaited homecoming celebration was held at the Charles N. Bajart American Legion Post, a well-known Yonkers institution. Maj. Gen. Bruce E. Robinson, 98th Division Commanding General, recognized and commended the returning soldiers for their dedication, loyalty and courage.

At Fort Leonard Wood, these soldiers received and executed the mission of augmenting the instructor staff of the U.S. Army Military Police School. This support enabled the school to meet its recently expanded number of AIT courses. The integration of reservists with the active component was virtually seamless.

At the American Legion Post, family and friends joined in the celebration and reverie of these exemplary men and women.

"If you know the enemy and know yourself, you need not fear the result of a hundred battles".

Sun Tzu



To Gitmo & Back

By Sgt. A.J. Coyne

A former 98th Division soldier recently returned from active duty after commanding more than 1,000 military personnel overseeing prisoners being held as part of Operation Enduring Freedom.

Col. John Perrone, former deputy chief of staff for personnel for the Iroquois Division, spent more than six months as commander of Joint Detention Operations Group at Guantanamo Bay, Cuba.

Perrone, who is retired from the Monroe County (N.Y.) Sheriff's Department, served as the principal advisor to the Joint Task Force Commander on all security and detainee issues until returning to the civilian world in late December.

"I am responsible for conducting long-term detention operations that include receiving, securing and caring for approximately 700 suspected al Qaeda and Taliban terrorists in support of the global war on terrorism," Perrone said in November, before leaving his post and returning home to suburban Rochester.

Taking part in large-scale security operations isn't new to Perrone. Before assuming his position in Cuba, he was recalled to active duty in mid 2001 to serve as the Force Protection/Anti-Terrorism Chief for the 2002 Winter Olympics in Salt Lake City, Utah.

He left that position following the Paralympic Games in April 2002 and was immediately selected to go to Cuba for his most recent assignment.



Col. John Perrone speaks to JDOG soldiers during ceremonies commemorating 9/11
(Courtesy Photo)

9/11 Remembered

by Spc. William Knight

The attacks of 9/11 reverberated across the nation and around the world. A year later, Americans, civilian and uniformed, took a moment to reflect on the heroism and sacrifices of that day. American blood-shed at the World Trade Center in New York City, the Pentagon in Washington, DC and in a lonely field outside of Pittsburgh, Pa., has sanctified those grounds. Monuments hewn from granite and marble now stand at these sites and in cities and towns across the nation. The resulting sea of tears has stirred the soul of America. True to our nature as Americans, we have picked up the pieces and proceeded to march forward with a greater appreciation for the frailty of human life and the need to defend that life.



The 9/11 Memorial at Monroe Community College, Rochester, NY



Memorial service held at James Wadsworth Army Reserve Center, Rochester, NY

401st Aids in War on Terrorism

by Sgt. A.J. Coyne

Members of a Webster, N.Y.-based Reserve unit are currently serving an important role in the war on terrorism.

The soldiers from the 401st Civil Affairs Battalion, many of whom have received civil affairs training from 98th Division troops, have been in Afghanistan and neighboring areas since January 2002, according to Capt. Brian Earley of the 401st.

Forty-five soldiers who deployed as part of Operation Enduring Freedom returned home in December. But just as they were returning, more troops from the 401st were slated to leave for the region, according to Earley.

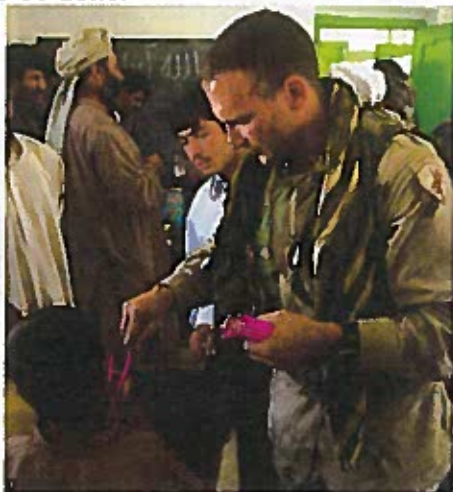
While overseas, the soldiers perform humanitarian assistance and civil military operations.

Maj. Dave Young, a soldier with the 401st, served on a six-person Direct Support Team until returning home at the end of 2002.

The DST, completely staffed by soldiers from the 401st, was the only one of its kind in Afghanistan until they were replaced in November, he said. Their mission was to support the maneuver commander on combat operations with 82nd Airborne Division and the 101st Airborne Division.

"The Webster-based DST took part in many combat missions throughout Afghanistan," Young said. "In many cases the DST broke down into several teams that led other soldiers using a team village concept."

"The team delivered humanitarian assistance, such as food, water, school supplies, blankets and hygiene kits," he continued. "They also delivered medical assistance and made referrals for long-term projects such as wells and infrastructure repair to be done."



Maj. Dave Young issues pencils to young students in Afghanistan

3rd Brigade MP's Teach Military Tactics at Fort Leonard Wood

by Sgt. A.J. Coyne

While soldiers from the 1st Brigade, 98th Division were training new Army recruits on basic military tasks, other 98th Division troops were at Fort Leonard Wood introducing and re-introducing military police tactics to soldiers (see page 9 for full story).

On Sept. 11, 2001, Sgt. 1st Class John Hansen was 10 days into retirement from the New York Police Department. But the terrorist attacks on the World Trade Center, where his former partner was killed, brought him back to duty as a police officer.

Within weeks, however, Hansen was called to duty of a different kind. This time he was one of two dozen soldiers from the 2nd Bn., 3rd Bde., 98th Div., from the Bronx, N.Y., who were mobilized and sent to Fort Leonard Wood to help train soldiers for the war on terrorism.

Since leaving the Army, the soldiers had all gone on to different careers. But once called back to duty, they had to be prepared to accomplish missions as if there had been no gap in their service. It was Hansen's job to make sure they were prepared.

Hansen was tasked with teaching a military police course for noncommissioned officers from the Individual Ready Reserve. The two-week course, geared for E-5's to E-7's, was designed to see how much information the soldiers had retained while away from the military.

The six-day a week course offered Hansen the chance to instruct others on techniques and lessons learned over the course of a 28-year military career.

But when the influx of IRR soldiers slowed down, Hansen got to switch seats and go from teacher to student. The time at Fort Leonard Wood allowed him to attend several professional development schools, including a physical security course and a hostage negotiation course.

While Hansen was instructing experienced soldiers on military police techniques and standards, Staff Sgt. Evel Morales was on the other side of the sprawling post offering the same information to the Army's newest military police soldiers.

Morales, who has 16 years of experience as a narcotics detective with the New York Police Department, was assigned as an instructor with the Basic Military Police Training Division.

Although he, too, was originally scheduled to re-train IRR soldiers, fewer IRR troops arrived than were expected. So Morales and several other 98th Division soldiers were reassigned to instruct other trainees, helping to ease the burden on the undermanned active duty instructors.

Upon their arrival at BMPTD each reservist was assigned to a committee, each of which deals with a different aspect of military police training, and they were welcomed with "open arms" by the active duty instructors already on hand, he said.

Although the Reserves are set up differently from active duty when it comes to training, according to Morales, adjustments were made and soon he was accepted on even footing with the active duty cadre.

"I developed a great rapport with the active duty guys," he said. "They treated me as one of their own."

Ithaca Reservist Takes Gold in German Armed Forces Competition

by Maj. Timothy J. Hansen

Sgt. 1st Class Lee Rowland of A Company, 2d Bn/389th Regiment competed in and won the gold badge for the annual German Armed Forces Badge for Military Proficiency (GAFBMP) at Camp Dodge, Iowa. 3rd Corps Support Command hosted this competition from September 5-8, 2002. The German Army Liaison Staff of Fort Leavenworth, Kan., coordinated and supervised this decathlon of soldier skills.

Rowland, a self-employed carpenter, trained six days a week for four months. He dedicated up to one and a half hours a day to intense physical workouts.

"It kept me off the streets all summer," Rowland remarked lightly about his prior preparation.

This dedication and enthusiasm convinced his brother Seth, a staff sergeant assigned to the 479th Engineer Battalion/4th Brigade/77th RSC in Oswego, N.Y., to sign up and to start training. Seth earned the silver badge.

The German Armed Forces began this competition in the 1970's to recognize superior physical abilities of its soldiers. American soldiers soon received authoriza-

tion to compete in the GAFBMP and to wear the badge as a foreign award. Most earn the badge while stationed in the Federal Republic of



Rowland gets into the swim

Germany. Eventually, the GAFBMP came to the U.S. and thus provided stateside active and reserve soldiers a chance to compete in it.

Like the highly regarded Ranger Competition, the GAFBMP consists of seven events which test the mettle of any soldier. The elements of this competition are swimming, track and field, marksmanship and a road march event. Discipline, focus and unwavering determination are critical for success.

Rowland's near flawless execution of these events are worth mention: 200-meter swim in just over 6 minutes; pressed 20 repetitions of a weight equal to 60% of his body weight; 400-meter dash in 1 minute and 2 seconds; the 3000-meter run in 13 minutes and 28 seconds; the long jump at 4.53 meters.

He also hit 5 out of 5 targets on the 25-meter pistol range (using an M9 pistol) and completed a 25-kilometer road march in 3 hours and 50 minutes.

Rowland has been in the Army Reserve for the past 12 years and, like many of us, has spent several AT's at Fort Leonard Wood and Fort Knox. He is a motivated and consummate NCO to those who know him. He is proud and highly enthusiastic about being a 12B and a drill sergeant.

In addition to earning the gold badge, Rowland recently completed his undergraduate degree at SUNY-Cortland. In terms of career objectives, he is seeking an opportunity in the security section of the State Department.



Rowland leads brother Seth in march



Rowland leaps to victory

We need to move out smartly, and turn challenges into opportunities...

Lt. Gen. James R. Helmly,
Chief of the U.S. Army Reserve
Command

Noble Eagle - 1st Battalion, 385th Regiment Reunited

by Lt. Col. David Showerman

Mission accomplished. After more than a year, all elements of the 1st Battalion, 385th Regiment, 1st Brigade, were reunited for the first time since October 22, 2001 when the battalion headquarters along with B and D Companies were mobilized to Fort Leonard Wood, Mo. as part of Operation Noble Eagle.

Fifty-two soldiers were mobilized in support of the war effort to lead the Individual Ready Reserve rapid train-up and Military Occupational Specialty (MOS) refresher for those chemical, engineer, and military police soldiers being recalled to active federal service.

Members of the official party on hand to welcome home and thank the unit were Maj. Gen. Bruce Robinson, Commander 98th Div. (IT); Command Sgt. Maj. Charles Boehnke, Command Sgt. Maj. 98th Div. (IT); Col. William Clegg, Commander, 1st Brigade 98th Div. (IT); and Command Sgt. Maj. James Mello, Command Sgt. Maj., 1st Brigade 98th Div. (IT).

In addition, the 98th Div. (IT) Band was in attendance and performed both before and during the ceremony.

Maj. Gen. Robinson offered words of thanks and appreciation for the entire unit's performance, stressing the service and sacrifice of those mobilized, those not mobilized, and their family members. Indeed, this was a team effort. Several soldiers were recognized with awards and decorations for their extraordinary service.

When the ceremony concluded, unit members renewed old acquaintances and traded fond memories of a job well done.



Maj. Gen. Bruce E. Robinson discusses mission accomplishments with Lt. Col. David Showerman



Maj. Gen. Robinson congratulates Sgt. 1st Class Jose O. Lebron on a job well done



B & D Companies reunite in formation

"This is a time of distinct challenges for the nation, the Army and the Army Reserve, as we simultaneously wage a global war against terrorism and transform our culture and institutions to meet the current crisis and prepare ourselves for future conflicts."

Lt. Gen. James R. Helmly
Chief of the U.S. Army Reserve Command

Training In Time Of War

by Sgt. A.J. Coyne

As the military was mobilized in late 2001 for Operation Enduring Freedom, much attention was paid to servicemembers deployed overseas. But thousands of other Reserve and National Guard soldiers were activated and mobilized for stateside missions.

The 98th Division was affected by this mobilization as dozens of Iroquois Division soldiers were sent to Fort Leonard Wood, Mo., to help train past, present and future generations of soldiers.

Officers, drill sergeants, and supply, operations and administrative personnel soldiers from the 1st Battalion, 385th Infantry Regiment, 1st Brigade, 98th Division based in Lodi, N.J., were sent to Missouri on Oct. 16, 2001. Ten months later 26 of the unit's troops remained at Fort Leonard Wood, thousands of miles from their families and loved ones, but dedicated to completing their mission and fulfilling their active duty obligation.

"Our job was to refamiliarize the IRR (Individual Ready Reserve) soldiers with the Army," said Staff Sgt. Abimael Torres. "Most of them had been out of the Army for between 2 -10 years."

His unit was originally sent to help inprocess these soldiers, some of whom were IRR and some of whom were retired, called back to active duty. The soldiers, all of whom were volunteers, were given physical and dental exams, re-familiarized with Common Task Training, and then trained in their military occupational specialty.

But fewer former troops were called back to duty than expected and only about 70 IRR soldiers were trained, according to Capt. Steve Kain, the battalion operations officer.

As a result, the 98th Division troops



Sgt. 1st Class Michelle Frankson instructs Claymore mine training



Sgt. 1st Class Andrea Smith instructs on donning protective mask

were shifted to basic training after a few months. It was a seamless transition for the soldiers, especially the drill sergeants, most of whom had years of experience on the trail.

While active-duty soldiers serve as drill sergeants for a few years and then move on to other jobs, reserve drill sergeants volunteer for the job and spend years honing their skills.

The Iroquois troops received a number of accolades while mobilized, according to Kain. While Torres was named drill sergeant of the cycle, Sgt. 1st Class Michelle Frankson was featured in a Training and Doctrine Command

"Army of One" advertisement. In addition, around 50% of the mobilized troops received promotions while in Missouri.

As if the individual soldiers themselves weren't gaining opportunities to shine, the unit received a unique opportunity to show what it could do when it was chosen to take command of an entire basic training company and see it all the way through graduation.

"We may be the first reserve unit to take a basic training unit from beginning to end," Kain said.

Only four drill sergeants in E Company were active duty, he added. The rest of the unit's personnel were reservists from the Iroquois Division, including the company commander and executive officer. This gave the soldiers from the east coast the opportunity to show they were just as good as active-duty drill sergeants, according to Kain. The basic trainees' entire nine-week training was overseen by the 98th Division troops and 100 % received "go's" on basic rifle marksmanship.

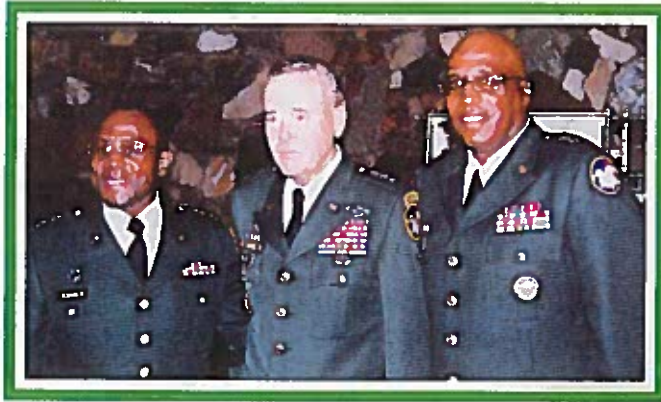
Since they wore the TRADOC patch on their shoulders while mobilized, the basic trainees never knew their instructors were Army reservists. They saw them day in and day out as their teachers and role models. But the soldiers from the 98th knew they offered something most of their active-duty counterparts couldn't.

"As a reservist coming here, you have life experiences that don't include the military," Frankson said. "We bring those life experiences to these privates and we share those with them."

One reason for the unit's success while mobilized was the pride and dedi-

Continued on page 22

Change of Command--August 2002



Maj. Gen. Bruce E. Robinson, incoming commander; Lt. Gen. James R. Helmly, Chief of the U.S. Army Reserve Command, and Maj. Gen. Charles Wilson, outgoing commander, enjoy the moment



Maj. Gen. Robinson takes command



Lt. Gen. James R. Helmly greets Daisy Robinson



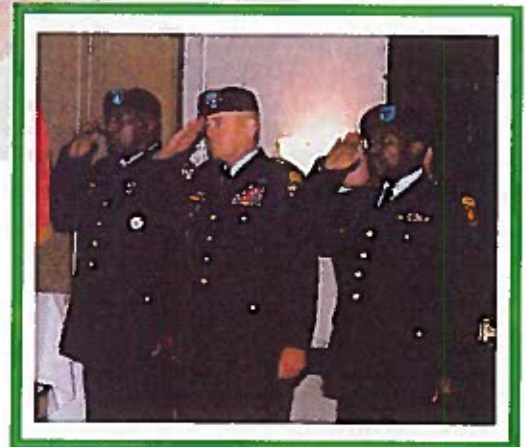
98th Division's New Commanding General Maj. General Bruce E. Robinson



Betty Wilson greets Brig. Gen. Gregory Hunt, ADC-O



Command Staff poses with 98th Div. Audie Murphy Award recipients



Present Arms!

The Black Beret Army

by Maj. Timothy J. Hansen

We report to our respective Reserve Centers for weekend drill and go about our routines of publishing training schedules, enrolling in professional development courses, planning AT at Leonard Wood, Knox, Devens and Dix and updating mobilization plans. Except for the recent call up for Noble Eagle, life seems predictable within the 98th and the prospects for change remote.

On the surface of our Battlefield Dress Uniforms (BDU's), this steady state existence appears to be true, yet change and talk of change have been taking place for the past 14 years within other parts of the Army. New offices within the Pentagon have been created to chart the course of change within the armed forces. Experts and futurists such as Arthur Cebrowski, Andrew Marshall, John Boyd, Franklin C. Spinney and Owen Marshall are quoted frequently in the press. Terms such as "Revolution in Military Affairs" (RMA) and "Force Transformation" have crept into the media.

So, one wonders whether there has been any transformation within the 98th Division. Has the rate of change been so subtle as to escape our notice? Or so extreme as to escape our comprehension?

"I've seen several articles on transformation in *The Army Times*," commented Col. Joseph Ward, division Chief of Staff. "But, after reading those articles, I still have difficulty putting my thumb on this concept."



Future MTOE?

Transformation is based on key historical turning points of western civilization and it first gained momentum with an article about fourth generation warfare (4GW) which appeared in the October 1989 issue of the *Marine Corps Gazette*. The significance of this article lay in its prescient identification of asymmetric warfare. We now find ourselves in the midst of such a war. The al Qaeda dispersed its troops and then brought them together at

the critical time to strike at civilian and military targets within our homeland. It side stepped direct military confrontation and shamelessly exploited our greatest strengths, freedom, technology and openness, against us. To the al Qaeda, there are neither front nor rear areas of this battle; western society as a whole has become the battlefield.

So how does transformation respond to 4GW? Indeed, the media's interpretation of this process has clouded some of its fundamental concepts. Fortunately, U.S. Army Chief of Staff Gen. Eric K. Shinseki set the record straight in 1999 when he defined transformation as "a force strategically responsive and dominant at every point of the spectrum

of operations." In short, transformation will embrace "dominant space" doctrine, lighter and faster force structures like the Stryker brigade and new equipment such as the Land Warrior system. At higher levels, network-centric warfare is discussed with mounting interest. This concept involves connecting ships, aircraft, satellites and ground forces to create a highly defined picture of the fight out on the battlefield. Along with systems integration, the discussions also encompass greater service integration. All of this talk played out last year when Special Forces soldiers used laser binoculars to guide Air Force and Navy aircraft to targets of interest in Afghanistan. Afghanistan was also the ideal setting for

testing and integrating new sensor technologies, robotics, airborne cameras, and handheld global positioning devices.

Have any changes impacted on the 98th? What will be the missions of our drill sergeants and TASS instructors? Two key traits of transformation are technology and information. The 98th just recently completed the



Fighting in urban terrain

installation of Distance Learning classrooms at Fort Dix and Devens Reserve Forces Training Area (RFTA) and at our Headquarters on Goodman Street. We have the capabilities to deliver information quickly and cost effectively and to train larger numbers of soldiers in a range of courses. Soldiers will no longer be limited by time and distance to access classrooms which may be one of the

98th's key strengths some day.

In response to the Active Army's demand for critical shortage specialties such as Civil Affairs (38A series), the 98th developed pop-up courses consisting of an intense two to four weeks of MOS training. Given this situation, the 98th successfully accomplished its mission. Now, when the 98th receives a requirement for a certain MOS, the G3 initiates its pop-up course process and issues orders for soldiers to train to mission. This versatility of the staff and instructors is in complete alignment with the spirit of transformation.

"Agents of change must strive to integrate change throughout the entire Army Reserve to maintain our relevance," remarked Chief of the Army Reserve Lt. Gen. James R. Helmly at the 2002 Army Reserve Senior Leader Team Building Seminar at Fort McCoy, WI. "The institution is headed to irrelevance if we don't change. We not only have the requirement to change, but to get it right. We need to move out smartly, and turn challenges into opportunities."

Courtesy - www.spacedaily.com



RQ 7A Shadow at rest

The UAV: the Army's Eye in the Sky

By Maj. Timothy J. Hansen

Remember the thrill of flying a model airplane by remote control or launching a model rocket out on the school athletic field? The thrill has returned in the form of the unmanned aerial vehicle (UAV). The result of small-scale aerodynamics, robotics and optics, the UAV provides maneuver commanders a focused and timely picture of the battlefield. This aircraft can linger over enemy territory for hours and remain virtually unnoticed. There are now two types of UAV's in the Army inventory: the

RQ-5A Hunter and the RQ-7A Shadow. The images and other data transmitted from the UAV to ground stations are used for targeting and other tactical purposes. Concurrent with this new technology is the evolution of new skills which now make up MOS 96U, 52D and 33W. Check www.goarmy.com for opportunities in these career fields.

Courtesy - www.airforce-technology.com



RQ 5A Hunter in flight

Distance Learning Arrives at 98th Division

by Sgt. Richard Harris

What does distance learning mean to you, the soldier, and why is it important? Among the most obvious answers may be increased rank, ease on family life and improved personal and professional relationships. Though these are all very important and vital to the success of the average soldier, the Army sees education through distance learning (DL) on a higher level and felt the need to create a program to maintain its current strengths and increase readiness during these turbulent times.

The Distributed Learning System (DLS), formerly The Army Distance Learning Program (TADLP), was established in 1997. It delivers training for a new DOD initiative known as Advanced Distributed Learning (ADL). It will provide training for the Active Army, Army Reserves, the Army National Guard and Department of Army Civilians. According to Training and Doctrine Command's (TRADOC) Deputy Chief of Staff for Training (DCST) organization, "the leadership has recognized that distance learning is an extremely efficient, reliable method of training soldiers in an era of scarce resources."

The strength of DLS is the ability to deliver standardized training through electronically mediated instruction including satellite, video, audio and computer. This program will greatly reduce soldiers' and leaders' time away from their units and families, as well as, save a vast amount of time, money, and other resources, as compared to current training programs.

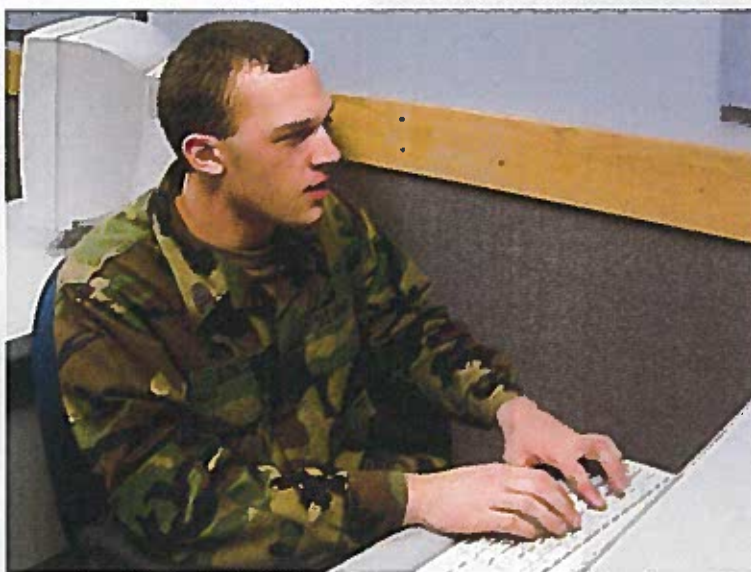
The 98th Division HHC has been chosen as one of the locations for a digital training facility. Located on the first floor of the James W. Wadsworth building in Rochester, NY, The Army Distance Learning Program (Digital Training Facility No. 1) is equipped with 12 student workstations and two large-screen televisions for live video teletraining (VTT). Vance Carpenter, the facility manager and former member of the 174th Fighter Wing of the New York Air National Guard out of Syra-

cuse, NY, said the facility is fully operational.

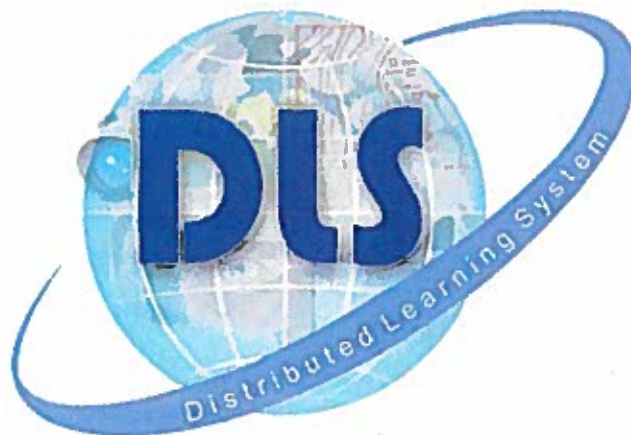
Carpenter informed the PAO of the many benefits of having a digital training facility here in Rochester, but highlighted the soldier's ability to take stand-alone training, CD-based classes or participate in classes via video teletraining. VTT allows the student hands-on interaction in a live training forum that enables the instructor to see and hear student activity.

Currently, there are approximately 300 digital training facilities such as this one, with plans to increase to over 400, providing instruction in 485 Military Occupational Specialty (MOS) Courseware modules, which provide quality, standardized training Army-wide, anywhere and anytime in the world.

For additional information on DL, please visit the website: www.dls.army.mil



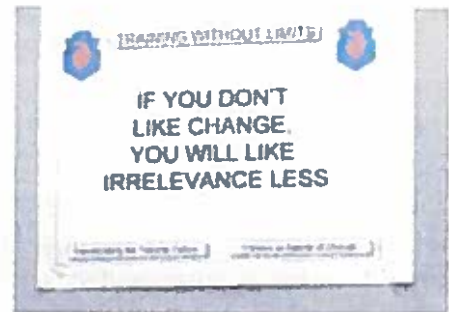
Spec. Mark Hilton takes advantage of DLS facility



Senior Leader Seminar 2002



A setting conducive to ambitious thinking

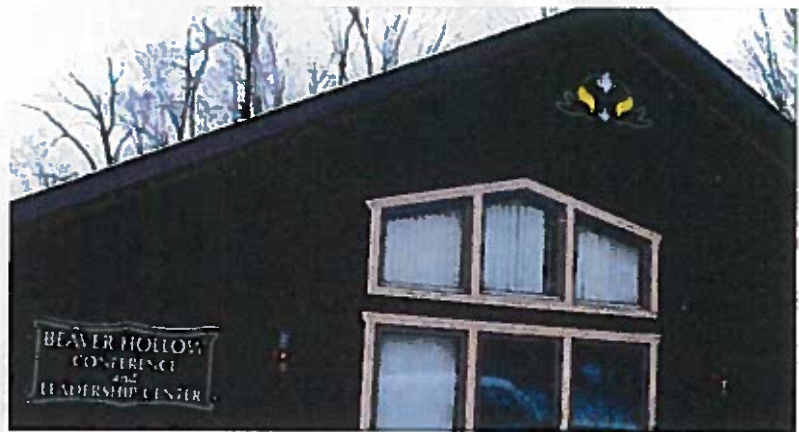


Words to stimulate more conversation



Animated group discussion

by Maj. Timothy J. Hansen



Snowfall on a Saturday morning in November

The 98th Division (IT) held its Senior Leader Seminar at the wooded Beaver Hollow Conference Center in Java, N.Y. from November 23-24, 2002.

Though the temperatures dropped and a layer of snow covered the woods on Saturday morning, topic discussions began on schedule throughout the conference center. Groups cobbled together supporting arguments for proposals which ranged from effective leadership to leveraging technology. Supported by a continuous flow of coffee, dialog between commander and NCO continued at a brisk pace.

The central point to all of this conjecture and argument was to improve the division's productivity and relevance. How do we maintain our vitality as we live in an era marked by transformation, while continuing to fund the ongoing war on terrorism? Will we be hard pressed to accomplish our strategic business plan for 2003?

During the dining in, Maj. Gen. Bruce E. Robinson took a moment to bid farewell to Col. (P) James Rafferty. An officer of many skills and talents, his presence will be missed.

The versatility of its officers and NCO's will enable this division to accomplish any mission completely and on time. The strength and dedication of these soldiers will carry the 98th to success.

Discussions continued until Sunday morning. Plans were written and conversations outlined. The collegiality of the event promoted meaningful dialog between officer and NCO.



Sentries stand guard at Beaver Hollow

Brooks Takes Reigns as 5th Bde. Commander

by Sgt. A.J. Coyne

Col. Curtis R. Brooks assumed command of the 5th Brigade, 98th Division during a change of command ceremony Nov. 16 at Fort Hamilton, N.Y.

Brooks, whose background is in field artillery, replaced Col. Gloria J. Martin as commander of the brigade.

The 5th Bde. is charged with providing health services training and support to military units, soldiers and civilians throughout the northeast United States.

"This is a new experience for me because I haven't been in medical services before," Brooks said. "But this unit is of vital importance because of the expanding importance of Army medics."

Brooks noted the brigade's experience in teaching a variety of health and medical courses and mentioned its role in developing education doctrine.

"This unit has worked with the National Guard, the Navy and the Veterans Administration, as well as civilian authorities to conduct training programs" he explained. "These missions



Brig. Gen. Hunt pins a meritorious service medal on outgoing 5th Brigade (HS) commander Col. Gloria J. Martin. (Photo by Sgt. Maj. R. M. Capitulo, 5th Bde PAO)

are important for future combat."

"That's what we do," Brooks remarked. "And it's exciting to work with innovative people."

The new commander noted that he had heard nothing but good things about the 5th Bde. Much of that is reflected upon the leadership of Martin.

Commander of the 5th Bde. since 1999, she will leave



Col. Curtis R. Brooks, incoming 5th Brigade (HS) commander (center), accepts the unit colors from Brig. Gen. Gregory J. Hunt, 98th Division (IT) deputy commander for operations (left), during a change of command ceremony Nov. 16 at the Fort Hamilton Reserve Center. Brigade command Sgt. Maj. Martin Richards (right) looks on. (Photo by Sgt. Maj. R. M. Capitulo, 5th Bde PAO)

the unit with many memories and fond recollections.

"In any unit," she said, "everything is its people. You have to work with them and understand them."

The key to a successful unit, Martin observed, is taking care of soldiers. Because she tried to do that, the former commander will look back fondly on her experiences with the 5th Bde.

"These soldiers have come through for me on everything," Martin said. "They're good people, hard working."

"I'm gonna miss them."

"If I can move the Army one degree, I will have considered my tenure a success."

Gen. Creighton W. Abrams
Former Army Chief of Staff

Rhapsody In Green

By Sgt. Richard Harris

Music, songs and anthems can take us to a different place and help us reminisce over feelings of times long since past. Through music, we are allowed to remember our patriotic memories and emotions of songs such as "The Star Spangled Banner" (Francis Scott Key) and "God Bless America" (Irving Berlin).

Recently as a nation, we have overcome some very trying times, and to forget where we've come from may be as unforgivable as forgetting the voyage we had to take to get there. The 98th Division band, through music leadership, reminds us where our journey can go, where we are now and brings to mind where our past began.

The 98th Div. Band of the United States Army Reserve was originally activated in 1949 as the musical support unit for the 311th Division. According to band member Staff Sgt. Steve Otto, by 1952, the band found itself under the very capable leadership of Chief Warrant Officer Robert Warfield who would shape much of the band's development and vision.

The legacy of the band began in 1957 when the unit was officially reassigned to the 98th Division (Institutional Training) headquarters, which is currently located at the James W. Wadsworth United States Army Reserve Center in Rochester, New York. It was here that Warfield served as the band's commander for 30 years until he retired from the Army in 1982.

Otto informed me that following Mr. Warfield's retirement, Chief Warrant Officer John Tracy led the band for ten years until 1992. Currently, the band is under the strong leadership and direction of Warrant Officer Eric Olear and 1st Sgt. Dino LoStracco. Both men incorporate music styles that constantly keep band members well rehearsed, challenged to

try new material and excited as they continue to grow the Army's future leaders.

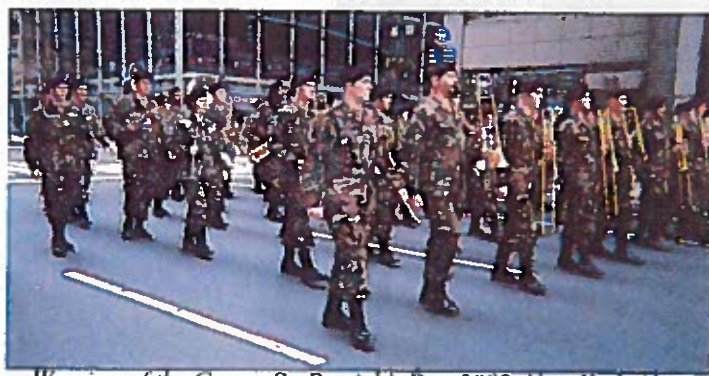


CG as Conductor: leading soldiers under any condition

tain audiences of all ages. This is why they've incorporated such various music styles as Concert Ensemble, Jazz Band, Brass Ensemble and Dixieland Band.

The band membership is comprised of a wide variety of civilian occupations including music teachers, computer pro-

fessionals, county workers and college students. In the past year alone, the band had numerous concerts in the Rochester area, as well as, a number of musical venues which sent them to Buffalo, Boston, Fort Leonard Wood, Mo., and two trips to New York City, which included an appearance at the New York



Wearing of the Green, St. Patrick's Day 2002, New York, NY

City – St. Patrick's Day Parade.

Currently, the band is at 45% strength, but Olear said that they have no trouble in accomplishing their mission due to their strong balance of instrumentation. There are many benefits to joining the band, which include advancement in rank, tuition assistance, college loan repayment and the Montgomery GI Bill. However, you'll know you've earned your pay when that chiseled face of a veteran cracks into a smile when you finish playing a patriotic tune.

Maj. Gen. Bruce E. Robinson



by Maj. Timothy J. Hansen and Sgt. Richard Harris

An Interview with Maj. Gen. Bruce E. Robinson, October 6, 2002. Rochester, New York

What is a general?

According to the ancient Chinese general and philosopher, Sun Tzu, a general is one of the five constant factors of the art of war. He represents the virtues of wisdom, sincerity, benevolence, courage and strictness. He studies the well being of his soldiers and does not over-tax them. He concentrates his energy and keeps his army continually on the move. (All references from Sun Tzu's Art of War are in italics.)

Since assuming command of the 98th Division (IT) on August 4, 2002, Maj. Gen. Bruce Robinson has studied and assessed the readiness of his units. He has canvassed the eight state arc of the 98th to speak and to listen to soldiers about MOSQ, mobilization and family readiness. Despite his extensive travels, he has maintained an unrelenting pace in stride with the considerable demands of his law firm.

Robinson took a few moments to speak on leadership, training, and Army Transformation.

Beginning with FM 22-100, leadership is defined as "influencing people by providing purpose, direction and motivation." How does a

commanding general exercise his influence? Robinson emphasized resourcefulness of his leaders in terms of being efficient and cost effective in getting soldiers to the schoolhouse and then training them. Commanders need to be aware of and to use alternate means of delivering training such as correspondence courses, distance learning, or satellite schools. With these additional options, information can be delivered at greater speed. "I want to accelerate the ability to train soldiers by using multiple starts and in multiple modes," Robinson said.

Next, Robinson spoke about the importance of mentorship. How can it flourish in the 98th Division? He described mentorship in terms of exposure of subordinates to tough and realistic training and then follow-up with feedback. In his view the critical elements of mentorship are "to get to know your family and to stay in contact with them."

He emphasized the need to get to know subordinates not only in the classroom but also in the field. Reacting to different situations under various conditions draws out the strengths and weaknesses of the soldiers. A mentor needs to be there to observe and then to advise. According to Robinson, "Our piece is to provide wisdom."

Regard your soldiers as your children, and they will follow you into the deepest valleys; look on them as your own beloved sons, and they will stand by you even unto death.

As for how to handle the increased demand for training, our main product, Robinson described a "seamless integration" between Reserve and Active components. With the Active component stretched to its limit in fielding missions at

Maj. Gen. Bruce E. Robinson

home and abroad, Reservists will be called upon to back fill vacant positions. The 98th is capable of standing up units at critical times of the year to conduct training. "Our visibility and presence will be more continuous than cyclic," commented Robinson.

Along with increased training demands, customer units are asking for shorter turn-around times for training. "How soon can you get our soldiers back to us?" is the question of the day. Current doctrine calls for months spent during the Phase 1, Inactive Duty Training followed by two weeks of annual training. Robinson envisions condensing Phase 1 of IDT into two week increments. The saving in time would be enormous. "I think if we change this model," Robinson commented, "we will be more significant to our customers."

Soldiers must be treated in the first instance with humanity, but kept under control by means of iron discipline.

The ways in which we train ourselves and our customers are changing. The transformation is now upon us. The Secretary of Defense is moving the military into the information age. Faster and smaller units are emerging at locations such as Fort Lewis, WA and Fort Stewart, GA. High-tech weapons rely on bandwidth to destroy the enemy. With these changes in equipment and formations, doctrinal changes must follow. POI's will need to be rewritten. "If we have a doctrine change, we must act on it."

Without harmony in the state, no military expedition can be undertaken; without harmony in the army, no battle array can be formed.

Where is transformation in the 98th? It occurs whenever Force Modernization receives authorization to alter the division's structure; add a section here and take away from over there. "We're transforming all the time because we keep changing our internal structure," Robinson added.

The clever combatant looks to the effect of combined energy, and does not require too much from individuals. He takes individual talent into account, and uses each man according to his capabilities.

As long as this nation progresses, its military will continue to evolve and transform itself. This evolution continues everyday. "When we look back 20 years from now, we will only then realize just what happened."

In peace prepare for war; in war prepare for peace. The art of war is of vital importance to the state. It is a matter of life and death, a road either to safety or to ruin.



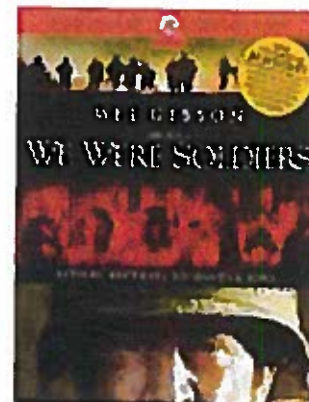
Maj. Gen. Robinson and Command Sgt. Maj. Grocott with 2003 MacArthur Award Recipient Capt. Sandra Forrest at the Pentagon, Washington, DC.



Maj. Gen. Robinson speaking to the troops.

We Were Soldiers

By Sgt. Richard Harris



I can't recall the number of times I've watched war movies and thought about the utter ridiculousness of the unrealistic depiction of combat and war. *And is this really what combat's going to be like?* Now I've never been in combat, but it always seemed like something was needed, but I could never put my finger on what was missing. Not until, Randall Wallace's Vietnam era film *We Were Soldiers*, was I able to figure out the answer to the question I've had for so many years.

Wallace, the writer of *Braveheart*, teams up again with Mel Gibson (Lt. Col. Hal Moore) to bring to brilliant life *We Were Soldiers*. The film is adapted from the book, "We Were Soldiers Once...and Young" by Joe Galloway, a reporter that arrives on site halfway during the battle, and the lead character, Lt. Col. Moore.

We are granted a privilege to witness an inside peek at the training of the first air cavalry unit at Fort Benning, Ga. We are with them as they train. We bleed with them on the battlefield and ultimately, we share their loss during the first major battle that officially began our military participation in the Vietnam War. On Sunday, Nov. 14, 1965, 10,000 miles from home, American soldiers would see their first extensive action and this film would document the combat and emotions faced by those troops.

There are, and will always be, certain hardships associated with combat, but I must believe that what strains the brain are the remembrances of the strands of normalcy that existed before they became soldiers. Before the first bullet ever flew or the first man was shot, these soldiers were "fathers, brothers, husbands and sons." We should strive to never forget this because *We Were Soldiers* is a gripping recount of these soldiers and their families during the first major battle of the Ia Drang Valley of the Vietnam War. This movie is the missing link between combat films, realism and Hollywood.

Wallace shows us that soldiers are indeed real people with *real lives*. To my knowledge, *We Were Soldiers*, is the first movie that shows what happens to the wives and chil-

dren that are left behind. It's a harsh truth that many of the men that fight wars are not single and without responsibilities or loved ones.

It's a rare glimpse at the grief and fear that is felt by the loved ones that soldiers leave stateside. Soldiers make incredible sacrifices, but it's very important that we not forget that they are not the only ones who suffer during times of war and conflict. This is no more heartfelt than the scene when Julie Moore (Madeleine Stowe) bursts through her front door to catch her husband, Lt. Col. Moore, before he leaves for Vietnam. She's too late.

The film's strength does not simply ride with the exemplary coverage of the wives and children, but goes even deeper by showing unbiased glimpses of both sides of the battle. Often in American military movies, the enemy is portrayed as bungling, unintelligent tacticians of military strategy. However, this is not the case in *We Were Soldiers* which depicts Vietnamese Lt. Col. Nguyen Huu An as a very skilled military leader in ground movements and warfare.

The alternating scenes of the bloody chess match between Lt. Col. Nguyen Huu An and Lt. Col. Moore keep us well informed and connected to the action. For many of us, this is our first chance to see a battle played out at this level of combat strategy. Most conventional war films only show battles at squad or sometimes platoon level, but never a fight of this magnitude.

My closing thought is that *We Were Soldiers* should be mandatory viewing by the military and general public. It's an in-depth look at the family, the soldiers training and the battle of the Valley of Death. At the end of the film, if you're not touched or emotionally charged in any way then you haven't either watched it closely enough or you are not in possession of a pulse. It's the kind of film that can change you forever if you allow it the opportunity to become part of your consciousness.

NEW WORLD ORDER or NEW WORLD DISORDER?

A Review of Some Recent Literature
CH (LTC) Paul Womack
Division Chaplain

Victor Davis Hanson, *Carnage and Culture: Landmark Battles in the Rise of Western Power*, Doubleday, 2001.

Chris Hedges, *War Is A Force That Gives Us Meaning*, Public Affairs, 2002.

Kenneth M. Pollack, *The Threatening Storm: The Case for Invading Iraq*, Random House, 2002.

Andrew J. Bacevich, *American Empire: The Realities & Consequences of U. S. Diplomacy*, Harvard University Press, 2002.

The sad events of September 11, 2001, certainly brought to a close any idea that the end of the Cold War meant an era of peace and quiet across the globe. Ironically, the apparent stabilization of the international scene that resulted from the presence of two very dominant super powers ended with 1989's remarkable series of events that left just one superpower and set in motion something like this: a host of new kids on the block want to take on the one remaining gunfighter at high noon! This situation in a sense is a connecting theme in all four works mentioned above.

Hanson's work, which traces a host of significant struggles over the past 2500 years, argues that the dominance of the West came about largely as a result of its historical process toward the material investment of soldiers in the outcome of the battle to which they were joined.

He argues that "Western armies often fight with and for a sense of legal freedom. They are frequently products of civic militarism or constitutional governments and thus are overseen by those outside religion and the military itself." [Page 21] As Hanson says, "My curiosity is not with Western man's heart of darkness, but with his ability to fight—specifically how his military prowess reflects larger social, economic, political, and cultural practices that themselves seemingly have little to do with war."

[Page 6]

The presence of these larger elements in Western culture was one aspect of what he termed the development of Western lethality in the waging of war: the respect for freedom in governance is related to individual initiative in technology and that is related to the development of lethal weapons systems which enable Western military power to dominate. He also makes the case that "The Western way of war is so lethal precisely because it is so amoral—shackled rarely by concerns of ritual, tradition, religion, or ethics, by anything other than military necessity." [Page 21]

The case of the invasion of Iraq is made by Pollack in his work, *The Threatening Storm*. Pollack argues that there are few good policy decisions available to the decision-makers. The imposition of new sanctions lacks international support. Deterrence is an "iffy" proposition due to Saddam's high-risk style [as seen in his pursuit of weapons of mass destruction] and it is an approach that would keep him in power to the long-term detriment of the Iraqi people.

For all of these reasons and others, Pollack argues for a sustained military effort to force a regime change. He has reached this conclusion only with difficulty. He writes, "Sometimes history presents us with unpleasant choices. On those occasions, the worst thing we can

do is to avoid making a choice in the hope that if we just think hard enough an unforeseen solution will materialize that will relieve us of the need to make the hard choice." [Page 336]

Bacevich's book, *American Empire*, is a recently published history on the significant changes in the world situation. He observes what is now obvious: the shift from a bipolar world [The USSR and the USA] to a unipolar world [The USA] and the complexity emerging as a result. Bacevich speaks, therefore, of the "Big Idea" that guides U.S. strategy. This is "the removal of barriers to the movement of goods, capital, people, and ideas, thereby fostering an integrated international order conducive to American interests, governed by American norms, regulated by American power, and, above all, satisfying the expectations of the American people for ever-greater abundance." [Page 88]

Hedges has said it well. We do live in a world that can threaten us and those we love. Our interests can be challenged. The moral situation may often be ambiguous. However, we must retain, I believe, our passion for love, for the ultimate good of all people, and for concepts of loyalty and duty that can transcend narrow interests. We as a nation may face difficult times; however, when all is said and done, let us not fail to recover those elements of the soul that promotes the humane.

An Engineer's FTX

by Chief Warrant Officer Joseph P. Yakel

Soldiers from the 1st Bn, 389th Regt, 2d Engineer Bde, 98th Division (IT) got their hands dirty and their feet wet recently during a three-day field training exercise (FTX) at the New York National Guard Range, Guilderland, N.Y.

The September 20-22, 2002 FTX provided unit members with an opportunity to hone their skills on a variety of engineer tasks, and have a little fun in the field at the same time. The companies broke down into squad-sized elements and married-up seasoned veterans with newer soldiers to work in teams and completed the four main FTX missions: River Crossing, Bridge Recon, Route Recon and Night Land Navigation. Team leaders relied upon the eight Troop Leading Procedures (TLP) to prepare for and execute each combat mission. The battalion TOC (Tactical Operations Center), located at the base camp, received periodic spot reports and issued further orders as teams progressed through each mission.

The FTX was a highly successful event due to hard work on everyone's part - from the leaders who began the mission planning phase months ago and developed the operations order, to the troops in the field

who actually completed each mission. Soldiers engaged in realistic training, sharpened individual skills, and increased their camaraderie and teamwork. As expected, some mistakes happened along the way, but that was the

time to make them. Those mistakes provided us with valuable lessons learned and additional training opportunities for improvements next time.

Based in Schenectady, N.Y., the 12B (Combat Engineer) drill ser-

geant battalion deploys annually to Fort Leonard Wood, Mo., where its soldiers instruct basic combat training (BCT) and 12B advanced individual training (AIT). Addi-

tionally, the battalion performs a handful of mutual support missions, such as weapons qualification, first-aid, and common task training, to other Army Reserve and Army National Guard units in the surrounding area each year.



1st Sgt. John Saucier negotiates a 40-foot wide river obstacle, utilizing a rope bridge.



Soldiers maneuvered through terrain, gathering and relaying vital intelligence to TOC

"This We'll Defend"

Training in Time of War
Continued from page 9

cation each soldier took in performing his or her mission.

"Since basic training, I knew I wanted to do it," said Frankson, who has nine years experience as a drill sergeant. "Every day is a challenge.

"You're affecting the lives of someone else," she added. "You're giving something back to the Army and I enjoy every day of it."

"It's the backbone of the Army," Sgt. 1st Class Andrea Smith said of being a drill sergeant. "Without drill sergeants, soldiers don't really have someone they can trust throughout their nine weeks of training."

"You're not only developing your troops," Torres explained, "you're also growing as well. Different personnel, different lifestyles- you get to deal with all of them as opposed to just living your own lifestyle.

"One of the biggest things you get out of it is when a parent comes up to you and thanks you at graduation," he said. "You definitely feel like you've given something to the soldiers."

Despite their collective satisfaction with their performance, the reservists were still excited at the prospect of returning to their civilian lives.

"My family put up with a lot," said Smith, who works as a mechanical contractor in Philadelphia. "But they were really supportive."

"I'm excited about going back," admitted Frankson, who was scheduled to return to her position as a guidance counselor at a Queens, N.Y., high school. "I've missed birthdays, anniversaries and holidays. You put your entire life on hold and now you're going back.

"I learned a lot about myself and about people," she said. "I don't have any regrets. I feel like I've given a lot back."

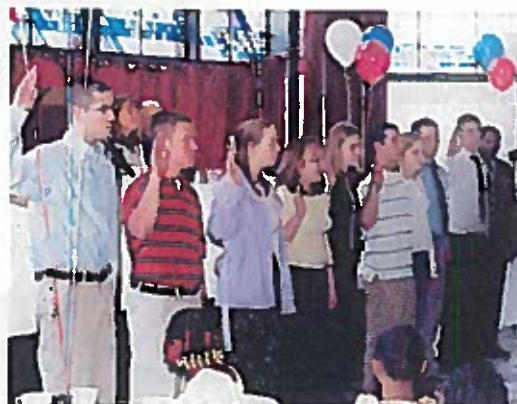
Armed Forces Day Luncheon

Rochester, New York

17 May 2003



*Master Sgt. Bing Reaves,
98th Division Color
Guard, begins the
ceremony.*



*New recruits
recite their oaths
of enlistment.*



*A faithful Armed Forces Day
participant. Rev. Elmer
Heindl, Lt. Col., U.S. Army
Retired. World War II's most
highly decorated chaplain.*

Photos by Sgt. Les Newsom

An NCO Reflects...



Master Sgt. Sharon McCarthy addresses cadets at station 2, Assembly/Disassembly of the M249 SAW



Spc. Matthew Bixby demonstrates proper loading technique of the M60 machine gun to cadets on the Mad Dog Assault Course.



Sgt. Les Newsom keeps a watchful eye on the cadets while signaling the tower that firing point five was ready to fire.



Amidst yellow smoke and grenade simulators, cadets negotiate a log wall on the Mad Dog Assault course during ROTC Advanced Camp.



Spc. Chad Strout demonstrates proper loading of the M249 SAW during instruction on the live-fire range.

By Sgt. Les Newsom

What role do 98th Division NCO's play in molding future officers?

Every future ROTC officer in the U.S. Army passes through Fort Lewis, Washington for ROTC Advanced Camp training.

Fort Lewis, Washington is also where drill sergeants and instructors of the 98th Division earn their pay and distinction.

From the state of Maine, 1st Sgt. Johnny Carpenter, Master Sgt. Sharon McCarthy, Sgt. Les Newsom, Sgt. Shane Dugay, Sgt. Dawn Opland, Spc. Matthew Bixby and Spc. Chad Strout of Company A, 1/391st Regiment, 7th Bde, 98th Division (IT) participated in the west coast mission.

Cadets from ROTC programs all over the country familiarize themselves with automatic weapons - a key aspect of their training.

Company A's mission was to train the cadets in several critical tasks such as assembly/disassembly of the M249, negotiating the Mad Dog Assault course and Sector Sketches for CP's and OP's as well as maintaining safety on the firing line.

While conducting this training, the east coast instructors constantly made risk assessments and preserved the safety and well being of all cadets.

Mission Accomplished!

The Army Vision: Soldiers On Point for the Nation . . . Persuasive in Peace, Invincible in War

The Army is a strategic instrument of national policy.

...Soldiers are our investment in America

Fighting and winning our Nation's wars remains our non-negotiable contract with the American people.

The Army Transformation

**...Responsive, Deployable, Agile, Versatile,
Lethal, Survivable, Sustainable.**

What Will Not Change

We will demonstrate responsible stewardship for the national treasure entrusted to us—our men and women in uniform and the resources provided to make them successful.