



**THE
ROCKET**

**JANUARY
2017**



**THE
LEGACY
OF
EXCELLENCE...**

CONTINUES



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MISSION

The mission of The ROCKS, Inc. is to strengthen the Officer and Senior Civilian Corps by serving as a world class organization that provides and promotes mentorship, coaching, scholarship, networking, leader diversity and professional development to maximize the use of talent and promote opportunities across the U.S. Armed Forces.

STRATEGIC VISION

To be the premier mentoring, professional development, and networking organization to strengthen the U.S. Armed Forces Officer and Senior Civilian Corps (GS12 and above).



NEW EMAIL INFORMATION

FOR REQUESTS AND INQUIRIES:
ROCKSNATIONALBOARD@GMAIL.COM

FOR ROCKET ARTICLES & PHOTOS:
NATIONALROCKET@GMAIL.COM

**Please update your email contact list
 to reflect these two email accounts.
 Thank you.**

INSIDE THIS ISSUE

- ❖ ROCKS Support Veterans Day Events
- ❖ Army Leadership Award Named IHO Logistics Trailblazer & ROCKS: LTG (Ret) Gregg
- ❖ Buffalo Soldier ROCKS Leading & Supporting Numerous Events
- ❖ ROCKS Generals Support DoE, USDoJ, UAPB & AFGH
- ❖ ALAMO Chapter Visits PVA&MU

ROCKET STAFF

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The National Board of the ROCKS, Inc. is seeking writers and editors for the ROCKET. If you are interested, please send an email to dhurtserves@gmail.com. WE NEED YOU!

Chairman's Message



HAPPY NEW YEAR !!!!

I hope each of you had a wonderful Holiday Season. I pray you were able to enjoy it with those you hold dear. For our fellow soldiers who are in harm's way I hope you feel our prayers for your safe return to your loved ones. This edition will highlight a number of significant events in the life of the

ROCKS, Inc., during 2016. It was certainly historic in so many ways. The most striking aspect of this year was the passing into retirement of some of our most noteworthy and heralded leaders. After serving over 100 years collectively, honorably and sacrificially, Legends like Generals Austin, Via, and Bostick are but a few we will miss in our Army's active ranks. As is the Army's nature, we are fortunate to have stellar talent poised to fill their vacuum. We salute the tremendous vision and leadership they brought to our Army and wish them and their families the best in the next chapters of their lives. For those who may not know, General Vincent Brooks, who is currently commanding in South Korea, is now the only African American Army four-star general remaining on active duty. Generals like LTGs Twitty, Ferrell, West, Bingham and Piggee are already contributing significantly in strategic positions and continue to support the ROCKS. I am convinced that there are young Captains and Majors reading this article who are poised to become the eventual replacements for leaders like the ones we are losing to retirement.

During the 2016 ROCKS Annual Spring Gala we had the privilege to recognize some great Americans for their contributions to our Armed Forces including Honorary ROCKS of the Year (HROY): Admiral Michelle J. Howard the Navy's 1st Female Four Star Admiral and General (Ret) Peter W. Chiarelli former Vice Chief of Staff of the Army. We also recognized the following great Servant Leaders as ROCKS of The Year (ROY): LTG Stephen Twitty, BG Clarence ("Dave") Turner and longtime ROCKS National Board Treasurer COL (Ret) Lucretia McClenney. Congratulations to them all. They represent what we as ROCKS stand for.... the highest standard of selfless service. In other words: the best of the best! We extend a special invitation to all to attend the 2017 ROCKS Spring Gala on Saturday, April 22, 2017. It will be held at the Fort Belvoir Officers Club. In addition to presenting the ROY and HROY, thousands of dollars in scholarships will be awarded to ROTC Cadets and other deserving youth. More to come on this great annual event but keep in mind that we need YOU to make it both successful and memorable. EVERYONE is welcome to attend!

The year also marked a number of great FIRSTS for the ROCKS, Inc. Highlighted among them was the 1st time an Army Secretary addressed our ROCKS Training Conference. As a former U.S. Army officer, Acting Secretary of the Army Patrick Murphy was enthusiastic throughout his engagement with those present, establishing an immediate bond having shared in common experiences as a soldier and leader. We were also extremely honored when Secretary of the Army, Mr. Eric Fanning, opened our third annual "star studded" Cadet Mentoring Summit /Panel graciously hosted once again by Howard University beginning with University President, Dr. Wayne Frederick, making welcoming remarks. The largest of the three Summits, more than 300 Cadets and Cadre from 15 schools were in attendance plus scores of ROCKS members. The event also featured 12 principle members of the Army Staff who shared valuable insights and responded to numerous questions from the Cadets.

This event was the brain child of our fellow ROCK LTG Robert Ferrell, Army G6/CIO who was recognized with a ROCKS Chairman's Award. But our real heroes are YOU, our members who represent us every day out where the rubber meets the road at the installations where we have soldiers and downrange in harm's way. For all you do, and for what you will continue to do to strengthen our Officer and Senior Civilian Corps, we sincerely thank you! For over 42 plus years you continue to be our backbone. God bless each of you.

2017 promises to be another exciting year filled with both opportunities and some challenges. We look forward to moving forward with you together!

ALL THE BEST OF EVERYTHING IN THE NEW YEAR!!!

Earl Simms
BG USA (Ret.)
Chairman

IMPORTANT NOTICE **ROCKS BYLAWS CHANGES**

TO: Chapter Presidents

You will receive an email regarding Bylaws changes no later than 15 February. Upon receipt of the recommended Draft Bylaws, we **REALLY** need your input, including specific recommended changes and where to place them in the Bylaws by the deadline specified in the email.

ROCKS' General Officers Visit Carlisle

Submitted by COL (Ret) Charles D. Allen



MG (Ret) Bob Gaskill, LTG (Ret) Art Gregg, and COL (Ret) Chuck Allen in front of a Buffalo Soldiers painting during the reception for the US Army War College Outstanding Alumnus Award (Generals Gaskill and Gregg are past recipients)



Past recipients of the US Army War College Outstanding Alumnus Award, LTG (Ret) Art Gregg and MG (Ret) Bob Gaskill with members of the MG Charles Rogers Chapter of Carlisle Barracks, ROCKS, Inc.

American Legion Post #235 Honors Veterans for their "Selfless Service"

Written by Colonel Don Edwards, Jr

Colonel Don Edwards, Jr, from the Hampton Roads Chapter of the ROCKS, Inc., was the guest speaker at the November 11, 2016 Veteran's Day Program hosted by American Legion Post #235 in Beltsville, Maryland. In keeping with the program's theme, "Selfless Service", COL Edwards highlighted the core values of the respective Armed Services, reminding the

audience of the daily sacrifices that our Veterans made in the execution of their duties both at home and at work (garrison and deployed environments). Additionally, COL Edwards recognized the family members/dependents of our military Veterans for their unflinching and unwavering support to the Service Men and Women who faithfully and honorably served. In closing, COL Edwards recited a version of the Military Veterans Creed on behalf of the Veterans present and noted to everyone, "Let's never forget to pray for and thank our American Veterans, not only today, but every day. When you see our Veterans, don't hesitate to acknowledge them with a warm smile, a stern handshake, and/or a steady embrace and a heartfelt thank you, thank you for your SELFLESS SERVICE!"



COL Don Edwards, Jr, Hampton Roads Chapter of the ROCKS, Inc.

Army Veteran's Memoir Tells Story of Army Life in a Combat Zone

*Written by Phyllis R. Dixon, Special to
The New Tri-State Defender | 11/11/2016, 1:36 p.m.
Updated on 11/16/2016, 1:36 p.m.*

I confess, on Veteran's Day, I usually focus on the fact that banks and the post office are closed and finding the best sales. As a government employee, I looked forward to the day off with just a glancing thought to the veterans for whom the day is named.

However, after reading "Bronco Strong, A Memoir of the Last Deployed Personnel Services Battalion," I have a new appreciation for veterans.

"Bronco Strong" is the story of Angela M. Odom, a woman from Jackson, Miss., who rose from cleaning hotel rooms to become an Army colonel. The title is derived from Bronco being the call sign or nickname assigned to her unit in Iraq. Her 26 years in the Army included three deployments and serving in locations from Alaska to Saudi Arabia.

Odom worked as a hotel maid and earned a ROTC scholarship to help pay for college. Her mother didn't think the military was the most welcoming place for women, but the future colonel made her own way. This was nothing new for a woman, who in 1988, became the second black homecoming queen at the University of Southern Mississippi (the KKK marched through downtown Hattiesburg to protest her victory).

The most compelling parts of her story are the descriptions of life in Iraq. The installation is like a small city, with a chapel, retail facility, dining center, medical clinics, post office, and gyms. Even as they try to adjust to a new normal in the installation, they are always aware that they are in a combat zone and life can change or end in an instant.

When the installation was hit with explosives, the air smelled of dirt, sweat, blood and burned meat. Certain smells can still trigger that memory and make her stomach turn. She described smoke so thick, it "seemed you would choke on it..."

Soldiers in her unit were injured and killed. She still has survivor's guilt and even 10 years later, she "struggles to grasp a peaceful night's rest." She says the only reason she wasn't injured or worse was because she went to a Gospel Extravaganza being held at another part of the installation.

Her military career even brought her to the Mid-South, where she served as Professor of Military Science in charge of training ROTC cadets at the University of Tennessee-Martin from 2008 through 2010. In many of her assignments, she was the only female, African American, or both and had to deal with the drama that often entails. But she describes the majority of her interactions as positive, and she is very complimentary of her superiors and subordinates.

The book touches on the politics of war from a participant's perspective. She also talks about the heartbreak of not being home for many of her son's "firsts." She retired in 2015 and is a sought after lecturer, life-coach and now author (more information available at www.angelaodom.com).

For those without a close relative in the military, Odom's story makes the war on terror real. She puts a face on the soldier's life and sacrifices that you just can't grasp from a 30-second news sound-bite. For those who have served, her story gives voice to their experiences, challenges and heroism.

I would like to have learned a little more about her personal life as well as her transition to civilian life, but overall this was a great memoir. She has given us lessons of leadership and perseverance, as well as a glimpse of what war is really like.

ROCKS Member, BG Walker Joins in the DoE Celebration of Veterans Day and the Birth of the Marine Corps

Submitted by MAJ Diedre Windsor, USA, Retired

U.S. Department of Education employees honored military veterans in two ways, both for Veterans Day and for the birthday of the U.S. Marine Corps. Secretary of Education John King led the gathering and had these thoughts: "I have

tremendous respect and gratitude for the sacrifices that veterans make on behalf of each of us every day," King told those gathered. "While I have never worn a military uniform or served in combat or left family for months at a time in order to fight for and defend my country, I have been personally and positively affected by those who have."

The secretary went on to share the story of his uncle, Lt. Col. Hal Dane, one of the original Tuskegee Airmen, who set an example for the "angry young man" King said he became after losing both of his parents at a young age. King discussed how his uncle helped him carve out this life's path.



BG William Walker addresses the audience.

"It was when I got kicked out of high school that I went to live with my Uncle Hal and Aunt Jean. You can imagine there was more structure in my uncle's house than I had experienced previously. But that was important. I needed that structure. [During my time there] we had a set of conversations that shaped my life path. I think, without those conversations, I wouldn't be standing here today. My uncle pointed out to me that neither he nor I could do anything about the things I had experienced as a kid. We couldn't change those things. We couldn't take them away. But he pointed out to me that I had a set of choices to make about the kind of man I wanted to be. And he put the responsibility back on me to define what my life would be like going forward. And those conversations, and his example, were transformative. It wasn't just that he administered tough love, although it was that. And it wasn't that he created an environment that was structured and nurturing, although it was that. But it was also that he set an example. He had tremendous moral authority on me because of the life he had led."

"In a self-governing society, we all have the opportunity and the obligation to do more than just talk about the common good or hope for better days," said King, turning to the here and now. "Being a citizen means rolling up your sleeves and lacing

up your boots. And as veterans, including our veterans here at the Department, that's what you chose to do. You're an example that we can offer to young people about what meaningful civic education, meaningful citizenship is all about. And, of course, your experience in the military has helped prepare you to solve the nation's most complex challenges."

The Howard University AFROTC Color Guard presented the colors, two students from George C. Marshall High School (Fairfax County Public Schools, Va.) performed patriotic musical selections while accompanied on the keyboard by Jon O'Bergh of the Office of the Under Secretary, and the North Point High School (Charles County Public Schools, Md.) JROTC drill team performed impressive ceremonial armed and unarmed exhibitions.

ED's Assistant Secretary for Management Andrew Jackson took the stage to thank the veterans in the room for their service, and to introduce the featured speaker, U.S. Army National Guard Brig. Gen. William J. Walker. Walker commands the Land Component Command, U.S. Army National Guard, District of Columbia. He also is responsible for strategic leadership and operational employment of units assigned to the D.C. Army National Guard, and has had an incredibly distinguished military career, including time in Afghanistan and many years of civilian service as a Senior Executive at the Drug Enforcement Agency.

Walker spoke about the distinction between Veterans Day and Memorial Day, explaining that both are federal holidays but, "Veterans Day is to thank the living, those soldiers who answer the call during peacetime or war, and Memorial Day ... was originally set aside as a day to remember and honor military personnel who died in the service of their country, who died in battle or who died as a direct result of action. In the minds of many, they have kind of merged."

"Let me tell you about my path and why education is so important," Walker explained. "I went to Catholic grammar school and high school, so I learned by the numbers, [because those institutions] run like a military organization. At least it was [that way] when I went there. ... I remember a history class in grammar school, and we talked about World War II. Gen. George Marshall, who [at the time] was what is now the chief of staff of the Army, said that, 'You don't have to go to West Point to believe in duty, honor and country.' You could wear the cloth of the nation in the Coast Guard, Army, Navy and Marine Corps. Happy birthday to the Marines, by the way."

"When I first joined the Army, you didn't need a high school diploma," Walker continued. "The Army had manuals and training circulars. I enlisted and then went to ROTC en route to a master's degree. Today, I can share with you [that] you're not going to make it in the U.S. military without an education. The weapons systems are too complex. We have

electronic warfare officers, cyber officers. The cyber challenge is daunting."

"In closing, Veterans Day is both a somber and joyful celebration for Americans," he finished. "What the Department of Education is doing should be done everywhere. So I really applaud you for doing this. God bless the Department of Education, all of our veterans, and God Bless America. Thank you so much."

Crane Army Ammunition Activity Hosts JMC Commanding General

Written by Raeanna Morgan



Brigadier General Richard Dix, Commanding General of the Joint Munitions Command, is briefed by a Crane Army employee during his tour of the machine shop on CAAA's operations and missions toward supporting the Joint Warfighter. Dix also toured the pyrotechnic facility during his visit to get a firsthand look at Crane Army's missions, capabilities, and workforce structure. (Photo Credit: 1st Lt. Marshall Z Howell)

CRANE, Indiana -- Brigadier General Richard Dix, commanding general of Joint Munitions Command, traveled to southern Indiana to take part in Secretary of Defense Ashton Carter's visit to Naval Support Activity, Crane. Crane Army presented Dix with an overview of the base's operations and missions toward supporting the Warfighter prior to the arrival of the Secretary of Defense. Dix also had an opportunity to tour the pyrotechnic facility and machine shop during his visit.

"Following the tour of the pyrotechnics building and hearing about CAAA's continuous improvement initiatives, I came away impressed with Crane Army's commitment to performing efficiently, effectively and at best value," Dix said. "Crane Army understands that by developing their workforce, improving their facilities and placing safety before everything else, they will be able to provide the best value for the Department of Defense. Having that commitment to providing quality in the ammunition we supply to the Warfighter is what

ensures that the Organic Industrial Base remains the National Security Insurance Policy."

Col. James Hooper and Deputy to the Commander Norman Thomas reviewed CAAA's command structure, missions, capabilities, and workforce composition with Dix and discussed how CAAA is posturing to be increasingly competitive in the future. "While Brigadier General Dix's first visit to Crane was on very short notice and the primary intent was to participate in Secretary Carter's visit to Crane, we were able to spend a very valuable two hours orienting our new commanding general on Crane Army's mission," Hooper said. "Brigadier General Dix was able to see the impact that our employees have every day by providing our Joint Warfighters the munitions they need -- munitions delivered to the right place at the right time, that function the right way, the first time, every time."



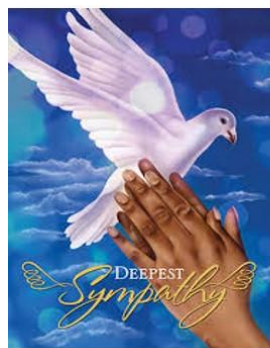
*Brigadier General Richard Dix, Commanding General of Joint Munitions Command, greets Secretary of Defense Ashton Carter as he lands at Naval Support Activity, Crane for a historic visit on June 22. This was both Dix and Carter's first time visiting NSA, Crane Division.
(Photo Credit: 1st Lt. Marshall Z Howell)*

Dix's visit to CAAA displayed his support for the entire base and its operations. "Yesterday was a great chance to introduce Brigadier General Dix to the unique capabilities of CAAA and give him a firsthand glimpse of what we do to support the Joint Warfighter," Lara Zilafro, CAAA's commodity manager of pyrotechnics, said.

Established October 1977, Crane Army Ammunition Activity maintains ordnance professionals and infrastructure in order to receive, store, ship, produce, renovate and demilitarize conventional ammunition, missiles and related components. Crane Army maintains up to one third of the DoD's conventional ammunition inventory. The Activity also provides command oversight of Iowa Army Ammunition Plant, Letterkenny Munitions Center, Pennsylvania, and Milan Army Ammunition Plant, Tennessee.



FALLEN ROCKS



Colonel Charles P. Fox, USA, Retired, ROCKS Life Member, passed on 9 Dec 2016. He will be buried with honors at Arlington National Cemetery in the Spring 2017.

Frederick D. Blanchard



Long term ROCK LTC (Ret) Frederick D. Blanchard departed this life, Tuesday, August 30, 2016 after a long battle with Alzheimer's disease. He was born September 14, 1935, in Cleveland, Ohio, but resided in Alexandria, VA for over 30 years following a successful career as a

senior logistician specializing in ammunition. He is survived by his wife Katrina (Tina); Daughters, Kym and Tonya; grandson, Cameron Blanchard-Taylor; sister, Lois Wallace; brother-in-law, Elliott; and a host of nieces; nephews; and family and friends from Chicago, Cleveland and California. LTC Blanchard and his wife Tina were well known in ROCKS circles as a very stylish couple who planned and executed the most elegant annual ROCKS Christmas parties for a number of years. His funeral was in Alexandria and burial at Arlington National Cemetery on December 28, 2016.

I hope that in this year to come, you make mistakes.

Because if you are making mistakes, then you are making new things, trying new things, learning, living, pushing yourself, changing yourself, changing your world. You're doing things you've never done before, and more importantly, you're Doing Something.

So that's my wish for you, and all of us, and my wish for myself. Make New Mistakes. Make glorious, amazing mistakes. Make mistakes nobody's ever made before. Don't freeze, don't stop, don't worry that it isn't good enough, or it isn't perfect, whatever it is: art, or love, or work or family or life.

Whatever it is you're scared of doing, Do it.

Make your mistakes, next year and forever."— Neal Gailman

USDOJ Shows Appreciation for Veterans

Submitted by MAJ Diedre Windsor, USA, Retired

The Department of Justice recognized and thanked veterans at the Department's annual Veterans Appreciation Day Ceremony. The 83rd Attorney General of the United States, Loretta Lynch, was on hand to introduce 44th U.S. Army Surgeon General and Commanding General of the U.S. Army Medical Command, LTG Nadja West, who served as guest speaker for the event. LTG West shared that Veterans Day has a special place in her heart not only because of her service but also the service of her Dad and nine (of 12) siblings who served as well. Longtime Rocks Inc. member Diedre L. Windsor was also on hand for the ceremony.



Ms. Loretta Lynch, 83rd U.S. Attorney General



LTG Nadja West poses with MAJ Windsor

Kansas City Celebrates Veterans Day

Written by CPT Carolina Cruz



Buffalo Soldier Chapter President, COL Norma J. Bradford delivers a keynote address during the Veterans Day Ceremony at the National WWI Museum and Memorial in Kansas City.

The National World War I Museum and Memorial hosted a free public ceremony on November, 11, 2016 to honor Veterans.

The J.C. Nichols Auditorium filled to capacity (230) and over 100 additional guests watched the ceremony from the overflow area in the auditorium lobby. The event featured dignitaries, performances from the Kansas City Symphony Chorus, the American Legion Band of Greater Kansas City Wind Ensemble, and a keynote address from COL Norma J. Bradford. Some of the dignitaries in attendance included U.S. Representative Emanuel Cleaver II (Missouri Fifth District) and Mayor Sly James Jr. (Kansas City, Missouri).



Buffalo Soldier Chapter committee members and officers assigned to Fort Leavenworth pose for a picture with U.S Representative Emanuel Cleaver II after the Veterans Day ceremony (from left to right): CH (COL) Barbara K. Sherer, CPT Carolina Cruz, LTC Earl Doyle, CPT Michelle E. Cutts, U.S. Representative (Missouri Fifth District) Emanuel Cleaver II, COL Norma J. Bradford, and MAJ Frank A. Dolberry II.

COL Bradford currently serves as the Fort Leavenworth Buffalo Soldier Chapter, ROCKS, Inc. President and the Assistant Chief of Staff, Army Reserve Affairs Combined Arms Center, Fort Leavenworth, Kansas. COL Bradford's keynote address focused on the different definitions of a Veteran and the selfless sacrifices Veterans make for the sake of the Nation. During her speech, she also reminded those in attendance that even though there is only one day designated to celebrate Veterans, it is important to embrace the opportunity to thank them any time of the year, for putting the needs of the Nation above their own.

The event also included the placing / removal of the POW / MIA Cover by USMC Col (R) Ivan Glasco and the placement of a wreath by Gold Star Mother, Debbie Murchison-Perri.

After the ceremony, Buffalo Soldier Chapter committee members interacted with the veterans in attendance and thanked them for their service and continuous support to the Nation.



MAJ Frank A. Dolberry II and CPT Michelle E. Cutts pose for a picture with a U.S. Army Veteran.

Armed Forces News

Veterans To Get Comstore Privileges

Honorably discharged veterans soon will be able to shop at military exchanges. The Defense Department announced the change Jan. 13, calling it a way to reward those who served their country and generate funds for morale, welfare and recreation (MWR) activities. While veterans will be allowed to shop at both brick-and-mortar and online exchanges, the privilege would not extend to purchase of uniforms, tobacco or alcohol products.



HELP US GROW OUR FUTURE OFFICER CORPS!

Support Scholarships for ROTC Cadets

We owe you -- our ROCKS members, family and friends, a debt of gratitude for your generosity in supporting a number of The ROCKS Inc. programs. This is especially true of the RC Cartwright Foundation and the LTG Honor Leadership Fund. These programs recognize outstanding college students and young leaders from freshman to senior who excel in the classroom and ROTC programs. The future leaders of our Army and nation will come from this cohort. We are proud to report through your generosity since 2011 we have awarded \$119,500 in tuition assistance scholarships to 65 young men and women from 18 colleges and universities. (Visit www.rocksync.org for the complete list of recipients.)

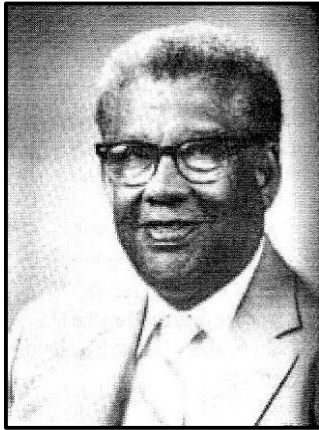
So we may continue this great work we seek your ongoing support for these two scholarships. We hope that you were able to respond to our written requests for a tax exempt donation. If not, donations are cheerfully accepted and appreciated throughout the year. Please designate R.C. Cartwright Scholarship Foundation and/or the LTG Edward Honor Leadership Fund.

Go to www.rocksync.org to make your donation online. (A small portion of your donation will go toward administrative cost.) We thank you in advance for your consideration and support.

BG Earl M. Simms, USA, Retired
Chairman, National Board of the ROCKS, Inc.

Every dollar counts!
Donate Today

REQUEST FOR NOMINATIONS



Colonel Robert B. Burke Award

The Colonel Robert B. Burke Award Committee is seeking nominees for the 2017 Colonel Robert B. Burke Award. Nominations must be submitted by a previous Robert B. Burke awardee or an active ROCKS Chapter.

The award is bestowed upon members of The ROCKS, Inc. whose contributions and achievement to the organization exemplifies the traits and characters embodied in the service of the late Colonel (Retired) Robert "Bobby" B. Burke. Colonel Burke served for 22 years before retiring at the rank of Colonel. He served as the catalyst, initiator, ultimate support pillar, and the inspiration to make the right things happen for the greater good.

Chapter nominations must be submitted no later than **Friday, February 14, 2017 (no exceptions)**. Nomination packets must be emailed to rocksnationalboard@gmail.com.
2017 Robert B. Burke Committee



MEMBERSHIP RENEWAL

Renewal notices are sent by email and by regular mail.

If your membership has expired, please take a moment to login at www.rocksinco.org and renew your membership today. Thank you for your continued support of The ROCKS, Inc.

2016 ROCKS HIGHLIGHT

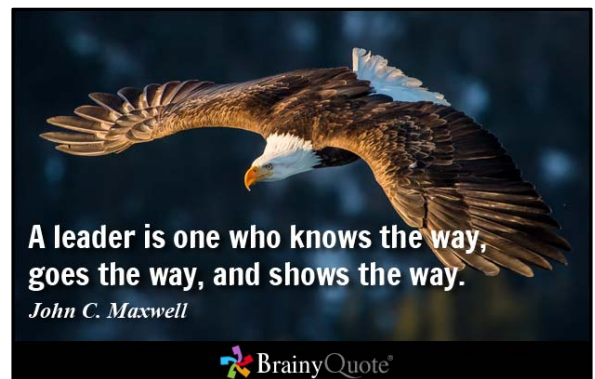
Leadership Award Named for Army Logistics Trailblazer

Submitted by U.S. Army Materiel Command

Honoring one of the Army's great logistics leaders of the 20th century, the Army established a leadership award in 2016 named for retired Lt. Gen. Arthur J. Gregg for the standards of excellence he set. The Lt. Gen. Arthur J. Gregg Sustainment Leadership Award will recognize Soldiers or civilians whose leadership is credited with making significant and immeasurable contributions by improving operating efficiencies, readiness levels, or demonstrating fiscal responsibility. This fitting tribute honors a man who blazed trails in Army logistics and will serve to remember his lasting contributions and legacy. Gen. Gregg began his career as a private in 1946, and in a span of 35 years, advanced to hold the premier logistics position as the Army's Deputy Chief of Staff for Logistics as a three-star general.




The recipient of the inaugural Sustainment Leadership Award was its namesake, Lt. Gen. Gregg, who received the honor from Army Materiel Command Commander Gen. Dennis L. Via at the AUSA Global Force Symposium and Exposition, in Huntsville, Alabama.



**A leader is one who knows the way,
goes the way, and shows the way.**

John C. Maxwell

 BrainyQuote®


**KEEP
CALM
AND
RENEW
TODAY**

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
- Maximum number of photos per article = 3 (Include at the end of the article)
- Include photo captions under photo (Font=Times New Roman; Font Size=8)
- PDF document will NOT be accepted.
- Links to web articles will NOT be accepted.
- 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.

"The ELEPHANT in the Room:" Why Being a ROCK and Supporting the ROCKS, Inc. Makes Sense

Written by COL (Ret) Dorene Hurt

ROCKS VP for Communications and Publications



I have written this article, in part, to respond to many questions and concerns that I have been asked, or heard expressed about the ROCKS, Inc. for several decades. I have also written this piece to not only inform both ROCKS members and others who have little or no insight about our history, what we are about and very importantly - why. Helping each

reader to understand for themselves why some ROCKS and even those who aren't ROCK Members seem to have difficulty discussing the ROCKS, Inc., with people who are not African American is another goal. Lastly, my intent is to equip you with information and Talking Points that may assist you in any future discussions and the ROCKS, Inc.

But first, a disclaimer. I have been a card carrying active ROCKS member since my Corps Commander informed me that it would be wise to join in the 1980s. That was a time when Company Grade officers like me did not ask a lot of questions like "What's in it for me?" when a senior officer suggested that you do something as long as it wasn't illegal, immoral or unsafe. We trusted them and knew that they would not steer us wrong. Why? We knew and appreciated the barriers that they broke and difficulties they endured to make our serving as officers even possible. We also knew that they were committed to ensuring that those who came after them held true to the values and professionalism that made serving the nation honorably a calling and passion-not a job. They were VERY serious about their responsibility to give back and share what they learned in a way that would help others. In those days, I never, ever met a senior African American officer who felt that they made it on their own by their sheer talent, determination, and Will to succeed. Having a senior officer think enough of me as a 1LT to sponsor me into the organization when being a field grade officer was a requirement to join spoke volumes in my view. Since those early days, my personal and professional life have been positively impacted beyond measure. I can truly say that my career and life path would have gone in a very different direction had it not been for the phenomenal mentoring and support that I benefited from as a ROCK.

Having said that, please bear with me as I share a bit of our proud history.

The Rocks, Inc. began in the mid-1960s as an informal meeting of Army officers assigned to the Command and General Staff

College at Fort Leavenworth, Kansas. The group initially met to help each other "survive" and socialize together at Fort Leavenworth, and many members continued to meet after being reassigned to the Pentagon and elsewhere in the greater Washington, D.C., area. In the years that followed, the group grew. On October 9, 1974, along with Colonel Robert B. Burke, General

Roscoe "ROCK" Cartwright led an initiative to formally organize the growing network. They dubbed themselves the *No Name Club* until they agreed on a formal name. On December 1, 1974 the *No Name Club* assembled to ratify an official name when they were informed that General Cartwright and his wife, Gloria, died tragically in a plane crash near Dulles AirPort. The *No Name Club* soon voted to name itself The Rocks, Inc. and established the Roscoe C. Cartwright Scholarship Fund in their namesake's honor.

In the beginning, there were no Chapters or Interest Groups. The center of gravity for the ROCKS was the National Capital Region (NCR), also known as the DMV (D.C. Maryland, and Virginia). As the organization grew and many of the original members and others associated with the ROCKS began getting reassigned to other areas, interest grew to establish ROCKS entities outside of the NCR. Interest groups sought permission to formally establish themselves as ROCKS Chapters to continue their commitment of service to other officers and their communities.

However, no matter the size, for over 42 years the core focus has always been, and will continue to be, Mentoring and Professional Development to strengthen the Officer Corps. Membership has now evolved to include ROTC and Service Academy Cadets and senior government civilians GS 12 and above. The rationale to include senior civilians was not difficult. Many management and leadership positions traditionally reserved for military personnel have transitioned to senior civilian positions. It's critical that senior civilians are trained in both leadership and management to successfully accomplish the mission. We routinely operate in dynamic, joint, combined, multinational, intergovernmental and interagency environments. Senior civilians must know how to train, lead and take care of soldiers and their families, plus make many of the same sacrifices that those who wear a military uniform make. Additionally, many civilian leaders willingly continue to deploy in harm's way to support our most difficult challenges. Many even volunteer to do so, putting themselves at risk alongside their uniformed brethren. And yes, a number have made the ultimate sacrifice in doing just that.

Since most ROCKS members at the time were the first to attend college in their family, and graduated and commissioned from HBCUs (Historically Black Colleges and Universities), there was a natural affinity to conduct outreach to HBCUs. Groups of ROCKS took the initiative to visit HBCUs to speak and interact

with Cadets and Cadre. Briefings on various topics that newly minted commissioned officers were expected to know were covered plus practical topics like managing ones' finances and socializing expectations were also covered. Although the consolidation of ROTC programs has certainly changed the landscape, ROCKS are committed to continue outreach efforts to HBCUs. Depending on the region of the country, the diversity of Cadets in consolidated programs may be much greater, which is an asset. No matter what they look like, where they are from, or why they opted to enroll in ROTC, all Cadets deserve a solid leadership, educational and academic foundation in preparation to assume the weighty challenges of officership in the U.S. military.

These points lead me directly into one of the most common questions that I have gotten over the years. Is the ROCKS solely an African American organization? The answer is Unequivocally NO. The ROCKS, Inc., is a non-profit 501 c-3 organization that is open to all current, former, active, reserve component and retired Commissioned Officers regardless of their gender, race, religion, ethnicity, national origin or branch of Service. This includes Warrant Officers who became Commissioned Officers after the passage of the 1986 Defense Authorization Act. As previously stated, membership is also open to GS 12 and above government Civilians, ROTC and Service Academy Cadets. Another common comment and question has been: I am not African American. Will I be welcome? The answer is a resounding Yes! Focus on the organization's core goals: Mentoring and Professional Development to strengthen the Officer and Civilian Corps. Another high priority is supporting and enhancing the communities where we live and work. Who can be opposed to such noble and strategic goals? Also, people will exclude themselves if they do not become comfortable in an environment so be inclusive and things will work out.

You need to know that there are junior officers and civilians who are clamoring out there seeking assistance and guidance. Some don't realize that they are not succeeding until OER time. If this happens, this means that a lot of teaching, training, mentoring and coaching did not happen well before the OER so the OER is basically a negative counseling statement. In years gone by, leaders may have been able to recover from such unfortunate occurrences. Not so much anymore. Why even risk it when you can be a part of an organization that will strive to help you avoid such difficulties in the first place, and help prepare you when the inevitable major challenges arise? However, there is no magic wand.

I have lost count of the number of junior or mid grade officers who contacted me or other Colonels for help. But by the time they did, they were already on what I call professional life support, which was often too late to do much but listen and help them prep for their next career. The more common call is for assistance and guidance when a leader is at a professional or

personal crossroad and isn't sure which road to take. Ongoing mentoring and professional development can prepare you for both the landmines and the crossroads. Importantly, it is NOT just about sponsorship. Many officers are simply seeking out folks who will help them get from point A to B, or a job, or a location. That is not ongoing mentoring and professional development which seems to benefit more people for the long haul. This requires a trusting relationship and commitment.

Lastly, every day that you are a leader in uniform or a senior civilian, you are building a reputation for better or worse. The more senior you are, the more your reputation precedes you to where you are going before you do. Values that some deem corny like honesty, integrity, professionalism (READ: KNOWING YOUR CRAFT/COMPETENCY), personal courage, selfless sacrifice, character and being a great team mate must become a part of you. This will go a long way in helping you to achieve success that is meaningful to you or help you overcome a short-sighted lapse in judgment.

Here are some key talking points that may help you in your future discussions:

- The ROCKS, Inc. has a Memorandum of Agreement with the Army. The Army G1 has the lead as our primary POC.
- The ROCKS, Inc.'s Mentoring program complements the Army's Mentoring Program which is Promulgate by TRADOC.
- Volunteerism with the ROCKS, Inc. can be used to qualify for the Army Volunteerism Medal.
- The ROCKS, Inc. is actively supported by the Army leadership to include the Army Secretary, Assistant Secretary and Army Chief of Staff.
- The ROCKS, Inc. is a member of the Assistant Secretary of the Army for Manpower and Reserve Affairs Diversity Council.
- The ROCKS, Inc. participated in a Diversity Roundtable session with other Affinity Groups during the 2016 AUSA Annual Meeting at the Washington Convention Center.
- The ROCKS, Inc. is collaborating with the AUSA leadership to establish mutually supportive relationships to support the Army.
- ROCKS conduct LEADERSHIP OUTREACH visits to HBCUs across the nation.
- All Chapters support their communities in a wide variety of ways, especially in the areas of scholarships.
- ROCKS assist students and their families in familiarizing themselves about ROTC and completing and submitting ROTC scholarship applications.
- A ROCK, Inc. LIFEMEMBER conceived of the idea, then spearheaded/supported three annual ROTC summits at Howard University. The 2016 Summit drew over 300 cadets and cadre from 15 Colleges and Universities, scores of ROCKS members, plus 12 primary members of the Army staff. The Army Secretary participated in the SUMMIT to include taking questions from cadets.

- The ROCKS, Inc. hosted a highly successful Biennial 2016 Training and Leadership Conference in Arlington, VA which was attended by the Acting Army Secretary, Vice Chief of Staff of the Army and other key Army staff

DID YOU KNOW?

- The ROCKS, Inc. award thousands of dollars in scholarship monies annually to ROTC Cadets and others needing educational assistance.
- For years the ROCKS, Inc. have served as an invaluable and unique resource by assisting Ph.D candidates obtain interview and research subjects in support of their dissertations. A tremendous number of ROCKS have accomplished many historical FIRSTS that researchers are very interested in!
- There have only been eight African American four star generals in the Army's history. ALL eight were or are ROCKS.
- There is a ROCKS Interest Group in Kuwait that conducts mentoring and professional development sessions, including periodic sessions with ROCKS General Officers.
- The ROCKS Inc. National Board established a Vice President for Civilian Affairs position on the National Board who focuses on the mentoring and professional development of senior civilian members.
- Honorary ROCKS of the Year include former CSAs, VCSAs, and key ARSTAFF Members.
- There are members of other Services in the ROCKS, Inc.
- Although there are only about 5,000 members on the prestigious Council on Foreign Relations nationwide, many of its African American members are ROCKS.

I will conclude by saying: If you are a ROCK you are a part of a rich history of over four decades of dedicated, exceptional service. This is NOT an undercover organization. If you are a member, learn our history and keep abreast of the great things that we are doing for our Army and do your part. Encourage others to join. Give back. Help build the bench for the future. No one succeeds on their own. You have a lot to be proud of! If you have an interest in joining or supporting us or ever have a desire to support and inspire our current and next generations of leaders, please join us! There is much to be done.

I hope that you found the article informative and *sincerely* welcome your candid and constructive feedback and suggestions at: dhurtserves@gmail.com.



A healthy attitude is contagious but don't wait to catch it from others. Be a carrier. – Tom Stoppard

National Board of The ROCKS, Inc. Mentorship Program

Written by Austin D. Bell III, VP, Mentorship



Mentorship Continues to be of Vital Importance to The ROCKS, Inc.

Three key data points concerning The ROCKS, Inc. and mentorship:

1. Since its inception, the ROCKS, Inc. has embraced the provision of mentorship to Army officers, with a special focus on junior officers, within and outside of its membership ranks as the most important of its key core competencies. Indeed, mentorship, coupled with professional development, is the *raison d'être* of the organization and pursuit of this mission is what distinguishes it from other more social organizations.
2. Since January 2014, The ROCKS, Inc. has had in place a fully formed and comprehensive mentorship program. Furthermore, the program is in concert with the Army Mentorship Program and has been acknowledged and given high marks by TRADOC. The mentorship program has been promulgated to the membership through its Chapters/Interest Groups and the contents of the program and supporting documents permanently reside on the National Board of the ROCKS, Inc. website.
3. Just in case there is a question as to whether mentorship is a worthy endeavor to be pursued by The ROCKS, Inc., one only needs to review the results of the current downsizing, promotion, command and school boards to get a resounding answer of YES, and more than ever. The Bottom line is that selection rates of minority officers are now consistently falling woefully short of what is needed to ensure a level of diverse leadership that has proven to strengthen the officer and senior civilian ranks. Moreover, the Army's Senior Leadership, starting with the Secretary of the Army, have publicly expressed their commitment and support for leader diversity. We must actively do our part to impact leader mentoring and professional development to ensure that minority leaders are competitive and positioned for success.

Input for ROCKS, INC. Mentorship Program Annual Report

Per my discussion during the 6 November 2016 ROCKS, Inc. National Board teleconference, Chapter/Interest Group Presidents please provide the following information that will be utilized to construct the ROCKS Mentorship Annual Report:

Include the following essential elements of information in your Chapter/Interest Group annual reports:

1. Identify the name of your mentorship program POC
2. Report out on all mentorship-related activities that occurred during the year
3. Report out on all new mentor-mentee relationships established during the year
4. Report out on the total number of mentor-mentee relationships in effect at year's end
5. Report out on the challenges encountered in implementing the mentorship program and best practices initiated to overcome those challenges
6. Report out on strategies to be implemented to improve/sustain your respective mentorship programs.

Please provide the above mentorship program information no later than **28 February 2017**.

News from (Y)our Membership Development Team

Written by COL Eric P. Flowers USA



Recently I decided to “get with the program” and become a little more involved in social media. Yes, I had unabashedly procrastinated and found every excuse in the book to avoid the inevitable. I had the obligatory LinkedIn presence, but had yet to avail myself of some of the more hip or trendy social media outlets. Then, as I digested the results of the 2016

Election, I gained a profound appreciation for the impact Twitter imparted throughout the campaign season, and I decided my days of avoidance were done. I am now part of Twitter Nation, and encourage/ask you to follow me at [Eric Flowers@epflowers](https://twitter.com/ericflowers). Now don't get me wrong, I understand that Twitter is just a small first step- there are other platforms I need to immerse myself in; and will do so, in time. In the interim, I have patted myself on the back and have accepted the chorus of ‘welcome to the club’ refrains that I am sure have been thrown my way since my first tweet on December 3, 2016. Despite the power and potential of Twitter, and other social media vehicles, it is important- in our profession- that we don't get caught up in the rush of things and forget the basics; especially in an organization such as the ROCKS.

The ‘basics’ I reference pertain to live, personal contact with people. In a line of work dependent on people, we are not a platform based, nor network centric Service. We, more than the other Services, are the human dimension of our national security apparatus, and we must never forget this distinction. This awareness should carry over into the things we do, in support of our profession's advancement, via our respective involvement in various volunteer activities/organizations.

Subsequently, we must remain cognizant of the power of the human touch when we endeavor to do certain things in the name of The ROCKS.

For example, sending an e-mail, a tweet, or posting to the chapter's website or Facebook page to recruit new members and/or to encourage participation from existing members is highly efficient and reflects a deliberate attempt to leverage the potential reach of those forums. However, their sterile efficiency has the potential of depriving us of the interpersonal connectivity that fuels the bonds of commitment, dependability, and team work. Our reliance on powerful social media tools should be regarded as complements to our personal outreach efforts and not as the “main effort.” Nothing can, nor probably ever will, replace the power and impact of a personal phone call. If your chapter's recruiting and/or reclamation efforts are stagnant or regressive, is it because people are not picking up the phone or walking over to speak to someone in a public place to engage them on behalf of The ROCKS? In those instances, where the answer is ‘yes,’ then I urge that chapter's leadership to revert to the “basics.”

Our membership, and levels of consistent participation, can and will grow when we invest time to talk one-on-one with people. Human interaction has a way of bringing out the humanity in all of us; it's amazing what comes about from simple direct, live communication. Many studies have found that when folks are directly asked to do something- or to give something- the responses are drastically more positive than if the request was made in an impersonal way, i.e., e-mail, snail mail, voice mail, online post, etc.

To this end, if you are a leader in one of our ROCKS chapters and you find yourself getting discouraged by small and/or dwindling numbers of committed and consistent volunteers, I challenge you to stretch yourself. Please call (or approach) “missing-in-action” members on your membership rolls and ask them to volunteer to do a specific thing. When doing so, please be mindful of the advice I gave in my Spring '16 ROCKET article regarding the benefits of job descriptions and how they help potential volunteers make an informed and rewarding decision when it comes to doing something for the chapter. Personally ask folks to do something specific for the chapter; I am sure the results from a more personal touch will yield great results. And if you are on the receiving end of a personal outreach effort, I hope your affinity for this organization and your allegiance to what we are about easily prompts you to not leave the person asking “out there.” Please respond to them in the affirmative. When doing so, you, the organization, and the results we produce for the Army, will positively impact, and shape our national security in meaningful ways.

Please take heed to my words, and when doing so, always remember to...

Be the standard! -- Eric Flowers

Civilian News Corner

Submitted by Mrs. Delores Johnson-Davis
VP, Civilian Affairs



MENTOR? COACH? SPONSOR? NETWORKING? DO I NEED THEM ALL TO ADVANCE MY CAREER?

One of the most frequently asked questions emerging civilian leaders ask is how do I get succeed? Do I need a mentor to get promoted? How does a coach help me? What is a sponsor? How do they all differ from networking? If

you have achieved the rank of GS 12 or above, you have worked long enough to know that your talent, experience, education and hard work are not enough to ensure your promotion to the next career level. While there are a few leaders who get promoted and have successful careers without a mentor, coach or sponsor, anyone can benefit from the insight and support of more experienced senior leaders. Mentors, coaches, sponsors open doors for new opportunities and actively promote you across the organization. Roles may often overlap.

It's important to understand the role of each of these terms and their actions in support of your career.

Mentor: On-going formal or informal relationship that can last for a long time to help you navigate your career, providing guidance for career choices and personal development. Your mentor responds to your needs for support, guidance and advice.

Coach: Relationship has a set duration. Generally more structured in nature and meetings are scheduled on a regular basis. Provides guidance for your development outside of the formal performance evaluation process, often focused on specific development areas and issues.

Sponsor: An executive leader who uses strong influence to help you obtain high-visibility assignments, promotions or jobs. Advocates for your advancement and champion your work and potential with other senior leaders. A sponsor will accelerate your career trajectory.

Networking: A diverse strategic group that includes the people who have power and influence that you know and need to know for you to reach your career goal, inside and outside of the organization.

Dedicate time each week to nurturing these importance relationships. These used together will significantly strengthen the development of future leaders.

Civilian Career TIP: Know your career developmental key requirements in your service civilian education system and

always be aware of what you need to complete to advance to the next level. Make sure your IDP includes your annual training requirements. For Army go to: <http://www.civiliantraining.army.mil/Pages/Homepage.aspx>



Effective **Monday, January 16, 2017**, the new phone number to reach our management company, WSC Associates, will be:

301-423-5500

Please update your records accordingly.

The current phone number 301-856-9319 will forward to the new number until January 31, 2017.

Remarks for Flag Retirement Ceremony Saluting the Stars and Stripes

Submitted by COL (Ret) Charles D. Allen,
Carlisle PA, 17 September 2016.

Reprinted in *The Sentinel*, 30 September 2016



Flag Retirement Ceremony, 17 Sept 2016

It is my honor and privilege to speak to you this morning as part of the retirement ceremony for the Flag of the United States of America. Throughout my thirty years of commissioned service and the other thirty years of my life, the American Flag has represented and expressed the

values that we collectively embrace as citizens of our great country.

If you are like me, you probably agree somewhat with the title of Robert Fulgum's 2003 book, *All I really needed to know, I learned in kindergarten*. Just as we have done earlier in this ceremony, our youngest school children learn to recite "I Pledge Allegiance to the Flag of the United States of America and to the Republic for which it stands, one Nation under God, indivisible, with liberty and justice for all."

I am proud that the “Republic”, referred to in the pledge, began right here in Pennsylvania, in our city of Philadelphia. It began with a Declaration of Independence as we joined with twelve other colonies of our fledgling nation. Our commonwealth has been the site of numerous battles from the founding of the nation to the American Civil War, which President Lincoln said tested “whether that nation, or any nation so conceived and so dedicated can long endure.” Such battles, campaigns, and the resulting victories have been validation of that great experiment for other nations and peoples across the globe. Our America is an ideal to which many populations aspire.

Our flag is often called the *Stars and Stripes* and its components hold deep symbolism: The Point of Honor with the Canton Field of Blue and 50 Stars, and 13 stripes alternating in red and white. Our flag is more than the sum of its parts. It is not one star nor just one stripe, but “E Pluribus Unum” – “Out of many, one” representing “that out of many peoples, races, religions, languages, and ancestries have emerged a single people and nation”—The United States of America.

As Americans, we should know that the aspiration of our Founding Fathers in the Declaration of Independence served as the basis for the first principles and compromises that became the United States Constitution in 1789. Recognizing even before its ratification in 1791 that the Constitution was an imperfect document, the U.S. Congress amended it with the Bill of Rights. Each of those ten amendments has withstood the test of time through many challenges over the past 227 years. Just as our flag has 37 more stars than the original thirteen, our nation has added more amendments to its Constitution—we are better and stronger than when we started.

I have traveled and lived in many countries; throughout my journeys, it is clear to me that our national flag is recognized and engenders respect from friends and adversaries, alike. It makes the statement of American values and principles that continues to endure through our contentious system of governance with its unique checks and balances. Even with our shortcomings, American citizens are envied throughout the world.

And for those seeking better lives for themselves and their children, our Statue of Liberty proclaims: “Give me your tired, your poor, your huddled masses yearning to breathe free. The wretched refuse of your teeming shore. Send these, the homeless, tempest-tossed, to me: I lift my lamp beside the golden door.” And beside that door the lamp illuminates the American Flag.

Our flag serves as a rallying point for the United States Armed Forces: the Army, Marine Corps, Navy, Air Force, and Coast Guard. Each service flag and unit guidon is subordinate to the American Flag. The Army seal bears the motto “This We’ll Defend” to signify, as with the other services, the constant readiness to defend and preserve the United States.

To do so, service members train at home station, and deploy to accomplish domestic and international missions across the spectrum of conflict—from Peace to War. Soldiers, Marines, Sailors, and Airmen are separated from their loved ones and, as volunteers, they willingly place themselves at risk to protect the interests of our nation, our citizens, and our allies.

The American Flag is wherever its service members are posted—in lands and countries that are in stark contrast to the values, principles, and blessings that we citizens enjoy on American soil. I have witnessed reveille and retreat with the respective raising and lowering of the American Flag throughout my many tours of duty: at West Point and here at Carlisle Barracks, in Seoul South Korea and in Heidelberg Germany, in Soto Cano, Honduras at Joint Task Force Bravo and in Tuzla Air Base, Bosnia at the Headquarters of Task Force Eagle.

Wherever the America Flag flies, it is a clear statement of our ideals and values—such a statement is important at the North Atlantic Treaty Organization (NATO) Headquarters in Mons Belgium as well as the United Nations Plaza in New York City. It is a statement of commitment to our allies and partners, as well as a statement of watchful diligence to our current and potential adversaries.

We should and must recognize many forms of service. In addition to our military, we have citizens who serve within local, state, and federal government agencies. In our communities, we have first responders in the police and fire departments as well as emergency medical teams and those members of civic organizations – all which proudly fly the American Flag. Here in Carlisle Borough, groups like the Boy Scouts of America place small American Flags at the gravesites of veterans. You can see those flags at the old cemetery on South Street where Molly Pitcher is buried. You can see American flags honoring the service of veterans of the United States Colored Troops regiments. They are placed at the gravesites of African-Americans at the Union Cemetery on Franklin and G Streets.

As we celebrate national holidays in our Carlisle Borough, we have Color Guards from the posts of the Marine Corps League, Veterans of Foreign Wars, and American Legion that proudly carry *Old Glory* during parades. For those holidays, the Sunrise Rotary and Exchange Clubs of Carlisle emplace American Flags that line the streets leading to our historic town square. With the anniversary of the attacks of 9/11 just last Sunday, we have indelible images of a defiant and resilient American Flag raised atop the rubble of the World Trade Center site in New York City and draped on the side of the Pentagon. In a time of shock and sorrow, Our Flag provided strength and resolution—“This We’ll Defend!”

From our Carlisle Barracks family, I have attended funeral celebrations of the lives of our local veteran-retirees who have served in the Second World War, The Korean War, and The Vietnam War. The American Flag covered the caskets of Army retirees Colonel Jim Price, Colonel Le Crenshaw, and Major Don Schultz. That same American Flag has honored those who gave “the last full measure of devotion” during our current War on Terror. The magnitude of service and sacrifice is clear as one visits national cemeteries, like at Fort Indiantown Gap in Pennsylvania and particularly, Section 60 in Arlington, Virginia.

Sacrifices have come from young men from Carlisle Barracks—they were teens in my on-post neighborhood; Sergeants Andrew McConnell and Patrick Hawkins are among other Cumberland County service members that we remember—SFC Randy Shughart, SSG Kimberly Voelz, SGT Timothy Hayslett, Petty Officer 3rd Class John Fralish, Lance CPL Nicholas Morrison, MSG Scott Ball, MAJ Wesley Hinkley, MG Harry Greene, and most the recent, SGT Adam Schoeller. Their Gold Star families received the folded American flag accompanied by words, “On behalf of the President of the United States,..., and a grateful nation, please accept this flag as a symbol of our appreciation for your loved one's honorable and faithful service.”

With today's Flag Retirement ceremony, we acknowledge the symbolic service of these faded and worn pieces of cloth. I do not know where each flag has been flown or displayed, but I am certain that these flags were recognized for the nation and the citizens they represent. More important, they were recognized for the values and principles that continue to instill pride in those who serve under its *Stars and Stripes*.

In closing, please stand and recite with me, once again, the Pledge of Allegiance as we retire these faithful servants. “I Pledge Allegiance to the Flag of the United States of America and to the Republic for which it stands, one Nation under God, indivisible, with liberty and justice for all.”

Thank you and May God Bless America.

Col. Charles D. Allen, U.S. Army, Ret., is professor of leadership and cultural studies at the U.S. Army War College.

This article is excerpted from ARMY magazine and is reprinted with permission



COMBAT VETERANS LAW

On December 16, 2016, H.R. 5015, the Combat-Injured Veterans Tax Fairness Act of 2016 became Public Law No: 114-292. This new law provides veterans medically separated, or retired from the military due to combat-related injuries another opportunity to recoup the taxed portion of their severance payments.

The law requires the Department of Defense (DOD) to identify veterans medically separated from military service due to combat-related injuries that were issued severance payments after January 17, 1991, and withheld amounts for tax purposes.

DOD will provide this group of veterans with a notice of the amount of improperly withheld severance payments, and instructions for filing amended federal tax returns to recover the withheld amount. The period for filing this IRS claim for a credit, or refund is extended to one year after DOD provides the veteran with the information required by this Act.

This law will be a significant benefit to this group of injured and ill veterans, and partially fulfills DAV Resolution 011 that calls for allowing all veterans to recover taxes withheld from their disability severance pay.



Monday, February 6, 2017 – Deadline for Chairman Awards Certificate Nominations (see page 37)

Tuesday, February 14, 2017 – Deadline for Robert. “Bobby” Burke Award Nominations (see page 10)

Saturday, March 4, 2017 – The ROCKS, Inc. Leadership & Training Webinar (visit www.rocksync.org for more details)

Saturday, April 22, 2017 – The National Board of the ROCKS, Inc. Virtual Elections (Standby for more details).

Saturday, April 22, 2017 – The ROCKS, Inc. Annual Spring Gala and Awards Ceremony (see page 20)

Friday, October 6, 2017 – The National Board of the ROCKS, Inc. Annual Golf Outing (Standby for more details)



**THE ROCKS, INC
2017 SPRING GALA & AWARDS CEREMONY**

Fellow ROCKS,

It's time to get excited!!

The 2017 Spring Gala and Awards Ceremony is on the horizon and registration for the April 22 event is now open! Please click on the link below (or go to the National Board's Website, WWW.ROCKSINC.ORG) to register today!

2017 Spring Gala & Awards Ceremony Registration Site

Since you can now reserve your space for our annual premier event, I encourage you to **ACT NOW** to take advantage of a 21% price reduction from last year's ticket prices.

ROCKS, I strongly recommend you don't procrastinate- as these *Early Bird* registration prices will only last for thirty-three days (until February 25). For your situational awareness, please see this year's pricing schedule below:

- ❖ **Early Bird Registration** (Jan 23 - Feb 25) = \$75
- ❖ **Regular Registration** (Feb 26 - April 1) = \$90
- ❖ **Late Registration** (April 2 - April 15) = \$100

Please navigate your way to [2017 Spring Gala & Awards Ceremony Registration Site](http://www.alfredstreet.org/ministries/outreach-and-missions/hbcu-festival/) to register today! Please invite your friends, colleagues & **EVERYONE** to this great event!

Thanks, and I'll see you at the Gala!

Eric Flowers
2017 Spring Gala and Awards Ceremony
Chairperson

2017 ASBC HBCU College Festival

Saturday, February 18, 2017

Doors open at 9:00 am

T. C. Williams High School

3330 King St, Alexandria, VA 22302

Over 70 colleges and universities will be represented plus other organizations.

Some schools will conduct on-site admissions, waive application fees & offer financial aide on the spot!

Seminars for students, parents, guardians plus band auditions (Must pre-register and bring your own instrument)

It is with enthusiasm that we celebrate our 15th annual HBCU College Festival. The recognition that has been attributed to this annual event has been shared from high school to high school across the nation from Wasilla Alaska to Washington D.C. It is with the joy and love of Jesus our Christ that we, the family of Alfred Street, warmly welcome you to Alexandria, Virginia.

The increased attendance, recognition and attention received this year has caused us to host the festival at the nationally renowned T.C. Williams High School campus in Alexandria.

We are honored to support our HBCUs as an investment in our history, our present, and especially our future, as we prepare to expose and launch so many students into their legacy. We extend a special welcome to all the representatives sharing with us today and our students joining with us from near and far and the parents and counselors who have made the sacrifice of continuing to invest in the lives of those who are gifted and destined to make a difference in the world.

HBCU Attendee Registration & Schedule

<http://www.alfredstreet.org/ministries/outreach-and-missions/hbcu-festival/>

HBCU Contacts

President - Bernard Jackson

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Technical Support - Margaret Calloway

email: gro.teertsderfla@gninnalplavitsefucbh

Alfred Street Baptist Church Office

Telephone: 703-683-2222 / FAX: 703-683-171

CADET CORNER

Three-Year Army ROTC Scholarship Winner

Submitted by MAJ E. Sean Lanier, USA, Retired

Congratulations to Jasmine Mann (VMI Class of 2020), AKA "G.I. Jazzy"....Rat Mann (Deep Run High School, Glen Allen, VA) combined summer school/first semester strong academics, PT scores, and demonstrated leadership potential earned an upgrade of her 3-yr Army ROTC Scholarship to a 3.5 year award to continue her studies in Electrical & Computer Engineering. Jasmine is also an active member of the ROCKS INC, the VMI National Society of Black Engineers Chapter, and the BDPA (was awarded a one year membership).



MAJ Lanier presents scholarship check to VMI Cadet Mann

Army General Officers Visit the Golden Lion ROTC Cadre at the University of Arkansas at Pine Bluff

*By Ms. Rikeshia Davidson (AMC) September 19, 2016
Reprinted with permission*

ROCK ISLAND ARSENAL, Ill. -- "Cadets need to know that they are the Army of the future and that they can be anything (they want to be) ... to include taking my job."

So says Lieutenant Colonel Willette Alston-Williams.

As the professor of military science, Alston-Williams believes in the Golden Lion ROTC cadre at the University of Arkansas at Pine Bluff, and she's not afraid to passionately motivate the cadets there.

But as expected, the Golden Lion cadre work, learn, and train alongside Alston-Williams and sometimes the cadets need a little more motivation. Brigadier Generals Richard B. Dix and Charles R. Hamilton did just that in September during an officer development panel at the University of Arkansas at Pine Bluff. Despite managing budgets worth a combined \$15.7 billion, Dix and Hamilton seldom miss an opportunity to mentor cadets.

In their distinct roles, both Dix and Hamilton provide direct support to the Services delivering necessities to service members wherever they may be located.

Brig. Gen. Richard B. Dix commands the Joint Munitions Command (JMC) and the Joint Munitions and Lethality Life Cycle Command integrating life cycle management to provide ready, reliable, and lethal munitions at the right place, at the right time, and at the right cost.

As commander of Defense Logistics Agency Troop Support, Brig. Gen. Charles R. Hamilton provides \$13 billion worth of food clothing and textiles, construction and engineering equipment, pharmaceuticals, medical supplies and equipment for America's warfighters and other worldwide customers as commanding general.

Following a visit to nearby Pine Bluff Arsenal, a subordinate installation of JMC, Dix and Hamilton led an officer development panel with the UAPB cadets offering a glimpse into today's Army.

"It was an awesome event. To have both generals come at one time: it was phenomenal. Cadets don't generally see general officers unless they're attending advanced training," said Alston-Williams.



Charles R. Hamilton (second row, far left) BG Richard B. Dix (second row, far right) take a final photo with the Golden Lion Cadre at the University of Arkansas at Pine Bluff. The generals spoke to the cadets and other students about leadership and Army service. (Photo Credit: U.S. Army photo)

General officers are like stars to the cadre and their time and advice were unmatched for the UAPB students who may one

day assume their own commands. But the aides-de-camp to Dix (1st Lieutenant Amanda M. Harrison) and Hamilton (1st Lieutenant Anthony W. Williams) also played important roles in explaining the realities of Army service.

"The best thing about the officer development event was the aides-de-camp speaking to the cadets and sharing their experiences. They talked to the cadets in a way that was relatable. The cadets and aides-de-camp have about 3 to 4 years in age difference and they (the aides-de-camp) are sitting where the cadets could be in a few years.

"The lieutenants shared the 'dos and don'ts' of being a (young) lieutenant because what you do follows you. And to hear sage advice from two first lieutenants who work for one star generals was invaluable - it reemphasized what we tell the cadets daily," said Alston-Williams.

Harrison didn't shy away from the hard topics. "We talked about mistakes," she said. "We explained the importance of relying on non-commissioned officers when entering a new unit and the importance of first impressions."

Harrison's own philosophy for making great first impressions includes setting a standard. "I set the standard for personal excellence and not just because I'm a woman," she said. Harrison's standard includes an emphasis on physical fitness - specifically running - and taking charge of your career.

Considering a unit may be dominated by men, Harrison said, "I wanted to be able to run like anyone else in the unit."

She also stressed guiding your own career because no one can articulate your aspirations better than you. "Make sure you're on top of your career. Stand up and take charge of where you want to go. You may not get it, but at least you know what you want."

Most importantly, Harrison reminded cadets to give themselves room to grow as a leader. "Be willing to take charge when in charge (and remember to) be yourself -- change doesn't come overnight," she said.

For Williams, his most important advice tackled differences and bridging the gap. "It doesn't matter what school you came from or what culture you represent. Don't be afraid to converse with someone who doesn't look like you. There is a good chance that you have common ground and similar interests. You just have to find it," he said.

For cadets interested in the Army Reserves or National Guard, Kara Stetson, JMC installation advocate, addressed the role of USAJobs and the importance of resume building. She also noted the differing appointment types for jobs exclusively for members of the Army Reserves or National Guard.

With so much advice, care, and concern for the future of the Army, Alston-Williams is ready to roll out the welcome mat to more general officers visiting UAPB.

"It would be nice to have other one star generals and their aides come to speak. We are a Historically Black College and the diversity aspect of the visit was great. I tell the cadets, 'you can be anything you want to be in the Army or anywhere'. To see two African-American one star generals was awesome for the cadets.

"I hope we have more General Officers visit."



A Long Way from Carlisle

*Written by COL (Ret) Charles D. Allen
(The Sentinel, 3 December 2016)*

This fall I was invited by a U.S. Army War College graduate to speak and serve as a panel member at the Seventh Annual Virginia Military Institute Conference on Leadership and Ethics.

A former student, now director of the VMI Center for Leadership and Ethics, organized the conference around the theme, "Strategic Leadership in Times of Global Transitions: Past, Present, and Future." The invitation presented a great opportunity given my position as the professor of Leadership and Cultural Studies — the war college curriculum and programs are about preparing our graduates for strategic leadership.

After entering VMI as the destination into my GPS, I proceeded on a beautiful November afternoon to Interstate 81 South for the 228-mile trip. It was going to be a long journey in many ways. On the drive, I would pass Gettysburg, cross the Mason-Dixon Line, then pass the exits for Antietam, Harpers Ferry, and New Market on the way to Lexington, Virginia.

Civil War historians readily will recognize that I was traveling back in time. The September 1862 battle at Antietam set the stage for President Lincoln to make a major policy statement with his Emancipation Proclamation. The July 1863 battle at Gettysburg and the Union victory there is considered by some as the definitive turning point in the Civil War.

Subsequently, Lincoln made the most significant change to the national war aims with his Gettysburg Address in November 1863. Undaunted, VMI cadets manned the victorious Confederate units in the May 1864 Battle of New Market, where its graduates still revere "The Field of Lost Shoes" as hallowed ground.

For me, as an African-American retired Army colonel, ironies abound as VMI is famous for its West Point graduate Thomas

“Stonewall” Jackson, who held a VMI position as a professor of physics before becoming one of the most highly regarded generals in the Confederate Army. I found it somewhat amusing that my hotel lodging in Lexington was named after another West Point graduate, its past superintendent, and the most famous general of the Confederacy, Robert E. Lee.

The prestige of VMI attracted a young student from Pennsylvania, George C. Marshall, who would graduate in 1901 as its first captain and become the icon of strategic leadership for our U.S. military. My friend and renowned historian, Mark Stoler, hailed Marshall as the “Soldier Statesman of the American Century.”

My panel, “Developing Strategic Leaders for 2040,” closed out the conference. I began my comments with the contrast that war college students, fully members of the military profession, were making the transition from tactical and operational leadership to what we call strategic leadership. It was fitting that the panel addressed students from senior military colleges and Junior Reserve Officer Training Corps (JROTC) programs who are seeking to enter the profession of arms and who will be our leaders of the future.

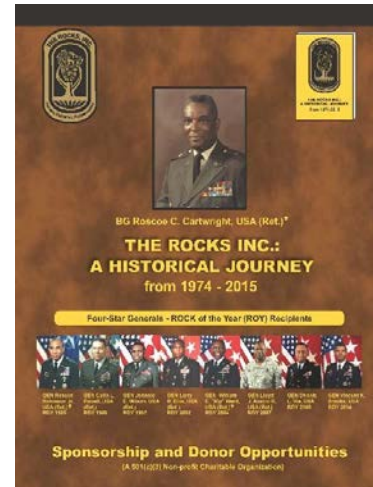
As young Americans, they are not that much different than a West Point Cadet Allen nearly 40 years ago. Surrounded by steep traditions, historic figures, and role models, I then wondered about expectations, whether “duty would be well performed” in a full military career, and whether my contributions would make a difference in service to the nation. When I returned to the War College classroom following the VMI conference, those same questions still persisted as I engaged that morning with the current class of War College students. Maybe the distance from Carlisle to Lexington really isn’t that far ...

Col. Charles D. Allen, U.S. Army, Ret., is professor of leadership and cultural studies at the U.S. Army War College.

This article is excerpted from ARMY magazine and is reprinted with permission.

New Year's Day. A fresh start. A new chapter in life waiting to be written. New questions to be asked, embraced, and loved. Answers to be discovered and then lived in this transformative year of delight and self-discovery. Today carve out a quiet interlude for yourself in which to dream, pen in hand. Only dreams give birth to change.

Sarah Ban Breathnach



We need your support!

The ROCK, Inc.: A Historical Journey from 1974-2015

The Journey Book Project that has been authorized by The National Board of the ROCKS, Inc. to be published prior to the next Gala will showcase organization's progress from its inception in 1974 through 2015.

We have made significant progress in finalizing the written and pictorial portion of the book. Our next major effort is to obtain the necessary funds for publication of the book and we are well on the way.

We need **your personal pledge and each member's efforts** to encourage other members to pledge and make their payment in order to get the ROCKS Journey book published. Our goal is to raise \$60,000 to publish 1,000 books to sell to members, friends, Historically Black Colleges and Universities, and other organizations. We encourage a one-time payment in the amount of \$120 or you may pledge to make a payment of \$10.00 per month for 12 consecutive months.

For those Rocks members that have made their Journey Book Project pledge and made their payment, we thank you and ask that you encourage other ROCK members to pledge. Your pledge to help get the Journey Book published will benefit your chapter as the proceeds from the sales of the books will kept by the chapters to be used for their approved programs. We are a IRS 501(c)(3) non-profit charitable organization and your contribution to this project is tax deductible. Thanks.

Best regards,
Colonel (Ret.) Frank Francois, III
Historian, The National Board of the ROCKS, Inc.
Chair of the ROCKS Historical Journey Book Project

ROCKS' CHAPTER **ACTIVITIES**

**Brigadier General Charles R. Hamilton,
DLA-Troop Support Commander
Camp Arifjan, Kuwait OPD
03 December 2016**

*Written by CPT Timothy B. Peters
595th Transportation Brigade (SDDC)
Camp Arifjan, Kuwait*

On 03 December 2016, members of the Kuwait Interest Group of the ROCKS Inc. and the 595th Transportation Brigade (SDDC) hosted an OPD with Brigadier General Charles R. Hamilton, DLA-Troop Support Commander on Camp Arifjan, Kuwait. The audience consisted of over 70 Officers, Civilians and Senior Brigade and Battalion Commanders from Camp Buehring, Kuwait Naval Base (KNB) and Camp Arifjan. The units represented were the 123rd BSB (3/1 AD); 2-13 CAV (3/1 AD); 2BEB (3/1 AD); 4-1 FA; 553D CSSB; 632 SMC (553D CSSB); 401st AFSB; 1st TSC; ARCENT; DLA Energy and 595th Transportation Brigade. The OPD provided attendees with an overview of DLA's Troop Support operations from a strategic standpoint and what they bring to the war-fighters.

BG Hamilton's briefing began discussing the significance of Volatility, Uncertainty, Complexity and Ambiguity (VUCA) and how his organization relates to DOD and strategic sustainment. Also during the presentation, BG Hamilton discussed Officership and lifelong learning. He received several questions on OERs, assignments and promotions. The majority of the officers that attended the presentation are primarily sustainment officers participating in Operations Spartan Shield and Inherent Resolve. BG Hamilton's briefing was very relevant to the current and future challenges leaders will face in a complex environment of uncertainty.

BG Hamilton concluded the OPD by leaving us with "Five Essential Characteristics of the Army Profession". Those five characteristics were: Military Expertise; Honorable Service; Trust; Esprit de Corps and Stewardship of the Profession. These characteristics are vital and contribute to sustainment operations in support of USCENTCOM's strategic and operational priorities. Most importantly, BG Hamilton emphasized that everyone as a military leader must understand that we represent the United States and serve as the Nation's Ambassadors. We must ALWAYS display exemplary professionalism in all that we do along with maintaining and defending the values which make this Nation great!



BG Hamilton answering a question from one of the officers in attendance.



BG Hamilton addressing the audience by asking them "What's on your mind"? Which he discussed the topics of OERs; Promotions; Assignments; Education; Transition/Retirements; How to stand out among your peers; How to discuss your OER with your rater/senior rater; How do senior officers view talent and Understanding your supported units operations.



BG Hamilton being presented with a token of appreciation by CPT Peters for taking time out of his schedule to provide an OPD to officers and civilians currently forward at Camp Buehring, Kuwait Naval Base (KNB) and Camp Arifjan, Kuwait during his battlefield circulation.



PVAMU OUTREACH Fall 2016

Written by LTC Reginald Williams and MAJ Chana Mason

The San Antonio Chapter of ROCKs Inc. conducted a Fall Officer-Cadet Outreach in partnership with Prairie View A&M University in October 2016. LTC Reginald Williams, Professor of Military Science proposed the Leader Development training requirement which included input from the cadets and cadre.



COL Richard "Flip" Wilson gives a brief history and background of the ROCKs to the cadets and how mentorship will be important throughout their military careers.

The purpose of the visit was twofold. First to discuss the importance and value in mentorship of officers in all ranks and secondly to share experiences and viewpoints with Cadets from The ROCKs to engage in further dialogue on our Army Profession. The officers on this panel were both Active and Reserve Component, Company Grade and Field Grade ranks and branches represented by ARSOF, Operations, Force Sustainment, Health Services and Operation Support Divisions. This diverse panel engaged a captive audience of 60 cadets ranging from all Military Science levels and consisting of both contracted and non-contracted cadets.

The visit began with a formal introduction of the ROCKs panel and a few general questions followed by 5 small group breakout discussions. The breakout sessions provided an informal opportunity for the panel to interact with the Cadets. This was very similar to the forum executed at the ROCKs Inc. 2016 Spring Training and Leadership Conference in the National Capitol Region. The Cadets focused on lessons learned as junior officers, career development, branch specific topics and how to engage Family Members about service in the military. There was true "Panther Pride" exhibited by the university students who were not shy about engaging the panel.

While the time spent with the Cadets was limited to a lab period the relationships formed through the interaction with the

Cadets, Cadre and the panel members are ongoing. The coaching and mentorship that the ROCKs brought to the Cadets at Prairie View A&M University was an intangible and valuable experience that will impact our Army's next generation of leaders.



CPT Bruce Cobb shares teaching points with MS II and MS III cadets regarding the many ways ROTC will set them up for success as future Company Grade officers.



LTC Phyl Charity gives examples of the "do's and don'ts" for military bearing and leadership when engaging your peers and leadership.

Infuse your life with action. Don't wait for it to happen. Make it happen. Make your own future. Make your own hope. Make your own love. And whatever your beliefs, honor your creator, not by passively waiting for grace to come down from upon high, but by doing what you can to make grace happen... yourself, right now, right down here on Earth.

Bradley Whitford

Buffalo Soldier Chapter Members Empower Youth

Written by CPT Carolina Cruz

The Leavenworth Community Service hosted a one-day Youth Empowerment Seminar (Y.E.S.) on Saturday, September 17, 2016, to provide the young community with knowledge and strategies for a successful future. The Buffalo Soldier Chapter, ROCKS, Inc. was among the organizations that participated in the event. The seminar included free lunch for all attendees, performances by the Leavenworth High School Power of Color (POC) Step Team, live musical entertainment by Groove 101, and a special musical performance by vocalist Alexsus Payne. Motivational speaker Josiah Duff also participated in the event and provided tips on how to achieve success after high school and make a difference in the community. The Buffalo Soldier Chapter, ROCKS Inc. donated two gift cards as part of the door prizes.



Leavenworth High School students pose for a photo after winning gift cards during the Youth Empowerment Seminar.



MAJ Jacob T. Naylor provides a High School Student with membership information about ROCKS Inc.



MAJ Jacob T. Naylor shakes hands with a member of the local Leavenworth Community.

The Gold Vault Chapter

Submitted by CPT Geryah Dingle



COL David Bolduc was the guest speaker for the November 2016 Gold Vault Chapter Meeting, where he discussed leadership and mentorship.

The Fort Knox, Kentucky "Gold Vault Chapter" of The ROCKS, Inc. kept a busy schedule this past quarter with chapter meetings and Officer Professional Development (OPD) sessions throughout the community.

COL David R. Bolduc, Army Special Operations Forces (ARSOF) Division Chief, U.S. Army Human Resources Command, shared his Army experiences at the November gathering, which provoked an enlightening discussion on leadership and mentorship. He also touched on the importance of focusing one's efforts towards establishing open and maintainable lines of communication as a supervisor through

developmental tools, such as counseling sessions rooted in the Army Values.

In October, Brigadier General Barbara L. Owens, Deputy Commanding General, U.S. Army Human Resources Command, gave a talk at the General George Patton Museum of Leadership on the Army Reserve Component systems and processes. She provided insight into the practice of transferring and assigning highly qualified Active Army Officers into Reserve Component units (both USAR and ARNG). She also expounded on the importance of completing one's Professional Military Education (PME) as a key to remaining competitive for promotion as a Soldier for Life.

MAJ Glenn Haskins joined BG Owens as a guest speaker in October. He gave a briefing to the audience explaining Centralized Selection List (CSL) boards for Lieutenant Colonel and Colonel command and key billets. He highlighted the law (Title 10, USC) and Army policies that govern the selection board process as well as recent changes to medical requirements that warrant an evaluation of each position's requirements against any physical and/or deployability limitations an officer may have.



Command Relationships LPD Luncheon

Written by CPT Carolina Cruz



MAJ Cecile Y. Williams, a CGSOC Student, shares her experience in dealing with senior enlisted members in her previous organizations.

On September 22, 2016, the Buffalo Soldier Chapter hosted an LPD to discuss command relationships. Buffalo Soldier Chapter members and other Command and General Staff Officer Course (CGSOC) students met with a panel of three senior NCOs: CSM Robert Brown, CSM Douglas Padgett, and SGM Timothy Edwards to discuss the command relationships of SGMs and field grade officers (XOs/S3s/Staff OICs) at the battalion and brigade level. The Sergeants Major emphasized that officers must be able to have candid conversations with senior enlisted members of the organization to ensure their lines

of effort are synchronized to meet the organization's objectives. They also explained how strong command relationships make the organization better by streamlining processes to reach mission accomplishment. The successful dialogue provided the officers in attendance with great tips and techniques to strengthen the officer-enlisted relationships in their future duty stations.



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



CSM Robert Brown discusses how strong relationships play an important role in achieving success in today's operational environment.

Save the Date



The National Board of the ROCKS, Inc.
3rd Annual Golf Outing
Friday, October 6, 2017

Buffalo Soldier Chapter Executive Member Shares Her Story with the Leavenworth Community

Written by COL Norma J. Bradford



CPT Carolina Cruz shares her story with the Leavenworth Community during the post's Hispanic Heritage Month Observance (Photo by Prudence Siebert/Fort Leavenworth Lamp).

CPT Carolina Cruz (Buffalo Soldier Chapter PAO) served as the keynote speaker for the Fort Leavenworth Hispanic Heritage Month Observance held on Thursday, October 13, 2016. CPT Cruz spoke about her Family's journey in Colombia and their move to the United States in 1992 to pursue "The American Dream". She joined the Army in 1997 and after serving as an enlisted Soldier for almost 10 years, received her commission from Officer Candidate School in 2007. During her speech, CPT Cruz also honored the four Hispanic leaders that impacted her career the most and explained how each one of them embraced, enriched, and enabled her throughout her military service. CPT Cruz concluded with a heartfelt message to her 17-year-old daughter, Gisselle, who was also in attendance, and thanked her for being a resilient military child who has always appreciated the sacrifices made by her mother.



CPT Carolina Cruz poses for a photo with her 17-year-old daughter, Gisselle, after receiving a certificate for serving as the keynote speaker for the event.

Fort Leavenworth Hunt Memorial Wreath Laying Ceremony

Written by CPT Carolina Cruz

The Fort Leavenworth Hunt (FLH) saluted the Buffalo Soldiers during a Wreath Laying Ceremony on Sunday, October 9, 2016. Brigadier General Tom Graves (Deputy Commander - Operations, Eight Army) placed a wreath at the Buffalo Soldier Monument to honor the Buffalo Soldiers for their service and contributions to the history of the Hunt. COL Norma J. Bradford (Buffalo Soldier Chapter, ROCKS, Inc., President) and other chapter members were in attendance to support the commemorative event.



Trooper J.R. Bruce, Brigadier General Tom Graves (Deputy Commander - Operations, Eight Army), and COL Norma J. Bradford (Buffalo Soldier Chapter, ROCKS, Inc. President) pose for a photo before the wreath-laying ceremony.



Mrs. Maggie Linton and COL Norma J. Bradford pose for a photo after the wreath laying ceremony at the Buffalo Soldier Monument. Mrs. Linton's father (Jalester Linton) served with the 10th Cavalry Buffalo Soldiers.



Love is the only force capable of transforming an enemy into a friend. -- Martin Luther King, Jr.

Buffalo Soldier Chapter Supports Local JROTC Raider Challenge

Written by CPT Carolina Cruz

The Leavenworth High School hosted the 9th Annual "First in the Nation, Pioneer Raider Challenge" on October 15, 2016. The event consisted of seven team events with one ultimate Raider event. Members of the Buffalo Soldier Chapter, ROCKS, Inc. supported the event by serving as judges and taking pictures. LTC(R) Eric Hollister and 1SG(R) Wayne Cogdill (Leavenworth High School JROTC Instructors) did a phenomenal job setting up this great competition that promoted esprit de corps and comradery among the participants. The teamwork displayed by all the competitors throughout the challenge showed that these young men and women will be great assets to our Armed Forces as they continue to pursue their military careers. Congratulations to Waynesville High School for coming in First Place over 16 other competing teams.



Buffalo Soldier Chapter members pose for a photo before supporting the Leavenworth High School Raider Challenge.



Waynesville High School poses for a victory photo after finishing in First Place over 16 other competing teams during the Leavenworth Raider Challenge.

LTG Aundre F. Piggee, DCoS, Army G-4 LPD

Written by CPT Carolina Cruz

On Thursday, November 3, 2016, the Buffalo Soldier Chapter, ROCKS, Inc. had the privilege to host a LPD with LTG Aundre F. Piggee, Deputy Chief of Staff, Army G-4. CGSOC students and faculty members were in attendance. LTG Piggee shared some of his experiences as a young field grade officer and provided mentorship on the key attributes and competencies of leaders in the military. He highlighted the importance of being a diverse officer who is comfortable with being uncomfortable. LTG Piggee emphasized that any good job is a good job and officers owe it to their organizations to perform their best. He also noted that if an officer's main focus while serving our Nation is an efficiency report, then he or she is in the wrong profession.



LTG Aundre F. Piggee, Deputy Chief of Staff, Army G-4, and COL Norma J. Bradford (Buffalo Soldier Chapter, ROCKS, Inc, President) pose for a photo after the motivational LPD.



CGSOC students and faculty members pose for a photo with LTG Aundre F. Piggee, Deputy Chief of Staff, Army G-4 after a candid discussion on the roles and expectations of field grade officers.



One of the most sincere forms of respect is actually listening to what another has to say. -- Bryant H. McGill

Buffalo Soldier Chapter Supports the Local Community During the Thanksgiving Holiday

Written by COL Norma J. Bradford and CPT Michelle Cutts

Some families in the local Leavenworth community are in need of help throughout the year and there are local organizations that provide that necessary assistance year-round in an effort to give back to the community. Our organization strives to support the community as well and in that spirit, the Buffalo Soldier Chapter of the National ROCKS, Inc. organization donated a cart full of food to the Leavenworth Mission Community Store and Food Pantry in Leavenworth, Kansas to assist this great organization in giving back to the community, especially during the Thanksgiving season. The President/Founder, Iris Arnold was very grateful for the donations and thanked the group for their continued support. The Buffalo Soldier Chapter has partaken in this great mission for the last couple of years.



Pictured from left to right CPT Carolina Cruz, a pantry volunteer, Iris Arnold, COL Norma J. Bradford and CPT Michelle Cutts.

Commitment to Leadership During the Holiday Season

Written by MAJ Gary P. Flowers

The Buffalo Soldier Chapter ROCKS, Inc. held a giftwrapping fundraiser event at the Fort Leavenworth Post Exchange on Thursday, December 8, 2016, in efforts to raise money for the chapter's Scholarship Fund. The Buffalo Soldiers were known for serving and leading with distinction. This type of performance continues as the chapter members display unprecedented commitment to the community. Regardless of the robust academic requirements, CGSOC students are steadfast on building the Buffalo Soldier Chapter membership and raising money to serve others. The event was a great

success and resulted in funds raised towards the scholarship that will be awarded next spring.



Buffalo Soldier Chapter committee members (from left to right): MAJ T.J. Johnson, MAJ Kimberly K. Ramos, MAJ Gary P. Flowers, MAJ Kevin L. Montgomery, MAJ Tennille W. Scott, and MAJ Michelle E. Cutts.



MAJ Kimberly K. Ramos carefully wraps a gift for a customer during the fundraising event.

Maryland's Adjutant General moves and inspires at DC's Annual West Hamilton Dinner!

Submitted by COL Sheila Flowers

On Saturday, November 5, the DC Chapter proudly hosted its 41st Annual West Hamilton Dinner in Springfield, VA. The yearly event serves as an awards dinner to highlight the contributions and/or service of exemplary members. The occasion also pays homage to an instrumental figure in the ROCKS' lineage- Brigadier General West A. Hamilton- a forty-four-year veteran of the US Army Reserve and Army National Guard. General Hamilton is a renowned figure in the National

Capital Region; well known for his work in the field of education and his role as a pioneer for the advancement of African Americans in the Army. Over one hundred forty guests attended this year's West Hamilton Dinner / Awards Program.

For the 2016 Chapter Year, the organization recognized three stalwart members for their volunteerism. CPT Demetria Elodiebo, LTC (R) Linda Emerson, COL (R) Conrado Morgan and COL Jennifer Wesley, who each embodied the inspirational spirit of selfless service during the year. They defined, individually and collectively, an infectious spirit of giving, and we are honored to have them in our ranks.



MG Linda Singh addresses the audience

Another member who has imparted an enduring legacy on the Chapter is COL (R) Foster Fountain, recipient of the Chapter's Lifetime Achievement Award. Whether in or out of uniform, COL (R) Fountain's commitment to the organization has inspired and motivated others to serve with dependability and consistency. Without a doubt, he is a model to be emulated. Such emulation is found in the recipient of the Bobby Burke Award, MAJ Stephen Stanley. The Bobby Burke Award is an annual recognition of a member, between the rank of Lieutenant and Lieutenant Colonel who best demonstrated the Army Values throughout the year. This year's recipient could best be described as a traditional "Iron Major."

The presentations of the Junior ROCK-of-the Year (ROTY) and ROTY honors capped off the evening's award ceremony. MAJ Ylonda Cuffy and COL Shelia Howell-Flowers graciously accepted the respective accolades from their fellow Chapter members. As ROCKS of the Year, these two members personified a high degree of professionalism, compassion and concern in the way they did things in, for, and on behalf of, the organization. During the year, they carried themselves as phenomenal ambassadors who made positive differences in the lives of those with whom they came in contact. They join a rich tradition of Chapter excellence and have raised the bar for those that will follow them in the succeeding years. The Chapter's

acknowledgment of their excellent service was reinforced by the guest speaker's keynote address.

This year, the Chapter was honored to have MG Linda Singh, The Adjutant General for the State of Maryland, serve as the evening's keynote speaker. In short, she did not disappoint. MG Singh shared a very personal story full of touching and intimate recollections from her path as an unfocused teenager to a humble, God-loving, self-starting professional in the private and public sectors. She challenged the audience to embrace and pursue a concept of being a "servant leader." This charge is so fitting for ROCKS members because it is right in line with the essence of what it means to be a part of ROCKS. Additionally, her endearing testimony reinforced to those in attendance the value of leadership sustained and furthered by mental agility. Some of the personal experiences she shared communicated the importance of leaders being able to look for and to take advantages of opportunities that facilitate change for the greater good. In a nutshell, her message was right on point and served the purposes of the night's activities superbly.

Overall, this year's iteration of the West Hamilton Dinner, along with a complementary silent auction, which raised funds for the Cartwright Scholarship Fund, was a grand event that helped the Chapter acknowledge individual achievements during a fantastic year which set the Chapter up for a even greater one in 2017!

2016 - A Banner Year for the DC Chapter

Written by COL Sheila Flowers

As the DC Chapter looks back on 2016, it's easy to see how some could have thought this year would turn out to be less than spectacular because the threat of ice and snow caused the cancellation of January's General Body Meeting. Notwithstanding this ominous start, it soon became evident that nothing would be able to stop the chapter's momentum for a great year.

BG Rich Dix, former Commander, Defense Logistics Agency, Distribution, and life ROCKS member, set the stage in February for what would ultimately turn out to be a banner year. He presented a frank and pointed discussion on "His Personal Journey" and shared a tool that he uses and has become known for throughout the Army called the "Professional Book." He was the "leadoff hitter" for a string of top-notch performers who engaged the chapter throughout 2016.

In March, BG Scott Dingle, Deputy Chief of Staff, 3/5/7 for US Army Medical Command, blessed the Chapter with his presence and presentation about "The Career Minefield" and the importance of always keeping one's bearing. He challenged the attendees to hold on to their bearing and avoid various

career minefields that have ruined so many young Soldiers' promising careers.

In May, Chapter leadership opted to hear from a panel of the Chapter's peers who have been in places/assignments where many of us desire to go. That early summer night was filled with earnest mentoring shaped by un-embellished discussions on issues ranging from recommendations for adjusting unproductive personal attitudes to proper command boards preparation. The panel of officers included COL Robert Ashe, COL Marvin Thornton, LTC Eric Brown, LTC Chad Chalfont, CW5 Meaghan Hatfield, and COL Aaron Webster. This meeting's topics were astutely reinforced at the following month's general membership meeting.

We were honored to have BG Barbara Owens, DCG, US Army Human Resources Command, come and talk to the ROCKS about the Army's future direction and the importance of getting educationally qualified and taking advantage of career broadening assignments and deployments. Her sage advice came at a perfect time, for it helped inspire member participation in the Chapter's annual premier events that were to commence in the month of June.

For instance, on June 11, we also hosted the Chapter's 10th Annual Golf Tournament that raised funds for our Cartwright Scholarship Fund. COL (R) Conrado Morgan, chair of this event since its inception, oversaw the raising of close to \$4K to go towards our scholarship account. The Golf Tournament's success was equaled by the well-executed 25th Annual 5 Mile Run / 2 Mile Walk Race- another event designed to raise funds for the Cartwright Scholarship Fund. LTG Gwen Bingham, Assistant Chief of Staff for Installation Management, served as the race marshall and conducted a mini mentoring session with over fifty cadets at the event's conclusion. Her words struck a chord with many and were consistent with an on-going Chapter theme of the relevance of being always prepared. The preparation the theme refers to speaks to emerging opportunities in uniform as well as out of uniform.

To this end, in recognition that everyone must transition from the Army eventually, we welcomed LTC (R) James T. George to talk about "Transitioning from the Army and Entrepreneurship" when we had our next Chapter meeting in August.

In October, the Chapter started a mini-series based on Steven Covey's book "The Seven Habits of Highly Effective People." COLs Jennifer Wesley and Eric Hoggard lead the discussions with a group of appropriately 25 people. The purpose of the sessions was to reinforce to the membership the value of time management and realistic goal setting. The Chapter's monthly meeting was complemented by a novel fund-raising idea that the Chapter had never-before attempted. COL Jennifer Wesley chaired a first-ever "Eat Wings, Raise Funds" promotion with Buffalo Wild Wings, whereby 10% of everything our group

spent on food (over \$300 for this event) was donated back to the Chapter.

In November, we hosted the 41st Annual West Hamilton Dinner / Award Program and Silent Auction, this signature event also supported the Cartwright Scholarship Fund and was a great networking event for all attendees. MG Linda Singh, The Adjutant General for the State of Maryland, delivered a very moving address to the audience and challenged the gathering to be "servant leaders," in all that they do.

We ended our year with an annual Joint Holiday Social with the DC Chapter of the National Naval Officers Association (DCNNOA). DCNNOA is an US Navy affiliated organization with a similar charter and mission of The ROCKS. The event, hosted this year by DCNNOA, was held on Dec 15 at the historic Washington Navy Yard and Conference Center. The gathering reinforced our recognition of and commitment to common ground with our brethren from the other Services.

Overall, we are proud of what we accomplished in 2016 and we tout 2016 as a year of where we set our priorities early and maintained consistent fiscal discipline to finish the year strong.

MG Charles C. Rogers ROCKS Embark Upon 2016-2017 Academic Year

Written by LTC(P) Stephanie D. Sanderson



BG Owens, depicted in uniform, with members of the MG Charles C. Rogers Chapter, U.S. Army War College, Carlisle, PA

The MG Charles C. Rogers Chapter at Carlisle Barracks, PA, is comprised primarily of students and faculty assigned to the U.S. Army War College. Although each year the chapter experiences a significant change in leadership and membership due to the academic year turnover, the mission remains constant. The MG Charles C. Rogers Chapter remains dedicated to ensuring members receive the maximum opportunity to grow professionally, while simultaneously providing mentorship to the next generation of leaders.

"Concern, Dedication, Professionalism" in line with national headquarters guidance, remain the chapter's hallmark. During the 2016-2017 academic year, the chapter will conduct a three-pronged approach to execute these concepts. The chapter will focus on service to the local community (Dedication), outreach to the local community and the U.S. Army War College (Concern), and professional development opportunities with senior leaders (Professionalism). Members will implement these targets while simultaneously balancing the rigorous academic requirements of the U.S. Army War College. The desired end state is a group of strategic leaders armed with the tools to positively impact our military.

As part of the chapter's professionalism prong, Brigadier General Barbara Owens, Deputy Commanding General, United States Army Human Resources Command, Fort Knox, Kentucky, addressed the group during their monthly meeting on November 15, 2016. BG Owens discussed her experience as a former student at the U.S. Army War College and provided sage leadership advice for members and guest attendees.

The chapter is also participating in a variety of service projects during the holiday season, to include helping to pack gifts and toys donated for families in need at the Carlisle Salvation Army; serving meals at the Salvation Army's soup kitchen, My Brothers' Table; and, manning a Project SHARE Food Bank farm stand.

DC ROCKS Joins DCNNOA to Celebrate the Holidays

*Submitted by CAPT(Ret) Jerome D. Davis, SC, USN
Secretary, Washington, DC Chapter of the
National Naval Officers Association*



CAPT Abernathy (President, DCNNOA) & COL Flowers (DC ROCKS)

On Thursday, December 15, 2016, the Washington, DC Chapter of the National Naval Officers Association (DCNNOA) held its Annual Christmas Social with the Army ROCKS, Inc. at Washington, DC Navy Yard Catering and Conference Center. This year's social like in previous years featured good food, lively conversation and a DJ that rocked the house. Members, friends and family members of DCNNOA and the ROCKS had a great time. CAPT (Ret) Thomas Abernathy, USN President of DCNNOA and COL Shelia R. Howell-Flowers, USA, President of the Washington, DC Chapter of the Rocks addressed those in attendance and wished everyone a "Joyous, Safe and Happy Holiday Season"!



Guests enjoy the opportunity to network



Guests enjoy the opportunity to network



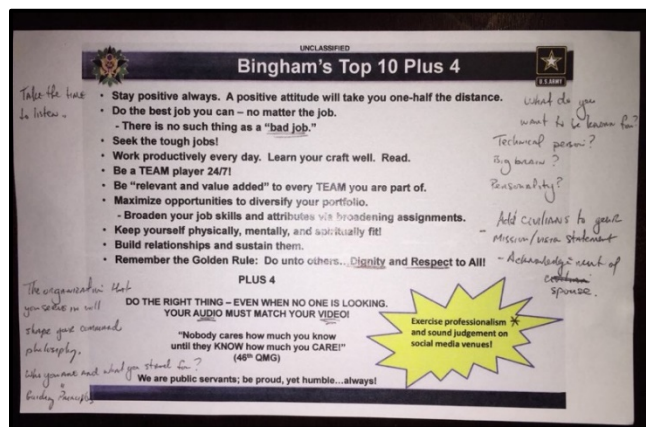
**THE ROCKS, INC
2017 ANNUAL SPRING GALA &
AWARDS CEREMONY
EARLY BIRD REGISTRATION
ONLY \$75pp**

LTG Bingham Visits the Buffalo Soldier ROCKS Chapter

Photos submitted by COL Norma Bradford



LTG Gwendolyn Bingham, the 14th U.S. Army Assistant Chief of Staff for Installation Management (ACSIM) and SGM Rodney Rhoades, ACSIM SGM, pose with Buffalo Soldier ROCKS after a mentoring session on Jan 25th at Fort Leavenworth.



LTG Bingham shared and discussed her "Top 10 Plus 4" Philosophy with attendees--advice that she has collected over the years throughout her military journey.

ROCKS ON THE MOVE



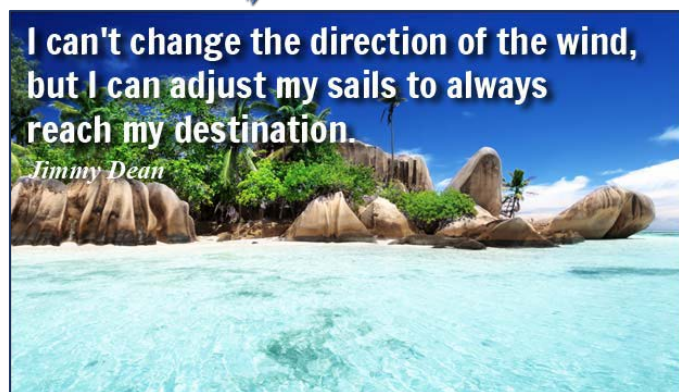
Major Natasha Sunday Clarke

*Submitted by
COL Dorene Hurt*

A 2014 COL Bobby Burke award Recipient, Major (P) Natasha S. Clarke was recently selected for Battalion Command. Handpicked to support the ROCKS, Inc. National Board, she is an exceptional officer who readily gives of her time and talent to add great value and a unique perspective to several voluntary organizations. She was born in Clanton, Alabama but is a native of Winston-Salem, North Carolina. She holds a Bachelor of Science degree in Public Relations from North Carolina Agricultural & Technical (A&T) State University and a MM in Human Resource Management from the University of Phoenix.

In September of 1997, she enlisted into the United States Army Reserves. She continued to serve in the Reserves through the Simultaneous Membership Program (SMP) while attending North Carolina A&T State University. She received her commission into the Transportation Corps as a Second Lieutenant in 2002 and completed her Transportation Officer Basic Course (OBC) at Fort Eustis, Virginia. Her first assignment was in Grafenwoehr, Germany where she served as a Platoon Leader, Company Executive Officer, Operations Officer, and Rear-Detachment Commander in the 11th/377th Transportation (Heavy Equipment Transportation) Company during Operation Iraqi Freedom I and III.

In September 2006, she graduated from the Captain's Career Course at Fort Lee, VA. During that time, she was assigned to Camp Carroll, Korea where she served as the Support Operations Transportation Officer and Battalion S4 in the 498th Combat Sustainment Support Battalion. She was later selected to command the only organic transportation company on the Peninsula, 46th Transportation (Palletized Loading System) Company located on Camp Stanley, Korea. Completing command in 2009, she moved to Fort Hood, Texas where she was assigned to the 1st Air Cavalry Brigade, 1st Cavalry Division where she served as the Brigade S3 (Rear), Brigade S4 and Deputy G4 (rear).



In 2011, MAJ Clarke attended the Intermediate Level Education (ILE) course at Fort Leavenworth, Kansas. Following the completion of ILE in 2012, she was assigned to Fort Campbell, Kentucky where she served in the 101st Sustainment Brigade as the Brigade S4. She deployed with the brigade to Afghanistan (Operation Enduring Freedom 13-14) as the Battalion Executive Officer for the 101st Special Troops Battalion.

In 2014, MAJ Clarke attended the Joint Forces Staff College (JPME II) at Norfolk, Virginia followed by her assignment to the Pentagon, serving in the Chairman, Joint Chiefs of Staff, J-4 office. MAJ Clarke is currently assigned to the Department of the Army, Pentagon where she serves as the Assistant Executive Officer to the Assistant Chief of Staff for Installation Management. MAJ Clarke is a Demonstrated Master Logistician and a recipient of the Order of Saint Christopher.

MAJ Clarke currently resides in Woodbridge, Virginia with her husband LTC (Ret) James Clarke and two children: Jasmine (5) and James III (4).

As a wife and mother, MAJ Clarke maintains balance by volunteering on the ROCKS National Board and serving on her sorority's National Board as the National Military Attaché. She also devotes her time to several committees within her church. Congratulations to MAJ(P) Clarke and her family!

War College Fills Gaps in Leader Preparation

Written by COL (Ret) Bryan DeCoster, COL (Ret) Charles Allen, and COL Douglas Orsi

Excerpts from article in ARMY December 2016

With the following words, then-U.S. Ambassador to Britain John Hay summarized the 1898 Spanish-American War: "It has been a splendid little war, begun with the highest of motives, carried on with the highest of motivations, carried on with magnificent intelligence and spirit, favored by fortune which loves the brave."

While the war resulted in victory and strategic gains for the United States, it revealed several flaws in the planning and execution of military operations. Foremost among them Secretary of War Elihu Root's reforms to address institutional failures was the establishment in 1901 of the U.S. Army War College (USAWC). Here military officers would "study and confer upon the great problems of national defense, of military science, and of responsible command."

Arguably, the U.S. viewed the quick regime changes in Afghanistan and Iraq as its two "splendid wars" of the new 21st century. But as the conflicts persisted, shortcomings in the

preparation of officers for higher levels of command were revealed. Notably, the greater capability and responsibility of units exceeded the experience and expertise of officers selected to lead them affirming, that professional military education remains a necessary element of their development for command. While the USAWC has consistently focused its curriculum on the first two great problems, responsible command has generally been an afterthought.

In any given year, 40 to 60 USAWC students will assume brigade-level command upon graduation, many within 30 to 60 days of graduation. Some of these command selectees will be the few who advance to general officer ranks and serve as strategic leaders. In addition to developing strategic thinking skills, it is important for these leaders to understand strategic-level issues related to command.

As stewards of the military profession, these leaders will be charged with demonstrating the character, competence and commitment to lead future organizational change. For these reasons, the USAWC has developed two courses to help fill gaps in preparation for command and senior leader assignments.

Responsible Command

Since 2010, the USAWC has taught the 30-hour elective course "Responsible Command" specifically to address perceived gaps in command preparation. In the 2015-16 academic year, 28 students took the course: 15 assuming command immediately following graduation. Since its inception, over 100 students have completed the course.

As with other senior-level college selectees, USAWC students have been highly successful in their careers and previous commands; however, an important part of command preparation is to understand the nuances of advancing to brigade- and higher-level commands. During the elective course, students reflect on upcoming through dialogue with experienced faculty, former brigade commanders, and most importantly, their peers.

Commanders at the brigade and higher level will lead a more diverse workforce than in their prior assignments. This is often the first time commanders will have a significant number of civilian, contractor and potentially foreign national employees, as well as a mix of organizations that perform unique missions from geographically dispersed locations. Just consider the differences in diversity and span of control between an infantry battalion and a Stryker Brigade Combat Team, or a Garrison with more than 40 installations spread across multiple German states.

Additionally, brigade-level commanders have access to and control of greater resources in terms of time, personnel, money, equipment and facilities. In this more diverse and complex environment, brigade-level commanders need to understand

and competently apply indirect and transformational leadership skills more so than the direct and transactional leadership that made them successful in the past.

The course also focuses on organizational-level issues related to command for the Army and other services, and for the International Fellows program. Discussions on topics of self-awareness, ethics, mission command, culture, command climate, organizational change, innovation, toxic leadership, and stewardship naturally link to the strategic leadership environment. As the students engage in seminar dialogue and record reflections through journaling, they begin to develop personal concepts of how these strategic-level issues will relate to their future positions of command and leadership.

The Responsible Command elective is not intended to be a substitute for Army pre-command course. Instead, it is complementary and provides students the opportunity to truly reflect, synthesize, share, and weigh ideas in a small, peer-group setting. Appropriately, Fort Leavenworth, Kan., provides students with a great deal of critical information and introduces them to the concept of journaling to develop introspection and focus efforts for their transition to command. At the War College, Responsible Command provides a venue for in-depth discussions of command and leadership topics. Reflection is reinforced as a key component, and students are encouraged to share their reflections through journaling.

The command and leadership concepts discussed in Responsible Command serve these future leaders well in brigade command but, more importantly, prepare them to be good stewards of the military profession as they advance to be the strategic-level commanders of the future.

Garrison Command

War College faculty also offer a directed-study elective course for students preparing to take garrison command to help fill a gap in their professional military education. Army centrally selected garrison command began in the mid-1990s and, at present, there are more than 70 garrisons under the U.S. Army Installation Management Command (IMCOM). For most brigade-level garrison commanders, this will be their first experience with installation management beyond being customers as on-post residents, members of a tenant unit, and recipients of base services. Accordingly, the Army provides specific orientation and training for these leaders.

However, incoming Garrison Commanders typically attend the IMCOM Garrison Leaders' Course 60 to 90 days after taking command. The War College thus recognized the need for another learning opportunity. While the small number of garrison-command-selectees -- about five students -- in each class does not warrant a traditional elective, students have sought other approaches to prepare for their unique commands.

Through a voluntary directed study, students tailor their research to address specific aspects of command. One year they focused on the topic of leader development for garrison commanders and developed a proposal for a USAWC elective. They presented a ten-lesson syllabus complete with course objectives and suggested reading material.

Another group of students explored joint basing as a recent initiative that is still under scrutiny, facing issues associated with service cultures and expectations. For each year, students assessed the alignment of the IMCOM strategy with the higher Army strategic direction and considered the impact on their future commands. Consequently, a recent student cohort used operational design to analyze the IMCOM campaign plan. Their goals were to understand the environment, identify service and organizational-level issues related to managing installations, and develop an operational approach to address these issues in command.

Research included visits with key agencies and officials in installation management. Through independent study, networking with subject matter experts, and dialogue within the group, they further synthesized possible approaches to the garrison support issues.

Finally, they visited a group of former garrison commanders who are now serving on the assistant chief of staff for installation management staff. They discussed policy implications for these issues and weighed their ideas with those who have wrestled with them before.

Through dialogue and reflection, these future commanders are now better prepared going into command to take on the complex issues faced on military installations. Most important, each student developed a 90-day transition plan for his or her specific command.

Good Stewards

Since its creation to address shortcomings identified during the Spanish-American War, the USAWC has prepared leaders for service at the strategic level. Integral to this is developing responsible commanders aligned with the Army Ethic. Formal pre-command course are the primary venue for command preparation, while War College electives provide complementary opportunities for leaders to reflect, grow professionally, and apply Mission Command in their decisions and actions. Developing the competencies and attributes for responsible command will pay dividends as these leaders become stewards of the Army Profession in their future strategic roles.



Family is not an important thing. It's everything.

Michael J. Fox

Profile from Warrant Officers' History: Chief Warrant Officer Four (Retired)

Leonard A. Dungey

By Farrell J. Chiles, CW4, USA, Retired

Leonard Alven Dungey is the oldest known warrant officer currently living. He turned 97 years old on August 19, 2016. Mr. Dungey served in the United States Army from June 9, 1941 to June 30, 1961. A total of 20 years and 22 days.

Mr. Dungey was inducted into the Army on June 9, 1941 and was assigned to Camp Davis in North Carolina for basic training. As an enlisted man, he attained the rank of staff sergeant. Dungey was appointed a warrant officer on December 21, 1942 while assigned to the 99th Coast Artillery Regiment in Trinidad, B.W.I.



CW4 Leonard Dungey

Mr. Dungey served in World War II. He deployed in September 1944 with the segregated (all Black) 597th Field Artillery Battalion, 92nd Infantry Division to Viareggio, Italy. Warrant Officer Junior Grade (WOJO) Dungey served as the battalion's personnel officer. At the height of World War II, there were 685 African American warrant officers in the Army. After the war and the downsizing of the force, as of May 31, 1946, only 89 African American warrant officers remained in the Continental United States and another 130 were Overseas. Mr. Dungey was retained on Active Duty. He received his last promotion (to CW4) on June 9, 1959. He retired from military service on June 30, 1961.

Mr. Dungey has remarkable memories of his military career. However, he seldom talks about that time in his life, since he shared his story with the world.

At the age of 95, in November 2014, Mr. Dungey authored a book, "The Best Man I Can Be: The Trials and Tribulations of a Black Chief Warrant Officer from World War II – The Astonishing Tale of One Man's Plight with American Racism". The book catalogs his experiences in the Army as an African

American in both the segregated and integrated Army. The book is available at booksamillion.com; barnesandnoble.com; and amazon.com.

Chief Warrant Officer Dungey encountered racism throughout his military career.

While assigned as a reconnaissance officer for a searchlight battalion at Fort Stewart, Georgia, Mr. Dungey did not give up his seat reserved for white passengers and stand up on the bus. He was later reprimanded by the commanding general for his behavior. The general in essence said, "Go find yourself a good nigras to show you how to act. If you lose your life down here, all the Army will do is ship your body back up north in a pine box". Mr. Dungey immediately put in a request for transfer to the Pentagon for combat duty. Sooner than later, he joined the 92nd Infantry Division at Fort Huachuca, Arizona.

In 1949, Mr. Dungey attended a six week officer's personnel management course at the Adjutant General School at Fort Lee, Virginia. He was the only black officer in the class. At the end of the course, the class president, a lieutenant colonel, informed Mr. Dungey that he could not attend the class graduation party at the officer's club because ladies from the outside would be in attendance.

At Fort Dix, New Jersey, Mr. Dungey was assigned as a personnel officer with the 9th Infantry Division, Army Basic Training. He was originally the Records Disposition Officer in the "black" personnel section. Because of his successful results, the post adjutant general moved him to a larger section which included white soldiers. Mr. Dungey was later informed that the post commanding general ordered him back to the post's black service detachment because Mr. Dungey was a black warrant officer and could not be in charge of white troops. A few days later, Mr. Dungey drove to the Pentagon and requested a transfer. Less than a month later, he was headed to Germany. Mr. Dungey received assignment orders for EUCOM (the European Command headquarters) in Heidelberg. He was further assigned to a trucking battalion stationed in Nuremberg. However, the lieutenant colonel in command of the battalion showed his racist and bigoted self. He had no intention of replacing the white lieutenant, in the position that was designated for a warrant officer, with a black warrant officer. Mr. Dungey was reassigned to a unit of his choice, a heavy-truck battalion in Frankfurt. He spent his entire three-year tour with that unit.

Mr. Dungey lives a quiet life with his wife, Virginia in Albion, Illinois. He makes a quarterly trip to the doctor in Evansville, Indiana, about an hour away. He has an office at home, a converted bedroom, which he uses as his getaway, since it's difficult for him to navigate the stairs to the basement, where his previous office was located. His office, surrounded by memorabilia, pictures, and artifacts of his life, is also where he

listens to his LP album collection of jazz, swing music, and other music that reminds him of the 30's and 40's. He has an occasional glass of Johnnie Walker Black label (scotch). He spends most of the day watching television and observing birds outside his office window. Mr. Dungey stills stays in contact with a high school classmate who lives in St. Louis.

Words from a poem that Leonard Dungey wrote:



Leonard Dungey

“Down the road, ‘round the bend,
Black and proud to the end,
Dilemma ethnic, hateful shame.
Forget the hate, beware the blame.
For all that’s just, that’s true,
A patriot, through and through.”

I salute CW4 (Ret) Dungey. He is a pioneer and trailblazer.

Farrell J. Chiles Presents Certificate of Appreciation

CW4 (Ret) Farrell J Chiles, on behalf of the County of Los Angeles Board of Supervisors, presented a certificate of appreciation to American Legion Keith Powell Post 78 at its Veterans Day Ceremony held on Friday, November 11, 2016, at Memorial Park in Claremont, California. Chiles serves as a Commissioner on the County of Los Angeles Consumer Affairs Advisory Commission.

The certificate was accepted by Robert Ainsworth, the Post Commander. Every year, the City of Claremont and the American Legion post host the ceremony to honor local veterans. The ceremony included music by the Claremont High School and El Roble marching bands, flag raising by the Boy Scouts, and a keynote speech by Captain Douglas Groce of the

United States Army Recruiting Command. Over three hundred people were in attendance at the event.

Farrell J. Chiles is a speaker and author of the book, “African American Warrant Officers...In Service to Our Country”. His next book, “African American Political Elections: Black Versus Black Candidates” is scheduled for release in February 2017.



*(Left to Right): Robert Ainsworth, Post Commander and
CW4 (Ret) Farrell J. Chiles*

2017 National ROCKS Chairman's Award for Exceptional Service

The National Board of the ROCKS, Inc. is now accepting up to three (3) recommendations from each Chapter for the "Chairman's Award for Exceptional Service." This award is presented to individual ROCKS members who have gone above and beyond to support the goals and objectives of The ROCKS, Inc. Award recommendations must be submitted using the National Chairman Award Certificate Template (visit Awards page at www.rocksincl.org for template).

Submit completed certificate(s) via email to rocksnationalboard@gmail.com no later than **Monday, February 6, 2017**. This award will be presented at the 43rd Annual Spring Gala & Awards Banquet on Saturday, April 22, 2017.

CRITERIA

The Chairman's Award for Exceptional Service is presented to those individual ROCKS members who have worked in their chapters or with the National Board to establish and coordinate programs for professional development, mentoring, scholarship or have assisted on a continuing basis in support of activities of The ROCKS, Inc.

THE NATIONAL BOARD OF THE ROCKS, INC. 2017 ELECTIONS



The election of officers will take place virtually on Saturday, **22 April 2017** prior to the Annual Spring Gala & Awards Ceremony. The following positions are up for election/re-election:

| Position | Incumbent | Term |
|--|-------------------------------|---------|
| VP Comm. & Publications | COL Dorene Hurt USA, Ret. | 3 Years |
| VP for National Guard and Reserve Components | BG Williams Walker, USA, Ret. | 3 Years |
| VP for Transitioning Members and Veteran Affairs | COL Anita Dixon, USA, Ret. | 3 Years |
| VP Membership Development | COL Eric Flowers USA | 3 Years |
| VP Mentorship | COL Austin Bell USA, Ret. | 3 Years |

**Chapter representatives appointed by chapters (Total of 5).*

Essentially, the nominating and election process is 7 steps as follows:

1. Appointment of Nominating Committee **January 2017**.
2. Request nominations from elected officers and Chapter Presidents **February 2017**
3. Receive nominations and develop slate of officers **DEADLINE: 28 February 2017**
4. The Nominating Committee meets. **TBD**
5. Slate of Officers circulated with request for additional nominations. **DEADLINE: 9 March 2017**
6. Additional nominations may be made independently of the Nominating Committee by any twelve (12) or more members. The names of such nominees and the offices for which nominated, together with the names and signatures of the twelve (12) proposers, must be filed with the Rocks Secretary not less than thirty (30) days prior to the voting day. **DEADLINE: 23 March 2017**
7. Voting: **22 April 2017**
 - a. Chapter Presidents vote for their chapters
 - b. Each Board member has one vote.

Any ROCKS, regular or life member is eligible to be nominated and hold office, regardless of location.

Nominations are highly encouraged and must be submitted to the nominating committee electronically to **rocksnationalboard@gmail.com** not later than **28 February 2017**.

BECOME A BOARD MEMBER

SUPPORT THE ROCKS, INC. THE NEXT TIME YOU TRAVEL

The National Board of the ROCKS, Inc. has partnered with Imagine, Inc. as a way to raise funds to support the operations of the organization. We are seeking your support as you begin your summer traveling.

Book your next hotel at www.StayFaster.com with the Promo Code **ROCKS**, the organization will receive **7% back** from every booking. Also, when a member from a local chapter books a reservation using the code, The National Board of the ROCKS, Inc. will send a percentage of the 7% to the local chapter. *(Be sure to add or update your chapter affiliation in the online membership directory).*

Steps:

1. Go to <https://www.stayfaster.com/>
2. Click the square box in the top right corner with three lines and select "Create an Account".
 - a. Enter Promo Code for your chapter (shown below)
 - b. First and last name
 - c. Email address
 - d. Password (must be 8-20 characters)
3. Once account is established, go back Login page. Login and fill in profile data.
4. Now go back to web link "Stay Faster- The Fastest Way to Book Your Next Hotel"
5. Follow instructions by providing requested info, then hundreds of hotels to select from will appear. Select your hotel and Book your reservation.
6. A confirmation notice from "Front Desk" will be sent to the email address you provided.
7. The more you book through this site will increase the "royalty" to your Chapter.
8. Safe travels and remember this is a fundraiser. Encourage friends and family to use it as well using your chapter's promo code.



| Chapter Promo Code | Location | Chapter Name |
|--------------------|-----------------------|-------------------------------------|
| ROCKS01 | Weisbaden, Germany | European Chapter of the ROCKS, Inc. |
| ROCKS02 | Fort Benning, GA | Follow Me |
| ROCKS03 | Fort Bliss, TX | Fort Bliss Chapter |
| ROCKS04 | Fort Bragg, NC | All American Chapter |
| ROCKS05 | Fort Gordon, GA | Fort Gordon |
| ROCKS06 | Fort Hood, TX | Phantom Warrior ROCKS |
| ROCKS07 | Fort Jackson, SC | James Webster Smith Chapter |
| ROCKS08 | Fort Leavenworth, KS | Buffalo Soldier Chapter |
| ROCKS09 | Fort Lee, VA | Central Virginia Chapter |
| ROCKS10 | Fort Stewart, GA | Marne Chapter of the ROCKS, Inc. |
| ROCKS11 | Hampton Roads, VA | Hampton Roads Chapter |
| ROCKS12 | San Antonio, TX | SAM Houston Chapter |
| ROCKS13 | South Korea | Morning Calm Chapter |
| ROCKS14 | Washington, DC | DC ROCKS |
| ROCKS15 | West Point, NY | The Henry O. Flipper Chapter |
| ROCKS16 | Oahu, HI | Aloha Chapter of the ROCKS |
| ROCKS17 | Fort Campbell, KY | Fort Campbell, KY |
| ROCKS18 | Fort Leonard Wood, MO | Harry S. Truman Chapter |
| ROCKS19 | Fort Knox, KY | Gold Vault ROCKS |
| ROCKS20 | Fort Carson, CO | Iron Horse ROCKS |
| ROCKS21 | Atlanta, GA | Atlanta Chapter of the ROCKS, Inc. |
| ROCKS22 | Carlisle Barracks, PA | MG Charles Rogers Chapter (AWC) |
| ROCKS23 | Forsyth, GA | Patriot ROCKS |

WELCOME NEW MEMBERS

MAJ Marva Askew
COL Darrell Aubrey
2LT Janelle Bass
COL William Bell
MAJ Christopher Bizer
CPT Danielle Bledsoe
1LT Justin Brown
LTC Vaughan Byrum
MAJ Mashandra Elam

CPT Austin Franklin
COL Renee Gore
CPT April Habib
LTC Aaron Hill
MAJ Matthew Hintz
COL Valerie Holmes
CPT Rodrick Polk
2LT Jarquese Powell
MAJ Kimberly Ramos

WO3 Carl Schimpf
LTC James Sears
2LT Sharonne Temple
MAJ Shani Thompson
MAJ Moses Thompson
CPT William Wallace
MAJ Lowell Williams
COL Herbert Willingham
MAJ Vashaun Wrice

Joined 11/14/2016-1/17/2017



- ✓ Volunteer to serve on the Leadership Outreach and Cadet Enhancement Team
- ✓ Attend chapter meetings
- ✓ Be accessible and become a mentor
- ✓ 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
- ✓ Volunteer to provide your expertise and guidance in assisting current and transitioning civilian members
- ✓ Become a Corporate sponsor

What is Volunteerism?

- Volunteerism, in its conceptual form, includes the individual or collective efforts of **willing individuals**, known as volunteers, to **act in ways which work toward the betterment of oneself, other individuals, communities, society and/or the world.**
- **Volunteering** means "**commitment**" to pledge yourselves to a **noble cause** and **for good to others!**

National Dues are now due on 1 September of each year and the current dues structure, effective 1 May 2015, is: \$20 for cadets; \$33 for GS-12 & below, and; \$58 for O4/GS-13 and above. These fees are prorated based on when NEW members join the organization. As a reminder, a member must be financial with National before receiving recognition as financial at the local level.

Please feel free to forward me any questions- I look forward to working with you!

All the best!
Eric Flowers, VP, Membership Development

THE ROCKS, INC. CHAPTERS

All American Chapter

Fort Bragg, NC
LTC Hise Gibson USA
abnrocks1@gmail.com

Aloha Chapter of the ROCKS

Oahu, HI
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| Follow Me, Ft. Benning, GA | Flowers, Eric COL |
| Fort Gordon, GA | Richardson, Velma BG |
| Fort Irwin, CA | Adams-Ender, Clara BG |
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| Morning Calm Chapter, South Korea | Francois, Frank COL |
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If your Chapter is active and does not have a Board Advisor, please call WSC Associates at 301-423-5500 and one will be assign to your Chapter.