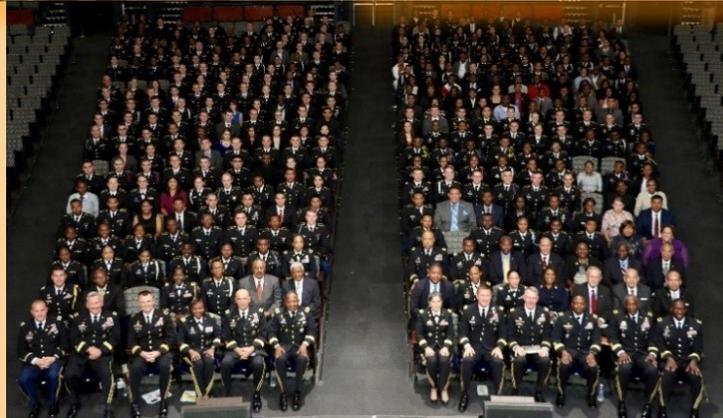


THE ROCKET

Fall 2017



The legacy of excellence continues



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Chairman's Message



I hope this edition of the Fall Rocket finds all of you well. We often need tragedy to realize just how fortunate we are, the recent hurricanes in Huston, the Virgin Islands, Puerto Rico and the mass shootings in Las Vegas are reminders of how we lift each other up. Our prayers go out to all who have had family or friends impacted by these tragedies.

This summer has been quite busy as we continue to solidify relations with a number of our partners. A few examples include co-hosting of the transition session at the Air and Space Museum with the MOAA which was once again a success. We were able to begin realizing our relationship with AUSA by utilizing their facilities to conduct our Strategic Planning session. We also will for the first time have a booth at The Annual AUSA Conference. We will be located with the AUSA cluster, make sure you stop by and see us.

Mr. Whitlock the Assistant Sectary of the Army for Diversity and I participated in a briefing on the status of the Army's Museum. The session was prompted by a request from the National Coalition of Black Veteran Organizations. The Museum's Chairman gave presentation which provided an excellent overview of the facility and the manner in which museum's material will be presented especially as it pertained to African Americans, other minorities and women's role serving in the Army. The group also expressed collectively the need to reflect how this social action impacted the rest of our society. We expect this dialogue will continue as we move closer to the Museum's opening.

We have put the final touches on our Strategic Plan and are in the process rolling it out. This plan will balance our goals and objectives and provides a disciplined approach for resourcing them. As is the case with any strategic plan our diligence and discipline will be key to its success. I would like to give a shout out to all our board members who made this happen and especially Ms. Delores Johnson who led the effort. A great job!!

As you read this edition you will note a new initiative, Great Reads, that focuses on reading, especially books that broaden your perspective of your avocation of soldiering. To lead us in this initiative we will be asking our Generals to provide a review of their favorite book and an analysis thereof. We hope this stimulates a discussion that broadens your perspective of leadership and life in general. We are pleased that MG Brito and BG Hamilton were the first to step up and MG Hughes and MG Les Smith have shared their favorites in this edition. We now need you to join the dialogue.

We unfortunately had to bid farewell to several of our ROCKS stewards. LTG Emmett Paige was a legend in the Army Signal Corps. He influenced a cohort of officers who will influence the ARMY for years to come. He was the epitome of a mentor. He was our 1992 ROCK of THE YEAR. Another of our Legends we bid farewell was MG Harry Brooks. He was one of our early stewards. He became the sixth African American to attain the rank of Major General. He was our 1993 ROCK OF THE YEAR. These two General Officers were certainly trailblazers for our Army and the ROCKS...they will be missed.

Before I close I would like to challenge each of you to tell us how we can improve our organization. Remember this is your organization! In closing I remind you we still have soldiers in harm's way....Please let's keep them in our prayers for their safe return home.

Earl Simms
BG USA (Ret.)
Chairman



THE ROCKS, INC.
BIENNEAL LEADERSHIP & TRAINING
CONFERENCE

APRIL 2018
STAY TUNED FOR MORE DETAILS



ROCKET SUBMISSION GUIDELINES

As you help us coach, promote mentorship, networking, leader diversity, and professional development to a world-wide readership please adhere to the following:

- ✓ Submit articles in **MS Word Document Format Only**
(Do not include photos within body of text: please add photos to the end of the article)
- ✓ Article Header should be in Times New Roman Font; Font Size=14 and Bolded)
- ✓ Author/contributor credit reflected in following format:
Written by _____ (Font=Times New Roman Italics; Font Size = 10)
- Page Margins = 1" Left, Right, Top and Bottom
- The text should be Font=Times New Roman; Font Size=10. No special formatting. Use left justification. Maximum number of words=600 words
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- PDF document will NOT be accepted.
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- Articles should be written in 3rd party tense.
- If would like an article from another publication to appear in the ROCKET, you must obtain written permission from the author and forward it to nationalrocket@gmail.com along with the article in MS Word format.

DEADLINE FOR WINTER EDITION: DECEMBER 1, 2017

TOP STORIES

Growing Resolve to Act on North Korean Threat

Retrieved from

<https://www.ousa.org/news/growing-resolve-act-north-korean-threat>

In an increasingly politically toxic world, there is bipartisan and international support for stopping North Korea's nuclear threat.

Addressing the U.N. General Assembly on Sept. 19, President Donald Trump said North Korea's "reckless pursuit of nuclear weapons and ballistic missiles threatens the entire world with unthinkable loss of human life."

"It is an outrage that some nations would not only trade with such a

his Japanese and South Korean counterparts.

"The timing couldn't be more uncanny," Milley said of the conference that includes land force commanders from 28 nations. "North Korea lies 27 miles north of here, and they are clearly and unambiguously threatening their neighbors, flying missiles over Japan, provoking South Korea, and clearly and unambiguously threatening the United States.

"They don't only threaten Japan, the United States and South Korea, they threaten the world," Milley said. "It is absolutely critical that we all do everything humanly possible to avert an armed conflict to convince North Korea that their path of seeking nuclear weapons is the wrong path."

On Capitol Hill, Rep. Eliot Engel of

Peninsula would be. If this conflict escalates into a war, we could be measuring the cost in millions of lives lost," Engel said at a committee hearing focused on options.

Rep. Ed Royce, R-Calif., the House Foreign Affairs Committee chairman, said, "While we should take a diplomatic approach to North Korea, the reality is that this regime will never be at peace with its people, its neighbors or us. And now is the time to apply that pressure."

Royce said he is "pleased that the THAAD missile defense system has been fully deployed," referring to the U.S. Army's Terminal High Altitude Area Defense anti-missile launchers stationed in South Korea.



Civil-Military Relations in Transitions

Behavior of Senior Military Officers
By Charles D. Allen

Part 2 of this article by Charles D. Allen. For Part 1, see the Summer edition of the ROCKET, page 15

Roles and Functions

The President, of course, is the commander in chief of the U.S. military. Accordingly, the military leaders are the chiefs of the Armed Services, including the Commandant of the Marine Corps, Chief of Staff of the Army, Chief of Staff of the Air Force, Vice Chairman of the Joint Chiefs of Staff, and Chairman, who serves as the principal military advisor to the President and Secretary of Defense. Another powerful group of civilian elites is comprised of Members of Congress, especially those from committees that provide oversight—the Senate Armed Services Committee and House Armed Services Committee (SASC and HASC, respectively)—along with those Members who are responsible for resourcing decisions through their respective congressional defense appropriations committees.



Chief of Staff, General Mark A. Milley at Pacific Armies Conference in Seoul, South Korea (Photo by: U.S. Army) Thursday, September 21, 2017

regime, but would arm, supply and financially support a country that imperils the world with nuclear conflict," Trump said, calling on other nations to work with the U.S. to isolate North Korea "until it ceases its hostile behavior."

Trump's remarks came as Army Chief of Staff Gen. Mark A. Milley was meeting in Seoul, South Korea, at the Pacific Armies Chiefs Conference with

New York, ranking Democrat on the House Foreign Affairs Committee, said the North Korea regime under Kim Jong Un is "the single-greatest threat to American national security and to global security. Right now, we need all hands on deck and focused on the same objective."

"The military options in the North Korea contingency are incredibly grim, and it's hard to overstate just how devastating a conflict on the Korean



On May 19, 2009, President Barack Obama met with new U.S. Commander for Afghanistan Lieutenant General Stanley A. McChrystal in Oval Office (White House/Pete Souza)

The Joint Chiefs of Staff (JCS) have substantially different roles from warfighting commanders.²¹ Combatant commanders are charged with developing and executing military strategies to support national policy and security strategy in their assigned regions and functions. Accordingly, they develop short-term plans to address defense issues; they also design theater campaign plans to support national security interests. They, however, have no direct roles in developing military budgets. In contrast, Service chiefs assist Service secretaries in fulfilling their responsibilities for the Title 10 U.S. Code functions of the Armed Forces. Among other responsibilities, they must man, train, and equip forces provided to the combatant commanders. In effect, they are responsible for the long-term health and well-being of their respective Services. While the JCS support the short-term needs of combatant commanders, they must remain focused on mid- and long-term capabilities of U.S. military forces. The four roles specified in Title 10 require the Chairman, as the senior member of the Joint Staff, to assess, advise, direct, and execute national defense policies and plans. Service chiefs have parallel roles for their military organizations.

The military leaders of the JCS have a formidable depth and breadth of experience. Through three decades of uniformed service, they have commanded successfully at every level in both operational and institutional settings. Many have served as commanders of either combatant or subunified commands during the war on terror. They have served as leaders of key organizations within their Services and in powerful staff positions in the Pentagon. Their past performances are scrutinized for Presidential appointment and congressional confirmation before they become members of the Joint Staff. An explicit consideration in their vetting is assurance that they will not only provide best military advice to the chief executive but also convey their candid assessments to Congress, even when not in accord with the other Joint Chiefs and, importantly, when their counsel is different from the President's inclination.

U.S. Civil-Military Tensions

Considerable evidence currently supports Kohn's challenges to CMR myths, especially "Everything is fine in the relationship." In February 2003, Army Chief of Staff General Eric Shinseki, under direct questioning by Senator Carl Levin (D-MI) of the

SASC, responded that "several hundred thousand soldiers" would be needed to provide security following major combat operations in Iraq.²² This statement suggested flaws in the strategy endorsed by Secretary of Defense Donald Rumsfeld. Though Shinseki completed his full term as Army chief, he was effectively marginalized by Secretary Rumsfeld as punishment for being off message. At the end of his tenure, Shinseki provided the Secretary a "Personal For" memorandum that explained the intent behind his response to Senator Levin and the SASC.²³ The Secretary was noticeably absent from Shinseki's retirement ceremony. Had Rumsfeld attended, he would have heard Shinseki's farewell caution to "beware the 12-division strategy for a 10-division force Army,"²⁴ which pointed out the Secretary's strategy-resource mismatch.

Service chiefs provide manned, equipped, and trained forces to the combatant commanders. Accordingly, Shinseki was responsible for supporting multiple theaters during his tenure, especially for that of General Tommy Franks. For the major combat operations of the 21st century, General Franks headed U.S. Central Command for the 2001 invasion of Afghanistan and the 2003 invasion of Iraq. As a combatant commander leading the main warfighting headquarters, Franks became frustrated with his Pentagon-based colleagues and derided the Service chiefs as "Title 10 Rear Echelon M**F**s."²⁵ Regarded as a hero following the speedy takedown of the Taliban and the Saddam Hussein regime, Franks retired in July 2003. During the 2004 Presidential campaign, he actively endorsed President George W. Bush at the Republican National Convention.²⁶

Continued on Page 21



The OML: The Premier Talent Management Tool of Cadet Command

Written by Maj. Gen. Christopher P. Hughes, Lt. Col. Chris Belcher, and Mrs. Kathryn D. Fuller



MG Christopher P. Hughes
Commanding General
US Army Cadet Command

Ask Cadets in the early days of their last year of Army ROTC what they want to know more than anything else about their future, and they will likely say they want to know their ranking on the U.S. Army Cadet Command's Order of Merit List (OML). The OML is the premier talent management tool used by Cadet Command to rank order Cadets by their character, academic acumen, leadership abilities, fitness and the assessment of their Cadre. It gives Cadets who fall high enough on the OML their *choice* of commissioning into the Active Duty Army, the Army Reserves, or the National Guard. For Cadets who commission into the Active component, the OML is also used to determine what branch a Cadet will serve in when commissioned.

Because of its importance, the OML is a weighted model, accounting for all of the diverse talent that thrives in Army ROTC while still emphasizing the most important abilities a Second Lieutenant needs to lead successfully in our Army. Cadets' performance on standardized tests, their grade point average (GPA),

the type of degree they are pursuing, and their language and cultural awareness—these performance indicators measure academic acumen and account for 40 percent of a Cadet's ranking score.

Cadets' performance on the Army Physical Fitness Test (APFT) and their participation in campus and school athletics help to determine Cadets' physicality and makes up 15 percent of their ranking score.

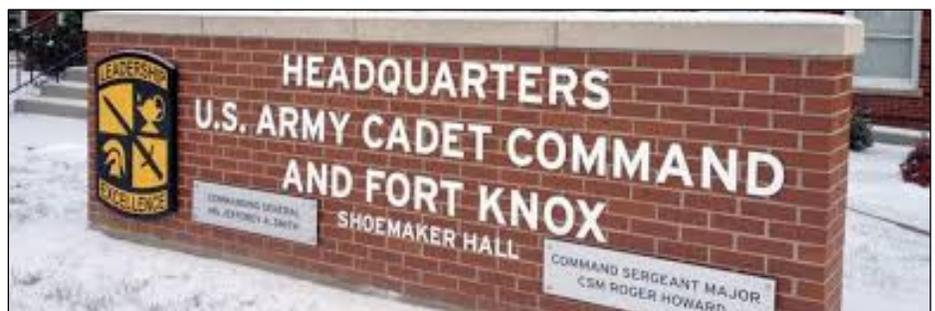
Yet leadership qualities account for the largest portion of a Cadets' score—45 percent. Observations from their Professor of Military Science (PMS) and their training, extracurricular activities, maturity and personal responsibilities, combined with their performance at Advanced Camp—a crucible for determining the character of Cadets—all of these provide key insights into a Cadet's leadership abilities and propensity to be successful in the Army.

New to the OML this year is the category of "maturity and responsibility." As the demographics of the typical college student has changed over the years, so has Army ROTC. The Cadets of today often face personal responsibilities that both challenge and help their self-development efforts. Some of these challenges include difficulties in finances, quality of life issues, growing families, and a lack of tuition assistance and scholarships. To manage these personal responsibilities while balancing tough ROTC training and educational goals, a Cadet needs a certain level of maturity that builds resiliency and grit, which are traits our Army is looking for in our future young

leaders. These types of real-life experiences provide one way in which to demonstrate these traits and to create more empathetic and caring leaders. The OML now recognizes that growth and takes it into account rather than dismissing such experiences as outside the scope of personal and professional development.

Choosing the right evaluation criteria to measure our Cadets' talents, knowledge, skills, character, and leadership potential is the most important decision Cadet Command makes as an organization. The future leadership of our Army depends on us getting this right, and that's why we have conducted studies and reviewed past studies of the talents and qualities that make for effective leadership, which helps us to ensure we are in direct support of the Chief of Staff of the Army's number one priority—Readiness.

As we begin a new academic year here at Cadet Command, I look forward to seeing where our Cadets will fall on the OML—and even more importantly—into which component and branch they will eventually commission. It's a privilege to watch these Cadets develop into the future Army leaders, and my wish for each of them is that the Army lives up to their expectations and that they live up to the Army's expectations of them.





FY18 OML Model



Leaders for Life

1. **Academic Outcomes (40%)**
 - Standardized Test
 - CLA+ (5.0)
 - Accessions GPA (cumulative through junior year) (26.0)
 - Academic Discipline (4.0) ADM4 = 4 pts; ADM3/5 = 2 pts
 - Language/Cultural Awareness (5.0)
2. **Leadership Outcomes (45%)**
 - PMS Experience Based Observations
 - MS III Cadet OER, PMS Rating of Potential (11.0)
 - MS III Cadet OER, PMS Ranking (12.0)
 - Advanced Camp Performance
 - Platoon Potential Rating (15.0)
 - Cadet Training/Extracurricular Activities (5.0)
 - Maturity & Responsibility (2.0)
 - F/T Employment
 - P/T Employment
 - SMP Member
3. **Physical Outcomes (15%)**
 - APFT
 - Campus (most current fall semester) (5.5)
 - Campus (most current spring semester) (5.5)
 - Athletics
 - Varsity, Intramural, or Community Team (4.0)

This We'll Defend

The National Board of the ROCKS, Inc.

Scholarship Programs

ATTENTION ALL CADETS!!!!

The application process for The ROCKS, Inc. scholarship programs began September 1, 2017. Information was mailed out to participating colleges and universities in August. Have a cadet you know apply today by visiting www.rocksync.org and click on "Scholarship Information."

Apply Today

Trivia Question: Out of all the scholarships ROCKS, Inc. awarded last year what percentage went to STEM students?

- A) 25%
- B) 100%
- C) 55%
- D) 80%

Answer on Page 12



Fireside Chat with Lt Gen Gregg

By: COL (Ret) Dorene Hurt

On Saturday, 9 September 2017, a very special ROCKS gathering occurred at the Fort Belvoir Community Center. Little did others in the Community Center realize that a ROCKS Living Legend in the form of Lt Gen (Ret) Arthur J. Gregg and more than a dozen other General Officers and other ROCKS were participating in our second “Fireside Chat.” The first was one held in conjunction with a previous AUSA Convention which featured another ROCKS legend: Lt Gen (Ret) Julius W. Becton, Jr.

The “Fireside Chat” is the term used to describe a series of 28 evening radio addresses given by President Franklin D. Roosevelt between 1933 and 1944. FDR used this forum to provide information to the American people, and to ease fears and inspire confidence in his leadership, especially during the Great Depression. A more modern use of the term can also relate to informing others about various issues and information in a less formal environment. The September “Fireside Chat” serves as a shining example of this type of forum, one that the ROCKS, Inc. National Board will do again in the future.

After partaking in a very robust offering of food and refreshments, those present were fortunate enough to hear Lt Gen Gregg describe his entire life from his humble childhood on a 100 acre farm in a rural area near Florence, South Carolina, to Newport News, Virginia before he enlisted into the Army in 1946, to OCS and his rise from 2LT to Lt Gen. With over 35 years of distinguished military service, Lt Gen Gregg was the epitome of a highly competent, caring leader with a stellar reputation for accomplishing far beyond what he was charged to do. Despite the volatile social times that he experienced, his philosophy was that high performance by African American military leaders, would eventually improve the overall US society.

Although Lt Gen Gregg is 89 years young, everyone was awestruck by his recollection of the level of detail about people, places and events in his life from the 1940s to the present. In addition to sharing his military training and assignments, he discussed those who made the greatest impact on him both personally and professionally. He also discussed his transition from the military after retiring in 1981 and his impressive array of positions and contributions in the civil sector. His five most important lessons had even seasoned Generals in the room grabbing their pens to jot these down:

1. ALWAYS look professional. That can set the tone for how you see yourself and how others treat you.
2. ALWAYS perform your best.
3. Support your subordinates. They need the best leadership that you can provide, but also support in many other ways.
4. Keep your boss informed. Your boss should not be wondering what and how you are doing, especially as it relates to accomplishing his or her key goals and vision. You must spend time establishing a positive relationship and keeping them informed even if they don't ask you to do so.
5. Participate in professional and social activities, and professional associations, even if you aren't particularly enthusiastic about doing so. Getting to know fellow and senior officers in other than a work environment can truly impact the perception of others about you, including whether you are a team player. It's just smart to do.

It was a very memorable evening with a living ROCKS legend. Special thanks are extended to LTC Carl Mason and his volunteer team for leading the Coordination effort and the following donors who bore the cost for the entire event: Gen Dennis Via, Lt Gen. Gwen Bingham, Lt Gen. Darrell Williams, MG (Ret) “Pete” Proctor, MG (Ret) Robert Gaskill, Sr., MG

(Ret) George Alexander, BG Charles Hamilton, COL (Ret) Dorene Hurt & COL (Ret) Clarence Miller, ROCKS Founding Member.



Protecting Your Goals – The Emergency Fund

Written by Col. (Ret) Mark D.
Troutman, PhD., CFP®
and W. Kirk Taylor, CFP®

*Editor's Note: Part 2 of Financial
Readiness Series*



We live in a world full of risks. As military professionals, you encounter risks in the daily course of your work. A good leader knows that risk is ever present. So an important leadership skill involves the ability to assess risk and put in place prudent steps to reduce risk. The same principle applies to our financial lives.

After you have taken inventory of your income and expenses, a great next step to safeguard your long term plans is to establish an emergency fund. As you take this important step, it makes sense to answer a few questions such as how big the emergency fund should be, where you should maintain it and when you should use it.

First, what is the purpose of maintaining an emergency fund? Simply stated, an emergency fund exists to handle those unforeseen developments that might disrupt your life and force you to dip into investments to cover expenses. The situation could be one of an unusual expense, or a drop off in income. The emergency fund is a safe source of short term funds that protects your investments and keeps them focused

toward long term goals and allows you to have peace of mind.

But how big should the fund be and where should it be kept? A common measure says to keep 3 – 6 months of expenses in an emergency fund. For most of us, that is a sizable chunk of funds to keep in a relatively low yielding account, likely \$10,000 - \$20,000 for a typical O3. Your long-term goals would be better spent keeping funds focused on longer term, higher yielding investments. So keep the emergency fund large enough but not too large.



Do military members need 3 – 6 months of expenses? It is surely a safe bet and peace of mind to have that amount in a safe place. Yet, one of the attributes of military pay and government compensation in general is the fact that it is relatively unpredictable and stable. There have been some isolated disruptions and each of us can look back on at least one time when our pay was thrown out of balance by an event such as a permanent change of station. But as a general rule, those in the government face less risk on the income side. So the guide of three months expenses might be a first consideration.

When you evaluate monthly expenses, focus on the essentials such as housing, food, health care, utilities, debt payments and essential personal expenses. Don't include nice to have costs such as entertainment, dining out, non-essential shopping, vacations or savings. You'll suspend those activities during the emergency and return them to your budget once the emergency passes.

Another guide for military members that might be more helpful is a test I call the "three horribles." This method

calls on you to identify the three most likely unexpected events that could go wrong and hold aside some funds to cover all three. For example, a major expense on a car (such as a transmission replacement), a major expense in the house (such as the unexpected replacement of an appliance) and an unexpected trip for a family emergency could happen at any time.

The technique takes the events you described and places a dollar value on each of them. The emergency fund is the amount you would have to hold aside to cover these three items. For this example, the "three horribles" looks like this.

<i>Major auto expense:</i>	<i>\$2,500.00</i>
<i>Household appliance replacement:</i>	<i>\$2,000.00</i>
<i>Travel expenses to family emergency:</i>	<i>\$3,000.00</i>
	<i>\$5,500.00</i>



You might want to put a 10% buffer on top of these funds to make sure you always have enough. In this case, that figure would settle out at around \$6,000.00. Regardless of the amount, pick a figure and commit to building the fund.

Your next consideration is where to stash this cash. You'll want the funds to be safe from market risk - there when you need it, especially in times of market or economic turbulence. Next, you want the funds to be easy to access. This will ensure you'll be able to take care of your emergency quickly. Finally, you want to store the funds in an interest-bearing account. The point of an emergency fund isn't to make money, but don't turn down the opportunity to earn interest on these

funds. An excellent vehicle that fits these criteria is a money market fund account, available through a bank or mutual fund.



To make sure you will stick to your long term goals, you'll want to set some conditions for the use of your emergency fund. First, ask yourself if the expense is truly unexpected, or can you build this into a plan over time. Next, ask yourself if the expense is truly necessary, or can it be handled some other way. Finally, ask yourself if the expense is truly urgent, or is there time to research ways to reduce or eliminate the cost. If the answer to any one of these questions is "no," then the expense is probably not an emergency and it should be factored into your larger financial plans.

Setting up an emergency fund takes work, so make it a first priority for your overall financial plan. Decide on a target amount, and then set aside a designated amount over time until you build your emergency fund in that safe and accessible place. For instance, a monthly deposit of \$300 will build a fund to handle the "three horribles" in about eighteen months. You can build the emergency fund from there to fit your needs.

Life is full of risks, but they don't have to derail your plans. Set up an emergency fund as a first priority. You'll find it brings you great peace of mind and keeps you focused on your long term goals.

Col. (R) Mark D. Troutman, PhD., CFP® is Director, Center for Infrastructure Protection at George Mason University.

W. Kirk Taylor, CFP® is Executive Vice President at 1st Portfolio Wealth Advisors in Fairfax, VA.

FALLEN ROCKS



MG Harry W. Brooks, Jr., USA

MG Harry W. Brooks Jr., became a major general in 1974, making him just the sixth African-American general in United States history. During his career, he served in Vietnam, Germany, Korea and the United States. He received the Distinguished Service Medal, the Meritorious Service Medal, two Legion of Merit Medals, two Bronze Star Medals, and seven Air Medals. We mourn the loss and passing of this great leader, and 1993 ROCK OF THE YEAR who touched the lives of so many others.



LTG Emmett Paige, USA

We are saddened to learn of the passing of ROCKS Life Member, Lieutenant General (Retired) Emmett Paige, Jr. General Paige served in the U.S. Army for more than 40 years. He began his career in the Army when he dropped out of high school at age of 16 in August of 1947 to enlist in the Army. After spending five years as an enlisted man and NCO, he would rise to the rank of Lieutenant General. During the Vietnam War, he commanded the 361st Signal Battalion in Vietnam and the 11th Signal Group based at Fort Huachuca, Arizona. General Paige went on to serve two tours with the Defense communications Agency; commanded the U.S. Army Communications-Electronics Engineering and Installation Agency at Fort Huachuca, the Army's Communications Systems Agency and Communications Research and Development Command at Fort Monmouth, New Jersey; the Army's electronics Research and Development Command, Adelphi, Maryland; and the Army Information Systems Command at Fort Huachuca. General Paige was 86.



National Board of The ROCKS, Inc. Mentorship Program

*Written by
COL (Ret) Austin D. Bell III, USA
VP, Mentorship*



During the past few months the National Board has been engaged in a laborious process of establishing a strategic plan that includes goals and objectives for each of its major functional areas. This work is vitally important as it intends upon its completion to establish synergy of effort and strategic focus of the Board for the next two years, so as to provide the most comprehensive, efficient and effective support possible to our ROCK membership. The National Board will be complete the final aspects of the strategic plan in early fall. Below you will find the mentorship portion of the overarching strategic plan that includes specific goals and objectives, major initiatives, challenges and opportunities, and way ahead. Please review and utilize as a guide as you continue to develop your respective mentorship programs. As always, I stand ready to assist your efforts in addressing one of the top mission areas of the ROCKS.



Mentorship Strategic Implementation Plan (2017-2018)

Goals/Objectives	Major Initiatives
2.1. Update/Revise current mentorship program Policy and Procedures manual 2.1.1.2. Chapters submit mentorship status reports 2.1.1.4. Chapters designate a POC for mentorship 2.1.1.5. Establish senior-level (retiree) oversight position for each Chapter (Ambassadors) 2.1.1.5.1. Develop training program and guidance for Chapter Ambassadors. 2.2.1. Update mentorship program resources on the website 2.2.2. Develop a brochure that encapsulates key aspects of mentorship program 2.3. Use the 2018 conference to reset organization on mentorship requirements and execution 2.4. Publish mentorship guidance for each edition of the ROCKET	1. Update/Revise Policy & Procedures Manual 2. Chapters/Interest Groups submit mentorship status reports 3. Chapters/Interest Groups designate mentorship POCs 4. Senior-level Oversight Ambassador Program 5. Mentorship brochure 6. Mentorship workshops at 2018 Leader & Training Conference
Current Challenges/Opportunities	Performance/ Way Ahead
C: 1. Adoption of mentorship program 2. Mentorship status reports 3. Designation of Chapter/Interest Group mentorship POCs O: 1. Implementation of the Ambassador Program 2. 2018 Leader & Training Conference	1. Update/Revise Policy & Procedure Manual by 31 Oct 17 2. Publish mentorship brochure by 1 Jan 18 3. Implement Ambassador Program by 31 Jan 18 4. Conduct mentorship workshops at the 2018 Leader & Training Conference

Communications is the Lifeline

Written by

COL Karen M. Wrancher, USA, VP, Communications & Publications



Communications is the lifeline of any organization because it enables an organization or company to convey its vision, purpose and direction to all its members. Communication which comes from the Latin word *communicare* meaning "to share" is the act of conveying intended meanings from one entity or group to the other through the use of mutually understood signing and semiotic rules. With great organizations, they have one thing in common, their have a shared vision statement and purpose which is clearly understood from the CEO to the person

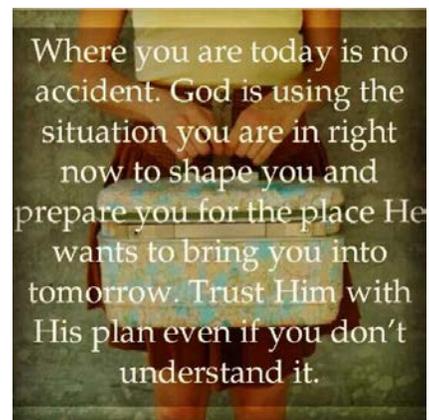
on a conveyer belt or in an administrative office so that all its members communicate the same vision statement throughout all departments (chapters) of an organization or company. Communication connects a headquarters with the other elements of an organization or company. It's no different with the ROCKS. Right now if you're reading this publication you're proving my point because the ROCKET is no more than a written form of communication. The ROCKET connects the National Board (the head) with body (geographically dispersed chapters).

We had a productive National Board meeting recently to lay out a strategic plan for the ROCKS. There we discussed and refined the plan which outlines the way and means for the direction of organization for the next five years. Our Chairman, Brigadier General (Retired) Simms made it very clear the strategic plan we were working on is a living document. It will change as we identify the requirements of the ROCKS, Inc. going forward as well as what our membership needs and wants. He realized the population we serve is a diverse multiethnic, multigenerational

audience but there are still some things that need a framework and clear definition; words like mentorship, teach, coach, counsel, and train.

Laying out the strategic plan is only the first step, implementing it in our chapters is the next. By sending out this strategic plan and if we look at that product as a message in communication; for it to be effective and to ensure the message is relevant, useful and supports its members once it's disseminated, we need your feedback. We would love to know your thoughts on the strategic plan or how we are doing as organization. Just send an email to VPCOMMS4ROCKS@gmail.com.

If you are in the National Capital Region during the AUSA Expo (October 9-11), please feel free to come and tell us your thoughts in person, ask questions, or just to say hello because we will have a ROCKS, Inc. kiosk for the first time. Our goal is to be an enabler using communications to share the message (through the ROCKET, Facebook or whatever we deem is the next best thing for our members) that ROCKS, Inc. is a premiere mentorship organization which develops leaders and gives scholarships to deserving Cadets.



Scholarship Trivia Question
Answer: 80%

New from Y(our) Membership Development Team

Written by

COL (Ret) Angie Hemingway, USA
VP, Membership Development



In my first article as VP, Membership Development I asked members what being a member of an organization means. Does the connotation of belonging provide importance? Does membership in the ROCKS really provide value-add for you? Emily Goligowski, The Membership Puzzle Project, August 2017 states a membership program is no longer a “nice to have.” Organizations see membership programs as an imperative way to diversify revenues and to grow. Many organizations are also finding a need to have in place good systems to properly identify which members they might engage for the best returns on membership.

Systems should be simple for an organization like ROCKS, right? At the Chapter level, you know firsthand that managing membership is highly complex. You may have people with heart but in most cases, 20% of the people are doing 80% of the work. Think about it, members are bombarded with competing demands for their attention to include, work, family, school, recreation, church and the list continues. So, is the organizational work of the ROCKS enticing enough to attract members to join? As a member, you will support something you believe in, Right? Fact is, resources are not endless. How are Chapters working smarter to determine realistically, how to reach new members and reclaim old members?

Many Chapter are beginning to use social media and well as websites to help them know member needs as well as provide relevant answers to problems or situations members/potential members have. Looking at things like website traffic, social media engagement, click thru rates on e-newsletters, event attendance from non-members provides important information for metrics for Chapters. Chapters can compare this information to different times of the year to have better insight into what ‘s working and what’s not working for membership recruitment. The question now becomes, once recruited, what are we doing as an organization to retain members? How are new members shown that ROCKS is the best fit for them? What interaction, engagements, service to committees are used to give value add to new members?

While Local ROCKS Chapters have much flexibility, it is imperative to use the strategic structure of National ROCKS to measure specific metric of the organization. In July 2017, the ROCKS National Board met to ensure the ROCKS Board had a common understanding of its vision, mission, goals and responsibilities. During this time, we clarified our priorities and objectives to better align our resources to our priorities to ensure that we are organized to efficiently and effectively execute our plan and achieve our objectives. Additionally, each Board Member updated their goals, objectives, tasks, metrics, milestones to better align with resources. Membership will have four goals and these will be shared once approved by the National Board. The goals do not change significantly from what is currently measured, they are restated for standardization. Working smarter, during October 2017, Membership Development will conduct a survey of the ROCKS Membership to determine realistically, how to reach new members and how to reclaim old members. Chapters such as Fort Leonard Wood, Hampton Roads Chapter, the ALOHA ROCKS Chapter have put in place websites and are

using social media to assist with promotion of ROCKS activities. The Membership Development survey will help shape practices that are value add for conducting ROCKS activities.

Again, is it important to know what interactions, engagements, and which service to committees provide value add to new members? The October 2017, Membership Development survey will provide much insight. Help spread the word about this document and ask Chapter members to complete it.

Thanks for the honor to serve you. I am reachable through the national website or at angiehemingway@hotmail.com.



- ❖ Be accessible and become a mentor.
- ❖ Volunteer to serve on the Leadership Outreach and Cadet Enhancement Team.
- ❖ Attend chapter meetings.
- ❖ Volunteer to address chapters (General and Senior Officers are especially needed).
- ❖ Serve as a resource for referrals on branch peculiar and other professional development issues.
- ❖ Encourage mentoring/coaching for all officers and set the example.
- ❖ Volunteer to lead and/or participate in Committees.
- ❖ Donate to our scholarship funds and sponsor a cadet to attend various events.
- ❖ Volunteer to provide your expertise and guidance in assisting officer transitioning from military service and transitioning civilian members.



2017 Army Senior Leader Mentorship Forum

Hosted by
U.S. Army Cadet Command



7 November 2017
Howard University



1000 – 1030 ... Reception @ Bison Battalion
1030 – 1200 ... Ice Breaker @ Blackburn Hall
1215 – 1430 ... Leadership Panel @ Cramton Auditorium

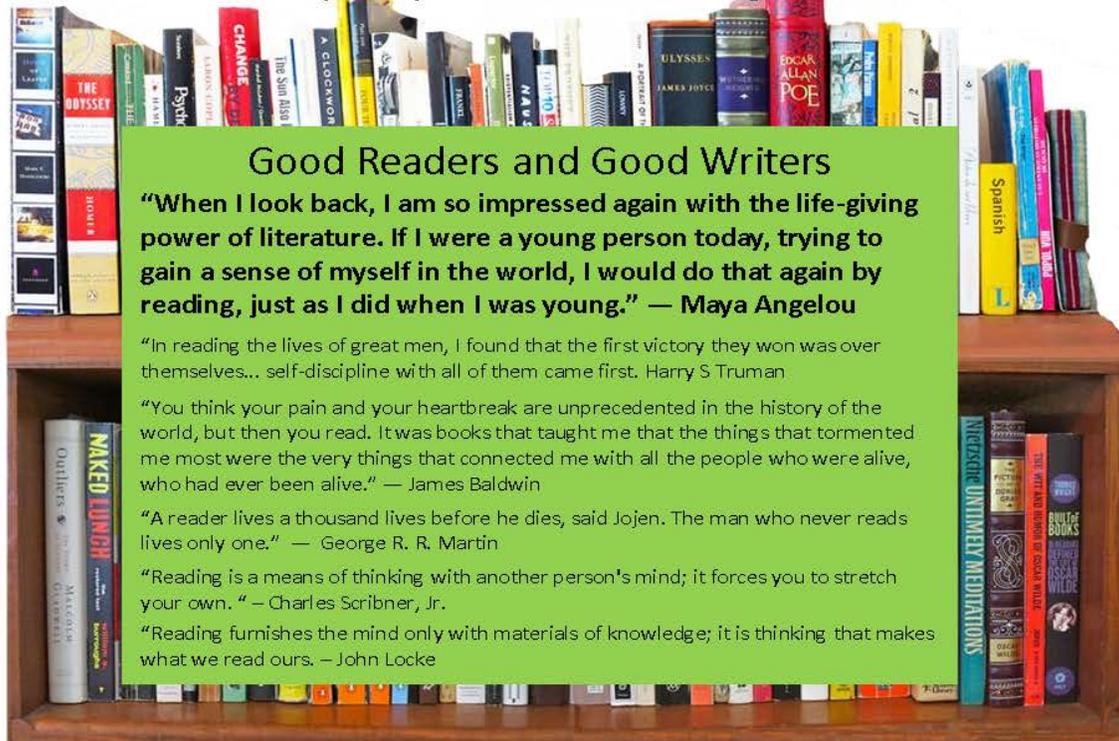
For additional information contact the Professor of Military Science at your ROTC University

WHAT'S YOUR FAVORITE BOOK?

You have only one life to live but through reading you can experience, imagine, envision the lives, challenges and personal triumphs of others. Books have the power to teach us about historical moments, new concepts, dynamics and trends. They also help us in our journey to become critical thinkers, better writers, managers and leaders. Everyone has a favorite book. So tell us what's yours? The unforgettable book that made you better -- a better leader, manager or just caused you to see things in life a new way.

Tell us and you'll see it in an edition of the ROCKET.

Send your response to VPCOMMS4ROCKS@gmail.com.



Good Readers and Good Writers

"When I look back, I am so impressed again with the life-giving power of literature. If I were a young person today, trying to gain a sense of myself in the world, I would do that again by reading, just as I did when I was young." — Maya Angelou

"In reading the lives of great men, I found that the first victory they won was over themselves... self-discipline with all of them came first. Harry S Truman

"You think your pain and your heartbreak are unprecedented in the history of the world, but then you read. It was books that taught me that the things that tormented me most were the very things that connected me with all the people who were alive, who had ever been alive." — James Baldwin

"A reader lives a thousand lives before he dies, said Jojen. The man who never reads lives only one." — George R. R. Martin

"Reading is a means of thinking with another person's mind; it forces you to stretch your own." — Charles Scribner, Jr.

"Reading furnishes the mind only with materials of knowledge; it is thinking that makes what we read ours. — John Locke

Leadership: The Power of Emotional Intelligence by Daniel Goleman

An excellent book which provides leaders with a toolbox of ideas and techniques on how to better understand people, develop teams and lead organizations. Our Professors of Military Science are trained to understand Emotional and Social Intelligence to ensure success across more than 900 geographically dispersed ROTC programs in the United States. Emotional and Social Intelligence are key leader attributes that help to build readiness in our Army; whether serving with an Advise and Assist Brigade deployed in Afghanistan, or on a College Campus in Omaha Nebraska. Leadership is about people and great leaders understanding people and themselves. This small book will quickly accelerate your personal leader development and help you to become a better leader...it will make you say; "I wish I knew this when I was younger!"

- MG Christopher Hughes
Commanding General,
US Army Cadet Command

I think the **Speed of Trust** by Stephen M.R. Covey is one of the best books I have read in the past few years. It is written by Stephen Covey's son and discusses how trust is critical to the development of the people that work for you. While I was skeptical at first, I realized many of the things I see in the Inspector General arena have to do with lack of trust in the system and processes.

Also **This Kind of War** by TR Fehrenbach is also one of the classics that I like revisiting over time. This book talks about the cost of unreadiness and the impact it had during the Korean War which I think it is a good point of discussion for our current and future leaders.

- MG Les Smith
Deputy The Inspector General,
US Army Inspector General Agency

CADET **CORNER**

Leadership Advice from A Proven Leader

*Written By
COL Karen M. Wrancher*

Retired Gen. Dennis L. Via attended the Washington D.C. Chapter of the ROCKS, Inc. 26th Annual 5 Mile Run and 2 Mile Walk at Burke Lake Park September 16. General Via who was introduced by Maj. Gen. Les Smith gave leadership advice to the cadets and new lieutenants.

Here are some of General Via's tips:

1. Graduate. In ROTC, you are laying your foundation and learning the fundamentals.
2. Listen to your Non-commissioned officers (NCO) and develop as an officer. The NCO Corps is what makes our Army unique and different from every Army in the world and they are the backbone of our Army.
3. Stay focused and keep your eye on the prize. After graduating, concentrate on being the best. There will be mile markers but be committed to what you are doing regardless.
4. Work hard -- study and read. The higher I was promoted, the more I had to read. No one wants to follow someone who appears to not know what he or she is doing.
5. Be Competent/ Know your craft.
6. Enjoy the journey.
7. Guard your character and your reputation. Your character consists of who you are, what is important to you, and your reputation. Always strive for a reputation of excellence in



General Via poses with Cadets after the run

everything. Your grades and resume in school will get you that first assignment but it's your reputation that will gain you your career. I was able to do many things in my career due to my reputation of being a great leader, being competent in my craft, a team player, honest, and trustworthy.

8. Rest and recharge. There are times in your career, you will need to plug back into the power station. It is important to stay connected or to have a place to come to if you need assistance or to recharge. This is similar to how you hook up your cellphone or iPhone to recharge. The ROCKS, Inc. can be the place you come to recharge during the course of your career and after. I have been a member of the ROCKS and before and after I have retired.



General Via answers Norfolk States University Cadet's question about working on overcoming one's fear of public speaking and on the importance of joining Toastmasters

General (Retired) Via speaks of the importance of listening to your Noncommissioned Officer



ROCKS' CHAPTER ACTIVITIES

Buffalo Soldier Chapter Members Empower Community by Participating in Pair Day 2017

*Written by
CPT Victoria Parrish-Edwards*



Buffalo Soldier Chapter set up a phenomenal table for PAIR Day 2017!

Fort Leavenworth's Department of Morale, Welfare, and Recreation hosted a community fair to show the Fort Leavenworth area what local businesses have to offer. The event called PAIR day, or Post Activities Information and Registration day, included free lunch for attendees, performances by a live band, various coupon, discounts, and opportunities to get more involved in the Leavenworth community. With over three hundred Soldiers and families in attendance, the Buffalo Soldier Chapter, ROCKS, Inc. was among the organizations that participated in the event. The Buffalo Soldier members engaged with various local businesses to establish a network as well as introduce the organization to the incoming students. The chapter recently established a new executive board committee for the academic year. Chapter President, LTC Irvin Jackson and Student President, CPT (P) Wayne Griffin Jr, are excited about

the various community activities to come in 2017/2018.



Buffalo Chapter ROCKs members pose before PAIR day 2017 begins!



Professional Development LPD Coffee Series

*Written by
CPT Victoria Parrish-Edwards*

On August 30, 2017, the Buffalo Soldier Chapter initiated a new program highlighting the ROCKs mission of mentorship.

The LPD Coffee Series enables mentorship between senior leaders and CGSOC students as well as other officers stationed on Fort Leavenworth. With two LPD Coffee series completed, this provides a direct linkage between future Command-Select Officers and the Buffalo Soldier Chapter members, most being junior field grade officers.



Buffalo Soldier Chapter members and other Command and General Staff Officer Course (CGSOC) students pose for a photo after another successful LPD.



COL White, LTC Williams and LTC Lane answering questions during the LPD Coffee Series

During the engagements attendees meet with a panel of three Officers attending the PCC course to discuss field grade officer professional development topics. In both series, leaders continually emphasized that officers must foster relationship with senior enlisted members of the organization to ensure their lines of effort are synchronized to meet the organization's objectives. They also stressing the importance of writing professionally. The successful dialogue provided the officers in attendance with great tips and techniques to strengthen the officer-enlisted relationships in their future duty stations. The LPD Coffee Series is an initiative greatly enhancing the Buffalo Soldiers Chapter, ROCK Inc.



Hampton Roads Mentoring Organizations 12th Annual Joint Cookout



Written by and photographs by LTC (Ret.) Charles "Chuck" Holden and LtCol (Ret.) Jason B. Davis

The Hampton Roads area Mentoring Organizations hosted their 12th Annual Joint Cookout at Bethel Park in Hampton, Virginia on 26 August 2016 from 2:00 p.m. to 5:00 p.m. The HRC

Rocks chaired the planning and coordination for this year's Joint Cookout. Participating organization and Organization representatives on the planning committee included Urban League of Hampton Roads (ULHR): COL (Ret.) Michele Hammond; Tuskegee Airmen, Inc. - Tidewater Chapter: Ms Betty Sharp; Hampton Roads Chapter of the Rocks, Inc.: LTC (Ret.) Chuck Holden; National Naval Officers Association (NNOA): LT Julius Fears and LtCol (Ret.) Jason B. Davis; Department of Veterans Affairs (DVS): Ms. LaShanda Standifer; and Montford Point Marines Association: Mr. Curt Clarke. Ms Edith White, Director of the Hampton Roads Community Action Program (HRCAP), Inc. also attended this year's event and stated HRCAP will be a full participant next year. These organizations share the same or similar missions of developing young cadets/leaders through mentorship, training, and networking. Also in attendance was the Newport News Human Rights Commission.



Members of participating organizations going through the serving line.

The Joint Cookout event was started by HRC Rocks Inc. 12 years ago primarily as a family event and to promote networking between members of the Army, Air Force, and Navy. The intent of the networking opportunity was to foster a better understanding of the Services and to determine how best to leverage mentoring opportunities in the greater Hampton Roads Community. The Joint Cookout continues to be a family event for mentoring organizations but has a grown into a broader professional forum where the rich heritage of these organizations as well as military and community mentoring contributions

are shared. Over the years the Joint Cookout continues to attract new youth development organizations who share common or similar mentoring and networking goals.

LTC (Ret.) Chuck Holden provided the welcome, purpose of the event and sequence of activities for the afternoon followed by the invocation. Presidents or their designated representatives provided a brief summary of the organization's mission, objectives, programs and activities.

Following organization speeches, there was no delay in forming the food line. This year's Joint Cookout was in the format of a potluck that has proven to be quite a success. The meal consisted of fried and baked chicken, sliced ham, baked salmon, hamburgers, hot dogs, cold slaw, several varieties of pasta and green salads, potato salad, casseroles, an assortment of deserts, fresh fruits and drinks. Volunteers from several of the organizations did an excellent job setting up the serving line and serving attendees.



Some attendees socializing and others in the meal serving line

After dinner, LTC (Ret.) Chuck Holden conducted the raffle that included approximately 12 gift cards to local restaurants and department stores. The raffle was followed by continued socializing and attendee visits to organization displays/tents to get additional information. Some of the attendees got busy competing with table top games (i.e UNO, Spades), football, volley ball, hula hoops, and Corn Hole until closing time.

This year's event, as past events, was very successful. The approximately 85 people who attended the event had a

great time networking, socializing and playing games. Next year's event is expected to be bigger and better than this year's event. Several other mentoring organizations such as the Newport News Human Rights Commission have requested to be a participating organization in next year's Joint Cookout.



Presidents and Leaders of Attending Organizations.



The 26th Annual DC ROCKS 5 Mile Run & 2 Mile Walk

Written By

COL Karen M. Wrancher

Photos by CPT Lakeisha Matthews



On October 16, 2017, over 150 runners with an additional sixty onsite registrants gathered at Burke County Park in Virginia on a beautiful day with perfect weather for the 26th Annual D.C. ROCKS 5 Mile & 2 Mile walk. There were teams from Howard University's Bison Battalion, Bowie State's Bulldog Battalion, James Madison's Duke's Battalion, the Loyola University of Maylands's Greyhound Battalion, Morgan State's Bears Battalion, Norfolk State's

Spartan Battalion, University of Maryland's Terrapin's Battalion, Hampton's Pirate Battalion, and Virginia State's Trojan Warrior Battalion and many others from the National Capitol Region. In this year run the youngest participate was a Timothy Chapman 2yrs and 11 months old and the oldest participant was Lieutenant General Gregg who is still on move at 89 years young. The first place males was Thomas Steinbrenner of University of Maryland College Park with at run time of 34:29. The first place female was Alexis Baynes from Baltimore, Maryland with a run time of 36:36. The first place team was the University of Maryland.

After the runner and walkers crossed the finished line, the D.C. Chapter President Colonel Sheila Flowers gave her welcome remarks and then MAJ Stephen Stanley introduced distinguished guest speaker, the Deputy The Inspector General, Major General Leslie C. Smith. Major General Smith informed the audience he was responsible to a three-star general who was responsible to the Secretary of the Army for conducting inspections, investigations and assistance for 1.2 million soldiers and civilians.



Major General Smith addresses the Cadets and other participants

Major General Smith began by stating he learned how to speak to senior leaders, what it meant to mentor people, and drive change through the ROCKS and that was really critical. He said our senior leaders that came before us leaders such as General Via and Lieutenant General Greg set the foundation for who we are in the ROCKS. He told the cadets and lieutenants (present) now they are in

that position (of leadership) and they need to do the same thing. He stated the first thing about being a great lieutenant is to listen to your noncommissioned officers and then he introduced a Master Sergeant Reed. Master Sergeant Reed stated when you arrive at your first duty station and you are married up with your noncommissioned officer who has a wealth of experience. Nine times out of ten, the problems you are going face day to day your noncommissioned officer has probably already faced them before. They are responsible for shaping, molding, and guiding you towards success; their success is your success.

Then Major General Smith went on to state 1) the relationships you establish matter. Meet someone new every day because our Army is about meeting people to accomplish the mission. You are taking an oath to support and defend the Constitution of the United States. It is a big deal and it is really important. 2) Always treat people with dignity and respect. He asked the audience how many people knew he was a General Officer as he spoke with people before the run and not revealing who he was or telling them his rank. Many of the people he spoke with before the run did not know they were talking with a Major General. He said you can't have a pretense of being better than everyone else. 3) He said Lead. He stated he has been serving in the Army 32 years. To be a leader, you have to look like one. The audience chuckled as he said, "If he looked like a creampuff. You would say, I'm not listening to you." You have to train every day and every day as a training opportunity. You have to care. You have to maintain yourself. Major General Smith then answered a few questions from the cadets before introducing General (Retired) Dennis L. Via.

For that General's Via's story go to Cadet Corner.

To see more of pictures of the 26th Annual DC ROCKS 5 Mile Run & 2 Mile Walk go to:

https://www.facebook.com/pg/DCROCKS5MileRun/photos/?tab=album&album_id=245966022594607



Runners cross the finish line at Burke Lake Park



In Retrospect: MG Charles Rogers Chapter and US Army War College

Written by COL (Ret) Charles Allen and COL Stephanie Sanderson

Members of the MG Charles Rogers Chapter of ROCKS, INC at Carlisle Barracks continue to make a difference in contributing to the education and development of our nation's strategic military and civilian leaders.



MG Charles Rogers Chapter members gather in front of US Army War College

US Army War College Staff and Faculty

This was a year of stability and transition for our senior members at Carlisle Barracks and the US Army War College. COL Greg Dewitt remains as the Director, Peacekeeping and Stability Operations Institute and was joined by COL Dallis Barnes as Director of its Peace Operations

Division. COL Cedric Carrington arrived this academic year and is Director, Strategic Wargaming Division in the Center for Strategic Leadership. In the School of Strategic Landpower, Colonel Sylvester Brown returned from his retirement from the Department of Distance Education (DDE) and now serves as its civilian Title 5 Academic Executive Officer. In the Resident Education Program, Colonel Randy White retired as Director, Military Requirements and Capabilities and Prof Chuck Allen remains as the Professor of Leadership and Cultural Studies in the Department of Command, Leadership, and Management. New arrival COL Darrell Aubrey is now the Director, Sustainment Operations in the Department of Military Strategy, Planning, and Operations. At the AY2017 Faculty Award Ceremony, Prof Chuck Allen received the Faculty Excellence in Service Award; importantly, Dr. Jim Gordon was appointed as Emeritus Professor, US Army War College--what a deserving recognition to acknowledge a distinguished career following his retirement last summer.



MG(Ret) Byron Bagby with ROCKS in front of "Dress on the Colors"

US Army War College ROCKS Student Chapter Achievements

Student members of the ROCKS participated in prestigious programs during the course of the US Army War College (USAWC) year: LTC Tedrose Charles was in the Advanced Defense Management program; COL Kareem "Monty" Montague was in the Advanced Strategic Arts Program; COL Calondra Fortson, COL Monty Montague, and COL Stephanie Sanderson were in the Commandant's Reading Program; COL Monty Montague was also a member of the

Eisenhower Series College Program; Mr. Romeo Wright, Jr. was in the Joint Land, Air, and Sea Strategic Exercise; LTC Derrick Long and LTC(P) Nicole Spears were in the National Security Policy Program; and, COL Arvesta "Rob" Roberson served as the Class President.



Ms. Sheila Dow-Ford with ROCKS students and USAWC staff and faculty support Carlisle Barracks Black History Month Observance

Students were fortunate to have professional development opportunities with various senior leaders, to include the USAWC Commandant, MG William Rapp, and MG (Ret) Byron Bagby, who both shared contemplative and sage leadership advice to members and guest attendees.

The chapter co-sponsored a Black History Month Program with the Carlisle Barracks and USAWC. Ms. Sheila Dow-Ford, CEO of Dow/Ford Strategies, and ROCKS members COL Rob Roberson and COL Monty Montague led a discussion panel, offering their insights on the numerous contributions made by African-Americans throughout history to the nation and its military. The USAWC and ROCKS also recognized twenty-three talented middle school-age students for their achievements in an essay writing competition.

As part of the chapter's goals to broaden outreach into the community, COL Stephanie Sanderson attended the Harrisburg (PA) Chapter of The Links, Incorporated Leadership Luncheon, where BG (Ret) Edith Mitchell, the first female physician to reach this rank in U.S. Air Force history, was the keynote speaker. The

program recognized and honored military members from the joint force.

US Army War College Graduation

Members of the MG Charles Rogers ROCKS Chapter were among the more than 380 senior U.S. and international military officers and civilian leaders recognized during the USAWC graduation ceremony on June 9, 2017, for their academic achievements and professional excellence.

GEN Daniel Allyn, Vice Chief of Staff of the Army, served as the keynote speaker, and expressed his confidence that the USAWC Class of 2017 was "prepared to sustain the momentum as ... change agents for the future" as they face a future "with an uncertain mix of forces, an even more uncertain budget, and an arguably more dangerous and more complex world than the one we faced at the turn of the millennium." He asked graduates to "personalize [their] commitment and passion to serve [their] servicemembers and [the] joint force, [and to] put a face on the why [they] serve, ... [as] it will cement [their] focus as leaders." Moreover, he reminded the graduates of why they exist—for the "warfighters around the globe today." ROCKS members embraced this challenge, and are more than ready to not just meet the expectations put forth by GEN Allyn, but to exceed them.



MG Charles Rogers Chapter members gather after 2017 US Army War College graduation



*Civil-Military Relations continued
from page 6*



From left, former Service chiefs General Raymond T. Odierno, USA, Admiral Jonathan Greenert, USN, General Mark A. Welsh III, USAF, and General Joseph F. Dunford, Jr. (USMC), testified before Senate Armed Services Committee on effect of Budget Control Act of 2011 and sequestration on national security, January 28, 2015
(U.S. Navy/Julianne F. Metzger)

Although not a Service chief, General David McKiernan was well respected as an Army leader. He had served as the land component commander for the 2003 invasion of Iraq, then as the commanding general of United States Army Europe. From that position, he was selected to lead the U.S. and North Atlantic Treaty Organization effort as the Commander, International Security Assistance Forces, and U.S. Forces in Afghanistan. When the U.S. war strategy in Afghanistan changed under the Obama administration, McKiernan disagreed with its implementation. When challenged and asked to retire quietly, McKiernan reportedly replied, "You're going to have to fire me."²⁷ So he became the first U.S. general officer fired from an active theater of war since MacArthur in Korea. In his retirement ceremony, McKiernan's message to his military profession claimed that "What counts the most are reputation and . . . decisions based on missions and taking care of troops and their families." His farewell speech clearly acknowledged Huntington's principle of civilian control: "I'm a soldier and I live in a democracy and I work for political leaders. And when my political leaders tell me it's time to go, I must go."²⁸

As military leaders seek to provide the capability and capacity to perform explicitly assigned missions, a strategy-to-resource mismatch has persisted. Accordingly, defense officials have sought to gain sufficient resources to conduct the spectrum of assigned missions or to be relieved of specific missions in order to have sufficient resources to fulfill their responsibilities. Presently, defense leaders are persistently struggling to satisfy the requirements of the Budget Control Act of 2011, which threatens cuts to defense spending by enforcing budget caps if national debt reduction measures are not taken.²⁹ Faced with the very real prospects of budgetary sequestrations in 2013, the Joint Chiefs of Staff sent a memorandum to Congress urging it to pass a budget rather than emplace temporary spending measures through another continuing resolution.³⁰ When sequestration was enacted for a period in 2013, Congress subsequently passed Bipartisan Budget Acts in 2013 and 2015 to delay defense cuts in 2-year increments. JCS members advised congressional leaders to allow military professionals to determine how defense cuts would be applied, rather than applying them by arbitrary and indiscriminate legislation.

Forums to Observe Behavior

As Joint Chiefs transition out of their positions, CMR can be influenced not only by these leaders' accomplishments but also by their conduct immediately upon retirement. Several forums provide an opportunity to observe CMR during senior military officer and Presidential transitions. Pentagon press briefings and issued statements are routine communications; they are now used with greater frequency to inform the U.S. public about military activities. They also provide real-time updates on

existing crises or emerging concerns of political or international interest involving the U.S. military. DOD officials also engage with think tanks on policies and strategies still under development.³¹ These sessions are used to inform civilian elites who are outside of government and active contributors to the national security debate and policy development.

Other important forums are the Service-related professional meetings and symposiums used by senior officers to advocate on the behalf of the military. Service secretaries and chiefs of the Armed Forces provide keynote speeches at such gatherings to connect with and garner support from myriad stakeholders who wield great influence with U.S. Government representatives on defense issues and with the American people.³² Graduation speeches at Service academies and senior-level colleges also provide opportunities for senior military leaders to set expectations of newly commissioned officers, to affirm institutional values with members of the profession of arms, and to announce policy initiatives.³³

Likewise, DOD communicates with selected audiences through official publications such as *Joint Force Quarterly* (under the auspices of CJCS and the National Defense University) and Service-related magazines such as *ARMY*. Other publications include influential scholarly journals such as *Orbis* and *Foreign Policy*. Similarly, newspapers such as the *Wall Street Journal* and the *New York Times* garner immediate attention from a diverse and informed readership.

The more formal and official civil-military venue is congressional testimony, whether for the annual budget or oversight hearings. These routine, legally mandated senior military leader testimonies generally

reflect the military's compliance with Presidential priorities as presented in the defense portion of the Federal budget request. Similar to the budgetary hearings are readiness hearings from the force providers and updates on current activities from the combatant commanders. Oversight hearings address functional concerns (that is, acquisition programs) or items of special interest to Congress (such as the effectiveness of operational strategies in a regional theater).

While each forum is available and used frequently, of special interest and potential controversy are the farewell addresses of senior military leaders as they transition out of their prominent positions into retirement. The purpose of such statements may be to reinforce current policies, strategies, and priorities; to inform and heighten awareness and compel action on an unresolved issue; to provide a glide path to the successor; or to "clear the deck" of contentious issues for the next Service chief or Chairman. The aforementioned historical farewell addresses by Generals George Washington, Douglas MacArthur, Eric Shinseki, and David McKiernan provide such examples.

The following discussion of the behavior of transitioning senior leaders is based on materials available approximately 1 year prior to the leaders' nominal release from Active-duty service at the end of the fiscal year in September. It traces a sequence of key events and reflects a consistent battle rhythm. In August, JCS members submit their Service budget requests for 1 year later. In October, Service chiefs begin the new fiscal year in engagements with their Service associations' annual meetings. For the following months, Services and the Joint Staff work the defense planning, programming, and budgeting processes within the

executive branch, which then becomes part of the President's budget submission to Congress in early February. From March through June, senior defense officials and military officers appear in hearings before congressional committees. Senior military leader transitions are completed with changes of responsibility and retirement ceremonies in the summer months, which may include graduation speeches, final press and media interviews, and publication of senior military leaders' essays.

Contemporary Issues for Civil-Military Relations

Throughout the second Obama administration, several defense issues persisted and remained subject to the advice of the senior military leaders of JCS. The table lists the last cohort, their positions, and key assignments that serve as the foundation for their expertise. Among the enduring defense requirements are developing an effective National Defense Strategy supported by National Military Strategy to protect and advance U.S. national security interests.³⁴ Development of such strategic documents has influenced the conduct of ongoing conflicts in Iraq and Afghanistan, especially after the declared end of combat operations in those theaters. The resurgence of the Taliban and al Qaeda as well as the emergence of the so-called Islamic State (IS)³⁵ have complicated the U.S. desire to rebalance its military forces to the Pacific as outlined in the 2012 Defense Strategic Guidance.³⁶ Likewise, these policy documents have influenced the U.S. response to the messy aftermath of the promising Arab Spring and the resulting lack of effective governance and security in the Middle East region. The complexity of the strategic

environment challenges the Nation's ability to counter threats effectively and to develop strategies with identified risks.

The current venue of choice for transitioning senior military leaders to go "on the record" appears to be published articles and interviews. General Martin Dempsey chose *Joint Force Quarterly* to convey his parting message.³⁷ In a final interview, he sought to educate and inform members of the profession of arms about the inevitability of friction within civil-military relations—friction that complicates national security decision-making for strategic-level issues.³⁸ Dempsey embraced his role to provide the President with information and best advice on issues that may extend beyond the military domain. As the senior military advisor, he sought to make a compelling case for senior military leaders' role in the assessment of threats. He advised military leaders to work effectively with other elements of the executive branch in employing the instruments of national power—diplomatic, informational, military, and economic—to protect U.S. national security interests. In doing so, he would recommend prioritization and specify resourcing requirements for defense capabilities.

In an August 2015 interview with *Defense News* prior to his September retirement, Admiral Greenert focused on two main points.³⁹ First, he noted that congressional difficulties with passing budgets and the resulting use of continuing resolutions are having an adverse impact on naval readiness. Accordingly, the uncertainty of funding for training and maintenance as well as investments for modernization would affect not only current capacities but also future capabilities. Second, while acknowledging the security challenges of potential acts of

terrorism by ISIL and al Qaeda, Greenert expressed concern about the potential threats of Russia and China that would require strong U.S. naval capabilities to counter.

Perhaps the most contentious recent civil-military issue arose among the executive and legislative branches and Army Chief of Staff General Raymond Odierno. In August 2015, his declaration that “this is no time to cut the U.S. Army” appeared in the *Wall Street Journal*.⁴⁰ Consistent with his previous statements, Odierno identified global missions that require Army capabilities and the resourcing challenges that “have brought the nation to an important inflection point.”⁴¹ An adamant advocate for Army force structure and sufficient force manning levels to accomplish missions of the national military strategy, Odierno contended that “decisions made in Washington . . . must be based on the world as it is, and not the world as we wish it to be.”⁴² Those Washington decisions on policy and military strategies are made within the executive branch, and decisions on resourcing and oversight rules reside within the legislative branch. Odierno had frequent interactions with both. After Odierno’s retirement, Army Secretary John McHugh was more direct in criticizing Congress at the October 2015 convention of the Association of the U.S. Army. He addressed the Army’s need to get “beyond budget caps, continuing resolutions, and the uncertainty they foster.”⁴³

In the last month of his tenure as Air Force Chief of Staff, *Defense News* interviewed General Mark Welsh.⁴⁴ Like Admiral Greenert, he expressed concern about the dim prospects of a timely defense budget and the ensuing impact of the Budget Control Act on modernization programs that would provide future capabilities

to the Air Force. While pessimistic about the stability of the Federal budget process, Welsh stated that the majority of Air Force interactions with Congress were “very positive” and that “we don’t have to agree.”⁴⁵ Moreover, like General Dempsey, he noted that “our job is to provide the best military advice we can give. . . I have no issue with debate and disagreement with Congress. That is part of the system.”⁴⁶



President Barack Obama with Chairman of Joint Chiefs of Staff, General Martin Dempsey

The most nuanced transitional remarks came from Marine Corps Commandant General Joseph F. Dunford. He had been nominated to succeed General Dempsey as Chairman of the Joint Chiefs of Staff. Perhaps the most striking test of civil-military relations occurs when civilian policy decisions appear to challenge a military Service’s core identity and directly affect the Service’s mission readiness. Such was the assessment of General Dunford in his report to Secretary of the Navy Ray Mabus in the Marine leader’s recommendation to exclude women from some combat positions within the Marine Corps.⁴⁷ Dunford’s best military advice was presented with full knowledge that Mabus would not seek an exemption for the Marine Corps and that Secretary of Defense Ash Carter had made public his support for full gender integration of the military. When Secretary Carter announced the decision in December 2015, freshly appointed CJCS Dunford accepted his new responsibility: “As the senior military advisor and the

senior uniformed member, it’s my job now to assist the secretary with full implementation to make sure that we do it in a way that maintains our combat effectiveness, maintains the health and welfare of our troops and takes advantage of the talent of all the men and women that we have in uniform. So we are getting after that now.”⁴⁸ As he transitioned to the role of CJCS, Dunford embraced Carter’s decision after rendering professional advice to the contrary.

In these senior leaders’ transitional statements, four themes have emerged: requirements for military preparedness, capabilities to execute contingency operations, the covenant to sustain the all-volunteer force, and obligation for stewardship of the military profession. Understandably, points of friction are inherent in civil-military relations. Friction is evident in formal statements and unofficial leaks across agencies of the executive branch. Friction may arise when senior military leaders’ assessments of threats and risks are different from those of civilian leaders. It may be the case that the “best military advice” is considered but not accepted by their civilian leaders. In such cases, military leaders may speak out to provide pushback on current policies and strategies. They may seek to influence and potentially shape the discourse on emerging policies and strategies. Or, in the absence of clear policy guidance, they may press for decisions. In any event, they must advocate for resources commensurate with missions and established priorities of their civilian leaders.

Public and scholarly discourse commonly cite the tensions in civil-military relations, which often involve issues of authority, autonomy, and accountability. Authority is established in legal documents such as the

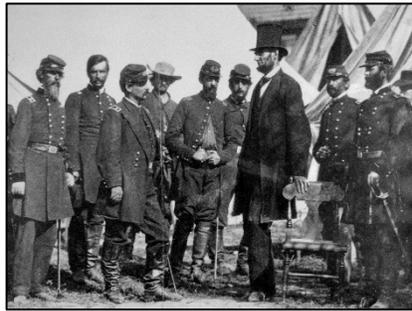
Constitution of the United States; Title 10, U.S. Code; and policy directives within the executive branch. As leaders in the profession of arms in accordance with the Huntingtonian constructs of expertise, responsibility, and corporateness, senior military leaders expect autonomy in their conduct of military operations. However, senior military leaders' authority and autonomy must come with accountability to the American people and their elected officials. Accordingly, trust and confidence are essential elements for developing effective and healthy CMR.

Implications for U.S. Civil-Military Relations

This article traces the evolution of civil-military relations through selected cases in U.S. history that have served as the foundation of several theories and frameworks (for example, Huntington, Janowitz, Cohen, and Feaver). It has examined transitional behavior of the cohort of senior military leaders in the final term of the Obama administration. This review has illustrated aspects of civil-military relations and provided themes for consideration. In view of current tensions and the consequences of inappropriate behavior of some senior uniformed leaders, continuing education is essential to ensure senior military leaders do not unduly complicate and impair U.S. CMR.

The JCS members noted here have progressed through careers shaped greatly by the Goldwater-Nichols Department of Defense Reorganization Act of 1986. Accordingly, they have served in diverse joint assignments, have spent time in the Pentagon observing the interaction between senior civilian and uniformed defense leaders, and have participated in professional development programs that include analysis of civil-military relations. Perhaps most important, they have

witnessed contentious and problematic civil-military relations behavior in the 21st century as documented in the works of journalist Bob Woodward and of former Defense Secretaries such as Rumsfeld, Robert Gates, and Leon Panetta.⁴⁹



The current JCS membership is the second complete cohort of senior uniformed officers in the 8 years of the Obama administration. They have observed the successes and challenges of CMR over periods of stress and turmoil with deliberations on the surge in Afghanistan, the declared end of combat operations in two theaters of war, and the shifting of strategic priorities. Arguably, JCS leaders have taken those lessons to heart. An assessment of CMR expectations from the Ronald Reagan era still seems applicable, even 30 years since passage of the Goldwater-Nichols Act: "In keeping with their military culture, the Joint Chiefs preferred clearly defined organizational roles and lines of authority. What they often got . . . were vague directives, lax assignments of authority, and contradictory behavior from the President and his subordinates."⁵⁰

Through it all, these officers gained the credibility and trust of President Obama based on their past performances and established effective working relationships with civilian leaders. While anecdotal reports of strained relations between the White House and the Pentagon surfaced, the behavior of this cohort

of senior military officials was appropriate. Vigorous discussions and exchanges enabled them to provide the best military advice to civilian leaders as they determined policy objectives and approved plans as well as evaluated specific courses of action to address strategic issues. President Obama selected and nominated each of these officers, and their appointments were confirmed by the Senate. As such, their prior performance and reputation established a baseline of trust and confidence with the civilian masters in the executive and legislative branches of our governments. An example of such Presidential trust was offered by General Dempsey: "As it came around to me, I would say, 'I am here as your military advisor, and that is not a military issue.' And the President would say, 'Yes. But you are here and I want your view on the strategic issue that has national security implications.'"⁵¹

The greatest area of contention in civil-military relations may be the interaction between Congress in its resourcing and oversight roles and the Pentagon as it seeks autonomy to act within the expertise and jurisdictions allotted to the military profession.⁵² While military leaders have protected communications with their commander in chief, exchanges with Congress are generally public and "on the record." These are inherently political—and potentially partisan. So direct evidence of military dissent with Presidential decisions and policies in congressional engagements is not readily available.

Congressional hearings may in some cases challenge Presidential policies rather than assess the effectiveness of military operations. This kind of partisanship has also led to delays in considering Presidential appointees, impacting civilian appointees more than military ones. For example, former Under Secretary of the Army

Brad Carson withdrew from consideration as Undersecretary of Defense for Personnel and Readiness after waiting a year for Senate approval. Additionally, the approval of Secretary of the Army Eric Fanning took 6 months, as the Senate delayed to consider presidential remarks on an unrelated subject.⁵³



Military leaders continue to call for congressional action to pass a timely Federal budget in order to avoid the Budget Control Act of 2011 sequestration cuts and preclude reliance on temporary spending measures of a continuing resolution. They also seek authorization and appropriations for defense programs for weapons system acquisitions; they likewise rely on the Base Realignment and Closure process to deal with excess infrastructure and to use Federal funding more effectively. Although some scholars express concern about apparent conflicts between Congress and Pentagon leaders, General Dempsey offers a valuable perspective: "Our entire system is built on the premise that we require friction to move [forward]. . . . I would advise future leaders that friction and disagreement in decision-making is not a negative. . . . In general the person at the table with the most persuasive arguments tends to prevail in those environments."⁵⁴

Historian Steven Rearden asserts that the most important task of the CJCS is to manage CMR through the transition of civilian leadership.⁵⁵ Transitions almost always include appointments of new Secretaries of

Defense, Secretaries of the Armed Services, and changes in leadership within Congress. Following congressional elections, majority leadership for the SASC and HASC often shifts. Notably, Presidential appointees to senior defense positions and those elected to Congress (currently fewer than one in five) have limited military experience and thereby rely on the assessments provided by their military advisors. Arguably, trust and confidence may be extended initially to senior military leaders, but they are continually tested throughout the CMR.

On Election Day 2016, Lieutenant General Dave Barno, USA (Ret.), and Dr. Nora Bensahel offered sage advice to military leaders for the then-pending transition period of a new Presidential administration: "Don't assume the new team will continue the processes, policies, and strategies of the last four, eight, or even 12 years."⁵⁶ Education on CMR for administration officials of President Donald Trump is critical and essential as they transition into positions of solemn responsibility for our national security. This is a period when civil-military gaps may be greatest. Former defense and state department official Rosa Brooks astutely identifies the "more pernicious gap between elite civilian political leaders and elite military leaders: a gap of knowledge, and a gap of trust."⁵⁷

Civil-military relations are nominally included in the joint and Service profess equally important for civilian officials to learn about CMR. These officials develop policies, craft laws, and ultimately make decisions involving the use of military force. Accordingly, CMR education should be provided to Presidential appointees, the National Security Council Staff, and to members of selected congressional committees. By their very nature, CMR are

necessarily dynamic and messy; they should be constantly monitored.

The legacy of the last cohort of JCS members has provided a foundation for their successors. The current cohort, in turn, will, according to their own predilections, shape the future of CMR through engagements with the new Presidential administration. Over the coming years, President Trump will select his own senior military officers for the Joint Staff. They may espouse the unequal dialogue with civilians who are unchallenged in their authority and control of America's military. Senior military leaders must demonstrate the experience, expertise, and judgment that should be provided with candor to inform the decisions of our national policymakers. An exchange relationship is inherent in such discourse in which senior military officers are the agents who act on the behalf of civilian principals. This relationship must be based on trust and confidence. Trust is necessary to "ensure the responsible use of force in the public interest . . . to prevent arbitrariness, ensure accountability, and safeguard human rights and the rule of law."⁵⁸ In our democracy, the exchange involves three parties: the chief executive, Members of Congress, and military leaders who serve the Nation. Despite the inevitable tension, balance that facilitates proper CMR is possible.

Article notes and table on the following pages.



Table. Previous Joint Chiefs of Staff Positions and Assignments

Officer	Position	Key Assignments
General Martin E. Dempsey, USA	Chairman of the Joint Chiefs of Staff (October 2011–September 2015)	Army Chief of Staff U.S. Army Training and Doctrine Command
Admiral James A. Winnefeld, Jr., USN	Vice Chairman, Joint Chiefs of Staff (August 2011–July 2015)	U.S. Northern Command Director, Strategic Plans and Policy (Joint Staff)
General Raymond T. Odierno, USA	Chief of Staff, Army (September 2011–August 2015)	U.S. Joint Forces Command U.S. Forces–Iraq Assistant to Chairman of the Joint Chiefs of Staff
General Joseph F. Dunford, Jr., USMC	Commandant, U.S. Marine Corps (October 2014–October 2015)	Commander, International Security Assistance Forces U.S. Forces–Afghanistan Assistant Commandant, U.S. Marine Corps
Admiral Jonathan W. Greenert, USN	Chief of Naval Operations (September 2011–September 2015)	Vice Chief of Naval Operations U.S. Fleet Forces Command U.S. Pacific Command
General Mark A. Welsh III, USAF	Chief of Staff, Air Force (August 2012–June 2016)	U.S. Air Forces Europe Associate Director, Central Intelligence Agency
General Frank J. Grass, USA	Chief of National Guard Bureau (September 2012–August 2016)	Deputy Commander, U.S. Northern Command Deputy Director, National Guard Bureau



COL(R) Charles Allen

Notes

²¹ This section is from Charles D. Allen, “The Pit and the Pendulum: Civil-Military Relations in an Age of Uncertainty,” *Armed Forces Journal*, May 1, 2013, available at <<http://armedforcesjournal.com/the-pit-and-the-pendulum/>>.

²² “Army Chief: Force to Occupy Iraq Massive,” *USA Today*, February 25, 2003, available at <http://usatoday30.usatoday.com/news/world/iraq/2003-02-25-iraq-us_x.htm>.

²³ Eric Shinseki, “Memorandum for Secretary of Defense, Subject: End of Tour Memorandum,” U.S. Army, June 10, 2003.

²⁴ Eric Shinseki, Farewell Address, June 11, 2003, Fort Myer, Virginia.

are part of the National Defense University).

³⁴ Most recent documents are the *National Security Strategy* (Washington, DC: The White House, February 6, 2015), *Sustaining U.S. Global Leadership: Priorities for 21st Century Defense* (Washington, DC: Department of Defense, January 2012), and *The National Military Strategy of the United States of America* (Washington, DC: The Joint Staff, June 2015). See also *Quadrennial Defense Review* (Washington, DC: Department of Defense, 2014).

³⁵ Also known as the Islamic State of Iraq and the Levant, Islamic State of Iraq and Syria, or Daesh.

³⁶ *Sustaining U.S. Global Leadership*, January 2012.

³⁷ “From the Chairman: An Interview with Martin E. Dempsey,” *Joint Force Quarterly* 78 (3rd Quarter 2015), 2–13.

³⁸ *Ibid.*, 5.

³⁹ Vago Muradian, “Interview: U.S. Navy’s Adm. Jon Greenert,” *Defense News*, August 31, 2015, available at <www.defensenews.com/story/defense/policy-budget/leaders/interviews/2015/08/31/interview-adm-jon-greenert-cno-usnavy/71453982/>.

⁴⁰ Raymond T. Odierno, “This Is No Time to Cut the U.S. Army,” *Wall Street Journal*, August 13, 2015, available at <www.wsj.com/articles/this-is-no-time-to-cut-the-u-s-

²⁵ See Andrew Bacevich, "A Modern Major General," *The New Left Review* 29 (September/October 2004), 123–124.

²⁶ "Remarks by Retired General Tommy Franks to the Republican National Convention," September 2, 2004, available at <www.washingtonpost.com/wp-dyn/articles/A57264-2004Sep2.html>.

²⁷ Rajiv Chandrasekaran, "Pentagon Worries Led to Command Change," *Washington Post*, August 17, 2009, available at <www.washingtonpost.com/wp-dyn/content/article/2009/08/16/AR2009081602304.html>.

²⁸ David McKiernan, Farewell Speech, July 15, 2009, Fort Myer, Virginia.

²⁹ The BCA called for programmed reduction in defense spending of \$487 billion over 10 years and an additional reduction of \$495 billion as motivation to address the national debt.

³⁰ Allen, "Lessons Not Learned," 18.

³¹ For example, Washington, DC-based think tanks are the Center for a New American Security, Center for Strategic and International Studies, and Brookings Institution.

³² Each component has its annual meetings and convention hosted by the Association of the United States Army, Marine Corps League, Navy League of the United States, Air Force Association, and National Guard Association of the United States, respectively.

³³ Senior-level colleges are the Army War College, Naval War College, Air War College, Marine Corps War College, National War College, and Eisenhower School for National Security and Resource Strategy (the latter two

army-1439506616>.

⁴¹ Ibid.

⁴² Ibid.

⁴³ Kevin Baron, "The U.S. Army's Biggest Concern Right Now Is Congress," *Defense One*, October 12, 2015, available at <www.defenseone.com/business/2015/10/us-armys-biggest-concern-right-now-congress/122730/>.

⁴⁴ Valerie Insinna, "U.S. Air Force Gen. Mark Welsh Pessimistic About Defense Budget Outlook," *Defense News*, June 14, 2016,

available at <www.defensenews.com/story/defense/air-space/air-force/2016/06/14/welsh-pessimistic-defense-budget-outlook/85884804/>.

⁴⁵ See video interview with Aaron Mehta, "Defense News TV: Gen. Mark A. Welsh USA," June 26, 2016, available at <www.defensenews.com/videos/defense-news/tv/2016/06/26/defense-news-tv-gen-mark-a-welsh-usaf-hacking-against-india/86402068/>.

⁴⁶ Ibid.

⁴⁷ Lolita C. Baldor, "Officials: Marine Commandant Recommends Women Be Banned from Some Combat Jobs," *Marine Times*, September 19, 2015, available at <www.marinecorpstimes.com/story/military/2015/09/18/officials-marine-commandant-recommends-women-banned-some-combat-job/72421888/>.

⁴⁸ Jim Garamone, "Dunford Says All in Military Will Work to Fully Integrate Women," *DOD News*, December 5, 2015, available at <www.defense.gov/News-Article-View/Article/632986/dunford-says-all-in-military-will-

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