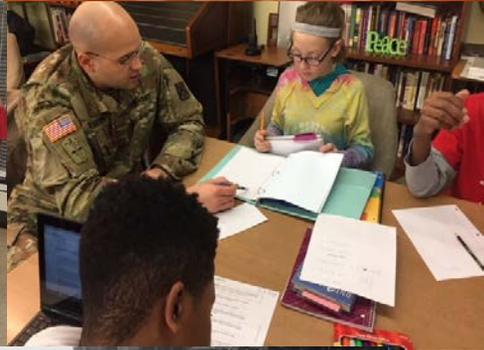


THE ROCKET

SPRING 2018



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Spring*

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Chairman's Message



I hope this finds everyone and their families well and prospering. Spring is here; however, Mother Nature had other thoughts by sending us a series of nor'easters. What is great about this time of year, is the rejuvenation we have from a long winter to the buds and flowers of spring which ultimately produces fruit.

We humans also sense a feeling of rejuvenation. Organizations tend to do the same thing. Our ROCKS organization is about to experience a same sense of renewal. Our elections will serve as our opportunity to follow Mother Nature's process. I am very confident that our elections will take our organization to new heights. I am sure each of you who remain will provide our new team the same level of support as you have given our current team.

This quarter has been a very busy one. It began with the arrival of our new Secretary of the Army and his introduction to the ROCKS. Secretary Esper's views are included in this edition, so please read his views of where the army is headed. Remember, his view impacts all our futures.

Each time I pause to reflect on our organization, I can't help but reflect on the fact that we started with a focus on field grade officers. We now have

expanded that focus extending a ROCKS' welcome to all levels of officers, cadets, and senior civilians. I raise this point because I recently had the pleasure of meeting with a group of junior officers. They are our future, let's not forget to listen to them. Remember we are here to groom them, provide guidance, give them the latitude to take action and contribute, and then appropriately recognize them for the support and service. Let us also remember the ROCKS started with a group of field grade officers led by a senior officer who took the time to invest in leaders who were and are the future of our Army.

Our relationship and partnership with AUSA continues to thrive. Together we sponsored sixteen ROTC Cadets to the BEYA Stars and Stripes Dinner. The event was a resounding success. It provided an excellent opportunity to coach these young men and women. I expect this to become a reoccurring partnership event.

We were fortunate to witness the richly deserving recognition of several of our ROCKS:

- General Wilson was inducted into the officer candidate school hall of fame for his service to our nation and after retiring his philanthropy and contributions in the community.
- LTG(R) Becton was deservedly recognize and honored by having the FEMA's National Response Center named in his honor. His legacy continues. We continue to be honored by his presence.
- LTG(R) Jordan was notified that he has been selected as a distinguished graduate. We offer our congratulations for this esteemed honor.

We also witnessed the richly deserving promotion to LTG of Leslie C. Smith and appointment as the 66th The Inspector General. Kudos to all of these honorees.

The highlight of our year will be occurring in several weeks as we

celebrate outstanding achievements. We will conduct our National ROCKS Leadership and Training Conference and our Annual Spring Gala and Awards Ceremony, April 19-21, 2018.

The following are our awardees. Each epitomizes what it means to be a ROCK.

- ❖ Honorary ROCK of the Year: GEN James C. McConville, our Vice Chief of Staff, a long-term supporter of the ROCKS;
- ❖ ROCKS of the Year: GEN(R) Carter Ham, LTG Leslie Smith and COL(R) Sheila Howell-Flowers;
- ❖ COL Robert "Bobby" Burke winners -- LTC Darren Spears and LTC Craig Evans.

We will unfortunately miss several Army and ROCKS stewards: MG Hughes, the Commanding General of Cadet Command and LTG Caslen, Superintendent of the United States Military Academy both have made huge contributions to the Army and the diversity of our officer corps. Their efforts will have a positive impact our Army for years to come.

You will note that we are privileged to have a chaplain on board. His words are both inspiring and most welcomed.

Well, I didn't think writing this message would be this difficult to close, but everything must come to an end. It is time for new energy and leadership. Thanks to all of you for making this organization what it is today. Also thank you for your tireless efforts and unyielding support. Good luck and God bless.

Don't forget to raise a prayer for all of our service members who are in harm's way so they return home safely.

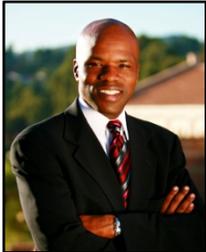
A handwritten signature in black ink, appearing to read 'Earl Simms'.

Earl Simms
BG USA (Ret.)
Chairman

Message from the National ROCKS Chaplain

Sunday Morning Joy

By James D. Key



I must admit, I've always thought that Good Friday was an odd name for a day that has historically been associated with the brutal death

of Jesus. Of course, it came to be called "good" because Jesus' death on the cross was regarded as the perfect sacrifice that canceled out human sin and allowed man to be reconciled with God.

This holiday took on special significance in 2006, when I returned to Fort Bragg, North Carolina, on Good Friday after a year-long deployment to Baghdad, Iraq.

After returning from the war zone, I felt a sense of guilt and a need for penance and prayer that Friday. Then on Sunday morning, instead of spending Easter in church, I sat alone in my hotel room. I spent the time reading the Bible, and praying and thanking God for watching

over me and my unit during our deployment. After I emerged from that room, I felt a sense of peace and resurrection.

When I think of Easter, I also think back to when I was a kid growing up in the Crenshaw district of Los Angeles. Early Sunday morning, my family gathered at Mount Carmel Missionary Baptist Church for service. Unlike any other Sunday, on Easter the church crowd was much larger and the atmosphere was festive.



The highlight of the morning was listening to Reverend John H. O'Neal's sermon. His voice booming, he reminded us that Jesus might have been falsely accused, beaten and crucified on Friday, but early Sunday he got up from the grave with all power in his hands.

Despite how difficult life might have been for us at the time, we left feeling empowered and optimistic. We

believed that through faith, hard work and personal responsibility, we could be resurrected from the vicissitudes of life. This year, the reverend's optimism reminds me that the joy of Easter is preceded by the suffering of Good Friday. Though many Americans, today, struggle to find a job, make ends meet or pay their mortgage, better days aren't that far away. It is true, when you are down to nothing, God is up to something!

This Easter, I hope that families and battered souls who have suffered hardship and adversity take a moment to escape to a peaceful place – as I did in 2006. And in the process, experience peace, joy and a resurrected soul. It is true, "Weeping may endure for a night but joy cometh in the morning (Psalm 30:5)."



James D. Key is a Chaplain serving with the 10th Mountain Division, Fort Drum, New York.

at the 2018 ROCKS Gala

<p>❖ 2018 Honorary ROCK of the Year GEN James C. McConville, USA</p>	<p>❖ Colonel (Retired) Robert "Bobby" B. Burke Award:</p>	<p>❖ LTG Edward Honor Leadership Award Cadet Keith Rowan MS IV, Jackson State University</p>
<p>❖ 2018 ROCKS of the Year GEN Carter F. Ham, USA, Retired LTG Leslie Smith, USA COL Shelia Howell-Flowers, USA, Retired</p>	<p>LTC Darren T. Spears, Gator Chapter, Fort Polk, LA</p> <p>LTC Craig L. Evans, Morning Calm Chapter, South Korea</p>	<p>❖ RC Cartwright Scholarship: Cadet Jacari White MS III, Florida A&M University Cadet Holly Njabo MS II, Virginia Military Institute Cadet Jacob Baehman MS II, Virginia Military Institute Cadet Yolonda Decker-Williams MS IV, Grambling State University Cadet Karriem Davis MS IV, Howard University Cadet Ruben Perinon MS IV, Florida A&M University Cadet Vernon Dallas MS IV, Bowie State University</p>

DEADLINE FOR SUMMER EDITION: JUNE 2, 2018

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)

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- Page Margins = 1" Left, Right, Top and Bottom
- The text should be Font=Times New Roman; Font Size=10. No special formatting. Use left justification. Maximum number of words=600 words
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TOP STORIES

Army Secretary Esper: Budget flexibility, Congress' Support Can Help Army Modernize

By C. Todd Lopez

WASHINGTON -- The Army is grateful for increases offered in the Fiscal Year 2018 budget, said the service's secretary, but added greater flexibility on how to use that money is needed to make the best use of it.

"Giving us flexibility -- and there's a lot of talk on the Hill of doing that -- to spend those dollars, in my mind, will make sure we spend it smartly, more effectively," said Secretary of the Army Dr. Mark T. Esper. He also said that with more flexibility in spending, he will be able to provide "better training for my Soldiers, better maintenance, and I can deliver better outcome for the taxpayer."

As part of a discussion Monday at the Center for Strategic and International

Studies in Washington, D.C., Esper, along with other service secretaries, spelled out what Congress might do to help their services besides additional funding.



Secretary of the Army Mark T. Esper speaks with Kathleen H. Hicks of the Center for Strategic and International Studies in Washington, D.C., March 12, 2018. Esper, along with Secretary of the Navy Richard Spencer and Secretary of the Air Force Heather Wilson, met for a public discussion on modernization, military budgets, and the current state of military operations.

Esper said he is looking for legislative assistance in the future, possibly with revisions to the Defense Officer Personnel Management Act, as a way to better manage personnel and talent in the Army.

In the short term, Esper said there may be a need for legislative changes that will allow the Army more flexibility in the way it conducts acquisition, especially as the Army plans to stand up its Futures Command this summer.



Secretary of the Army Dr. Mark T. Esper meets with U.S. Army Soldiers in the field. Esper spoke at the Center for Strategic and International Studies in Washington, D.C., March 12, 2018, for a public discussion on modernization, military budgets, and the current state of military operations.

The new command is expected to go a long way toward furthering the Army's six primary modernization goals.

"I think helping us follow through and overhaul the acquisition system, geared toward Army Futures Command and what we are building, would be helpful," Esper said.

MODERNIZATION

In October 2017, the Army spelled out six primary capabilities it wants to modernize. Those capabilities include long-range precision fires, a next-generation combat vehicle, future vertical lift platforms, a mobile and expeditionary Army network, air and missile defense capabilities, and Soldier lethality.

Also in October, the Army announced it would stand up a new command this summer called the Army Futures Command. This command would bring the pursuit of those modernization goals and other goals that arise in the future under one roof, as well as the acquisition efforts that will be needed to move them all forward.

Esper told those at the CSIS event that now is the right time for the Army to build Futures Command.

"The Army has had its share over the years of good programs," Esper said. "But we've also had our share of programs that have gone bad. Billions of dollars spent, years behind delivery, or maybe a product never appearing."

Future Combat Systems and the Comanche helicopter program are examples of failed programs, he said. Failed programs such as these "hurt us from a fiscal standpoint," Esper explained. "And it's denied the Soldiers the tools, equipment and weapons systems he or she needs to be effective on the battlefield."

Army Futures Command will solve the problems that led programs like Comanche or FCS to fail, he said. Right now, Esper noted that the critical components for Army acquisition are spread through multiple commands.

"What we are proposing to do with Army Futures Command is to pull in all those disparate elements that are critical to the modernization process and put them under a single command, with a single person in charge, a single general officer, who is now responsible, and who is accountable to me and the chief of staff of the Army for delivering those products on time and on schedule within the key performance parameters," Esper said.

The new command "really promises us the ability to deliver what the Soldier needs, when he or she needs it," he added.

BEST SOLDIERS

Esper also said that while other nations and potential adversaries may continue to develop new weapons systems -- which the U.S. will match -- what sets the U.S. military apart from other military forces is not gear, but people.

"I think what distinguishes our military, which makes us the premiere fighting force in the world, which guarantees, I'm confident, that we will prevail in any conflict, is the quality of our service members, of our Soldiers, Sailors, Airmen and Marines," Esper said. "They are, bar none, the best in the world. They are smart, they are aggressive, they are persistent, and they have a lot of grit."

Esper said he Army needs modernized gear for Soldiers, and he plans on getting the Army started in that pursuit. But what the Army also needs, he said, are "a lot of these service members."

Resourcing the Army - FY19 Budget Request

Provided by Army Financial Management & Comptroller

What is it?

The Army's Fiscal Year 2019 Budget Request, followed by consistent, predictable and sufficient funding over time, provides fiscal stability, which empowers the Army to accomplish the goals outlined in the National Defense Strategy.

What is the Army doing/has done?

The Army's FY2019 Budget Request sets the foundation for a trained and ready Army capable of deterring potential adversaries and, if required, winning our Nation's wars

What continued efforts does the Army have planned for the future?

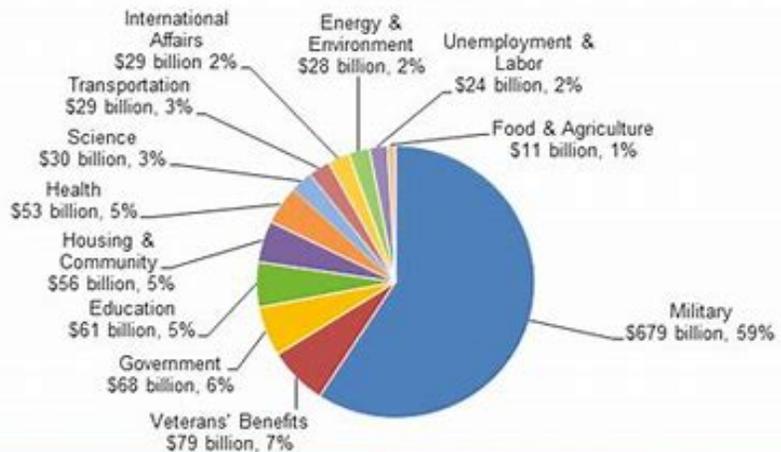
The Army must modernize its capabilities, and reform our institutional processes to innovate faster than near-peer adversaries in order to increase warfighter readiness.

To that end, the FY19 Army Budget Request:

- Trains the Force with increased combat training center rotations (16 active and four National Guard) and resources three additional Security Force Assistance Brigades.
- Operates the Force through improved global posture; focusing on the Pacific and Europe
- Sustains the Force by prioritizing rapid global response and force protection readiness and improves the industrial base and ammunition management
- Supports the Installation Enterprise with continued commitment to Family and Soldier programs, improving facility sustainment and continued invest in restoration and modernization
- Supports a Total Army end strength of 1,030.5k Soldiers - 487.5k Regular Army, 343.5k Army National Guard (ARNG), 199.5K U.S. Army Reserve (USAR)
- Grows Active, Guard, Reserve full-time support for the ARNG and USAR and increases funding for Reserve Component Soldiers on active duty supporting missions.
- Funds a military pay raise of 2.6% and an entitlement increase of basic allowance for housing (2.9%) and basic allowance for subsistence (3.4%).



Trump FY 2018 Discretionary Budget Request, \$1.15 Trillion



nationalpriorities.org



Source: OMB, National Priorities Project

- Fills critical capability gaps and improves lethality in munitions, and air and ground combat platforms
- Increases modernization of Abrams, Bradley, Stryker, and Paladin combat vehicles
- Increases procurement of critical missiles, rockets and 155-mm artillery projectiles
- Increases RDT&E for: Mobile protected Firepower, Combat Vehicle Prototyping, Long Range Precision Fires, Synthetic Training Environment and Short Range Air Defense

Why is this important to the Army?

The Army's FY 2019 Budget will help to ensure the Army increases the overmatch capability and remains the world's preeminent ground fighting force through investments in current and future readiness to deter adversaries and, when necessary, fight and win.



Can South Korea's Leader Turn an Olympic Truce Into a Lasting Peace?

By Choe Sang-Hun & Motoko Rich



Kim Yong-nam, the nominal head of state of North Korea, and Kim Yo-jong, sister of the North Korean leader, Kim Jong-un, looking on behind President Moon Jae-in of South Korea and his wife, Kim Jung-sook, during the Olympic opening ceremony on Feb. 9. Credit Doug Mills/The New York Times

FEB. 25, 2018 SEOUL, South Korea — South Korea's president, Moon Jae-in, has worked hard to be a matchmaker in this month's Winter Olympics, getting North and South Korea to march together in the opening ceremony and tirelessly urging visiting dignitaries from the North and the United States to talk.

But as the 16-day Games end on Sunday and the Olympic euphoria wears off, Mr. Moon may find the hard part of managing these relationships is just beginning.

On Sunday, Mr. Moon scored a potential diplomatic breakthrough when Kim Yong-chol, a senior North Korean official attending the closing ceremony, said the North was willing to open dialogue with the United States.

It was unclear whether Mr. Kim attached any preconditions. After Vice President Mike Pence met with the South's leader this month, American officials said they were open to holding preliminary talks with North Korea — but only to reassert their position that sanctions and pressure will not let up until the North starts denuclearizing. Moon will face some tough choices as he tries to accomplish two goals, building on a hard-won Olympic détente with North Korea while also preventing a rupture with the Trump administration, which is raising the pressure on the North to give up its nuclear weapons. He also wants to pursue his own agenda of taking a leading role in defusing tensions around the Korean Peninsula, which remains technically at war.

Mr. Moon may see an opportunity in the surprise offer by the North Korean leader, Kim Jong-un, conveyed in person by Mr. Kim's sister, to hold their first summit meeting in Pyongyang. Mr. Kim seized on Mr. Moon's peace overtures before the Olympics to send his sister, Kim Yo-jong, to the opening ceremony and a large contingent of cheerleaders and athletes to the Games in Pyeongchang, South Korea.

But Mr. Moon also knows he must convince the Americans to give him a chance. In a sign of how hard that will be, and how deeply the United States and North Korea distrust each other, Mr. Pence, who was Washington's envoy to the opening ceremony, and Ms. Kim would not even look at each other despite being seated only a few feet apart.

On Friday, Mr. Moon argued for a South Korean-brokered peace and for the United States-North Korea talks when he met with President Trump's daughter Ivanka Trump, who arrived to attend the Games' closing ceremony. He told her he wanted to improve ties "in parallel" with efforts to denuclearize the North.

Analysts said that once the Olympics ended, Mr. Moon would be left to sort out how much of the North's so-called charm offensive, in which it refrained from provocations like missile tests, could last.

"South and North Korea used the Olympics to use each other," said Yoo Dong-ryul, director of the Korea Institute for Liberal Democracy in Seoul. "The South was desperate to ease tensions. The North wanted to soften its image and weaken international sanctions. Now comes the hard part for Moon, after the Olympics."

Without a solution to the nuclear issue, relations between the two Koreas "will eventually revert to the same crisis mode before the Olympics," Mr. Yoo said.

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Ivanka Trump watching the men's big air snowboard event in Pyeongchang, South Korea, on Saturday with Kim Jung-Sook, the country's first lady, and Kang Kyung-wha, the foreign minister. Credit Doug Mills/The New York Times

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Without a solution to the nuclear issue, relations between the two Koreas "will eventually revert to the same crisis mode before the Olympics," Mr. Yoo said.

So far, Washington and Pyongyang seem unable to talk. The North Koreans, including Mr. Kim's sister, canceled a meeting with Mr. Pence in Pyeongchang after he refused to soften his criticisms of the North's weapons and human rights.

North Korea seeks to be accepted as a nuclear power and win economic concessions in return for not advancing its nuclear programs any further, analysts say. But the United States insists it will never enter any serious negotiations or ease sanctions until the North commits itself to nuclear disarmament.

Over the weekend, Mr. Trump announced harsh new sanctions against North Korea and warned of tougher measures if the North fails to relinquish its nuclear arsenal.

The hard line out of Washington has stood in conspicuous contrast with the more conciliatory gestures from Seoul.

David Straub, a former American diplomat who is now a fellow at the Sejong Institute in South Korea, said there were rising frustrations in Washington that Mr. Moon was "apparently working at cross purposes with the Trump administration's effort to apply 'maximum pressure' on North Korea."

This "could result in a serious clash of wills between the two allied leaders," Mr. Straub said. "If the Trump administration or the Moon administration does not change its fundamental position, the odds are increasing that relations between the two will worsen."

Mr. Moon, a dogged advocate of dialogue with the North, had spent the last year helplessly watching the Korean Peninsula edge toward active war, as the North test-launched intercontinental ballistic missiles and conducted its most powerful nuclear test, and Mr. Trump threatened to rain down "fire and fury" on North Korea. Desperate to avoid a possible military conflict, Mr. Moon seized upon the Pyeongchang Games to craft what

some analysts called an "Olympic truce."

"It dramatically lowered the pitch of tension on the Korean Peninsula, replacing tests, threats and tweets with face-to-face talks, and it restored Seoul as a key player in the game," said John Delury, a North Korea expert at Yonsei University in Seoul.

The question, Mr. Delury said, is the extent to which the Trump administration is willing to let South Korea be a mediator with the North, especially as expectations in Washington have dwindled that the Chinese president, Xi Jinping, can persuade the North to disarm.

Some Trump administration officials said the United States had to accept that there was now a viable diplomatic channel between North and South Korea, and figure out how to use it for American goals. The first step, according to these officials, is for the administration to settle on a more consistent message toward North Korea.

The United States has veered in recent weeks from expressing openness to diplomacy to reiterating threats of military action if the North does not curb its nuclear and missile programs. The net effect, according to analysts, has been to confuse both North and South Korea.



Supporters of the unified Korean team waiting for players in Gangneung, South Korea, on Feb. 10. Credit Chang W. Lee/The New York Times

White House officials will also have to decide how to react if the inter-Korean diplomacy accelerates. The Trump administration is determined not to make undue concessions to North Korea, a mistake it says both Democratic and Republican presidents

have made. On the other hand, if the United States takes too hard a position, analysts said it could prompt Mr. Moon to conclude that the Americans will never come around.

That could prompt Mr. Moon to set off on his own, isolating the United States by driving away one of its most important allies in Asia, which could end up drifting closer to China.

“Once the ball gets rolling, it’s very hard to stop, in large part because Seoul and Beijing want talks so badly,” said Evan S. Medeiros, a managing director at Eurasia Group who was a senior Asia adviser to President Barack Obama.

Analysts said Mr. Moon was trying to get that forward momentum by seizing on this chance to move the peninsula toward peace with South Korea in the driver’s seat.

“Moon Jae-in is not a naïve waif,” said Gordon Flake, the chief executive of the Perth USAsia Center at the University of Western Australia. “The South Koreans are desperately seeking to change the trajectory, which was leading to a conflict, and at the same time to do that while not giving too much space between them and the United States.”

For both the Trump and Moon administrations, the first big test will be what to do about joint United States-South Korean military exercises that were postponed during the Olympics and the Paralympics, which will take place from March 9 to 18.

North Korea has indicated that it will restart weapons tests if the drills resume, scuttling Mr. Moon’s efforts to broker a peace.

Conservatives in both South Korea and the United States fear that anything less than the full resumption of the war games would only advance the North’s ultimate goal of ridding the peninsula of the American military presence, which they say the South needs for protection.

But progressive South Koreans who support Mr. Moon would most likely

see a push by Washington to resume the exercises as “throwing cold water over the South’s Olympic party,” and as an effort to derail Mr. Moon’s push for inter-Korean rapprochement, said Lee Byong-chul, senior fellow at the Institute for Peace and Cooperation in Seoul.

South Koreans who attended Olympic events were cautious about how much the Olympic diplomacy could accomplish.

Yeon Ju-lee, 21, who recently watched a joint Korean team in women’s ice hockey, said she felt relieved that the North’s participation in the Olympics was easing fears of possible war. But, she said, actual political unification “will take a long time.”

Another spectator, Lee Hae-man, 62, said recent developments were promising “because we are all one family together, North and South.”

“I will feel very betrayed if Kim Jong-un goes back to missile tests,” he added.

Choe Sang-Hun reported from Seoul, South Korea, and Motoko Rich from Gangneung, South Korea. Mark Landler contributed reporting from Washington.



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Mentorship in the Army in a Time of Change

By GEN James C. McConville



GEN McConville
36th Vice Chief of Staff of the Army

The Army has long recognized that it attracts some of the best men and women in the country. These men and women come from different backgrounds, and each individual brings a diverse set of skills and talents into unit formations. While exceptional talent has always existed in the ranks, the Army has not always done the best job of identifying and leveraging it. As the entire Department of Defense looks to reform outdated and bureaucratic processes, one way the Army is leading change in personnel management is through a renewed focus on mentorship.

Mentorship is an investment in people. It provides incredible benefits to leaders, empowering them to chart new paths to success in their chosen career field, and paves the way for the generations of leaders who will follow them. It creates a learning exchange where both the mentor and the mentee receive the benefit of growth and creativity.

The mentor-mentee relationship exists outside of the traditional unit structure. Therefore, it is not constrained by the organizational limitation that comes with direct leadership within the chain of command. A mentor from a different branch or background brings new experiences and perspectives. These different perspectives help to round out institutional knowledge and encourages the development of

innovative solutions to each new challenge.

Mentorship is portable, unrestricted by the boundaries of a PCS move or even a transition out of uniform. It helps to further talent management within the force by identifying and nurturing those leadership qualities that are not readily apparent on an Officer or Enlisted Record Brief.

When I mentor Soldiers, I often highlight the seven qualities of highly effective units. If leaders can master these seven things, they will be successful. Great units are ones in which everyone does the right thing, and does it right. These units are highly trained organizations where everyone knows their job or is aggressively trying to learn it.

Discipline is another hallmark of a great unit. Discipline is evident when everyone is in the right uniform at the right time, at the right place and doing the right thing. Great units are full of physically and mentally fit Soldiers, resilient people who focus on improving these attributes.

Great units have positive command climates, where Soldiers treat everyone with dignity and respect. These positive command climates create cohesive teams. Everyone on the team takes care of each other and their family members. No one is left behind.

Finally, great units understand risk management. They avoid unnecessarily high-risk behavior, but also understand that high-risk activities can mean high payoff. Leaders who can master these seven qualities and instill them in their units will prevent 99% of the problems that occur within our formations.

Effective talent management requires leaders at every level – from the individual Soldier to the most senior leader—to be engaged and empowered to nurture the talent that exists across the force. Mentorship is a critical component to this as we manage talent one Soldier or officer at a time. Organization leaders should make

mentorship a priority, both within and outside their formations, in order to nurture the talent we need to resolve the leadership challenges of the future.



USARPAC hosts Regional Leader Development Program

By CAPT Joshua Taft

FORT SHAFTER -- U.S. Army-Pacific is preparing to host its second iteration of the Regional Leader Development Program-Pacific, or RLDP-P.

The program develops Pacific-based mid-level officers, noncommissioned officers and civilians with regional instruction and strategic leadership development to excel in positions of greater responsibility in Pacific-aligned positions.

"Investing in the development of leaders that are agile, adaptive and innovative is a requirement for today's operational environment," said the

USARPAC commanding general, Gen. Robert B. Brown. "By providing our Soldiers the education, training and regional experience beyond the institutional military basics, we yield a more strategic, adaptive and professional leader in the future who can win in a complex world."

The program consists of four phases that aim to provide graduates with a comprehensive understanding of strategic regional complexities, familiarization with the Indo-Asia Pacific region diplomacy, and economic and cultural diversity.

The first phase of the course strikes at the very core of talent development. RLDP-P has partnered with both the Office of Economic Manpower Analysis at the U.S. military and the Army G1 Talent Management Task Force to assess its students and provide them with professional feedback that will enhance their military careers.

"Leaders need to know their personal and professional strengths and weaknesses," said Lt. Col. Christopher Bachl, USARPAC's Leader Development Division director, "and by evaluating our students' abilities, we



Students from the RLDP-P visit tour the Korea Expressway Corporation Headquarters on Sept. 28, 2017. (Photo Credit: Capt. Joshua Taft)

will not only be able to provide them feedback on their strengths and weaknesses, but also direct them to specific career paths and positions based that complement assessed talents."

RLDP-P has also partnered with the East-West Center in Manoa, Hawaii, to provide tailored leadership instruction geared toward the Pacific area of responsibility (AOR). The East-West Center promotes better relations and understanding among the people and nations of the U.S., Asia and the Pacific through cooperative study, research and dialogue.

RLDP-P students this year will partake in strategic leadership electives at the East-West Center to refine their expertise on contemporary issues confronting nations in Indo-Asia Pacific.

Phase II of RLDP-P includes two elective classes from the Command and Staff Officer Course in Fort Leavenworth, Kansas: Military Power in U.S. Pacific Command and Asia-Pacific Strategic Studies.

"Military Power in USPACOM is designed to improve student awareness and knowledge of the actual and relative military strength of nations in the Indo-Asia Pacific," said Lt. Col. Ted Johnson, the course instructor.

"While the primary focus of this seminar is Military Power in the USPACOM AOR, it also seeks to improve student knowledge of the Indo-Asia-Pacific and its diverse geography, military history, ongoing and potential crisis area, and the strategies and military capabilities of selected key regional nations."

Asia-Pacific Studies is designed to improve student awareness and knowledge of the region and its diverse geography, cultures, economies and political systems, and it examines U.S. interests and objectives, country-to-country, and regional relationships, and U.S. policies and programs in the Asia-Pacific.

Together, these courses combine to present an all-encompassing survey of the Asia-Pacific Region and are designed to give students an understanding of and appreciation for duty as a PACOM staff officer.

Phase III of the program incorporates an 18-day in-country immersion into three countries in the Indo-Asia Pacific. Students apply their newly acquired strategic understanding of the AOR to exchange ideas with foreign think tanks, defense attaché officers, foreign military officers, state department officials and members of non-governmental organizations.

"Our visit to Timor L'este was one of the most eye-opening experiences I've had in the Army," said Capt. Katherine Taylor of 10th Regional Support Group in Okinawa, Japan, who participated in USARPAC's inaugural RLDP-P last year. "This course allowed me to look at my experience (past and present) with new, enhanced perspective and greater understanding."

This year the RLDP-P is planning on traveling to Australia, Singapore and Vietnam.

RLDP-P's fourth phase is optional for participants, but highly encouraged to promote a career of lifelong learning. Following completion from the first three phases of the RLDP-P, participants are encouraged to personally enroll in a master's education program and continue to study the region through distance learning at a reduced cost with financial assistance from the post-9/11 bill or tuition assistance program.

The RLDP-P has partnered with Webster University to award 15 credits towards a Master of Arts degree in International Relations (a 36-credit program) upon completing Phases I through III.

USARPAC launched the inaugural RLDP-P in August 2017. Forty-one students graduated from the program, including two Airmen, two Sailors, one Marine and one Coast Guardsman.

This year the program will also include attendance from international partners.



Building Your Portfolio – Set Your Mix and Stick To It

By Mark D. Troutman and Kirk Taylor

In the winter edition of the ROCKET, we considered the aspects of compounding, the tradeoff between risk and return. You've taken the first steps in the road to secure your financial future and you're ready to think about constructing an investment portfolio. Now, let's consider what factors you should consider in constructing an investment portfolio. As you construct your investment portfolio, you should clearly define your financial objectives and write them down. Make a list of your assets and liabilities; what you own, and what you owe. You need a monthly budget that meets your expenses and generates savings. Finally, make sure you have taken an honest inventory of the financial risks you face, and have an emergency fund to meet these risks and any unexpected expenses.

Now you're ready to start constructing your investment strategy. We touched on this in our last installment and laid out some basic considerations of risk and return. Let's examine the factors that contribute to the investment returns and some basic strategy you might use to construct a winning portfolio. As you build your portfolio, think about the composition of your portfolio, the choice of assets

allocation and how often you change that mix. As always, think about risk as you make those choices.

But change your holding period for stocks to as long as five years, and the risk of having a losing period in stocks diminishes significantly. Hold a stock

bonds and lock in a guaranteed return. Perhaps you might want to move that entire first year's tuition into a five year US "Inflation Protected" Treasury bond, currently yielding 2.1%. Your funds will keep pace with inflation and you will know exactly what will be available when you need it. Put in a few dollars more to buy the tissues for the drop off at the dorm.

By contrast, what should you do with your retirement funds with that event still more than twenty years away? Leave the majority in stocks so that those funds have greater opportunities to grow over time. As a basic guide, match your selection of asset class – stocks, bonds or cash – to the time horizon when you will need to use the funds. Then, take as much risk as you are able to handle and let time do the work.

What this simple article illustrates is that that your investment policy – the mix of your portfolio between various asset classes – matters a great deal. In fact, research over time consistently documents the fact that asset choice alone determines the vast majority of your returns, 93.6% to be exact.

We have all heard the headlines about how a particular company or a specific industry has had a great year and produced spectacular returns. All of us have also read about companies that have gotten it wrong and lost a bundle. You might ask if it is smarter to pick the winners and avoid the losers and do better for yourself. Indeed, that would be a good choice until you consider the actual data. In any given year, the majority of professional charged with picking the winners and avoiding the losers of the stock and bond markets fail to beat a broad index of their respective market. Over time, picking individual stocks added very little to investment returns. What was more effective was investing in a diversified mix of companies that represent the asset class you've selected. You can accomplish this goal by purchasing an index fund of your chosen asset class for a very low management fee.

Continued on page 20

Asset Class	Average Return	Range of Returns (One Year)
Small Stocks	12.0%	-36.1% to +55.1%
Large Stocks	10.0%	-37.0% to +37.1%
Government Bonds	5.6%	-2.7% to +18.2%
Treasury Bills (Cash)	3.4%	0.1% to 14.3%
Inflation	2.9%	10.1% to 13.9%

As a fundamental principle, the opportunity to gain additional return means you have to take greater risk. Risk has a specific meaning here – the possibility that you might not have the amount of funds you need for a specific goal at a particular time. Let's say that you placed \$20,000.00 in small stocks with the goal of buying a car in a year. You are taking a big chance on driving something nice or having to rethink your plans in a year.

portfolio for ten years and the risk of having a down period is almost zero. By contrast, holding a bond that promises 2% interest over its two year life for that exact period and you know precisely what the return will be – 2%. So one essential choice on your investment strategy will be to decide what mix of stocks and bonds you'll hold over time and how you will adjust them as your objectives change.

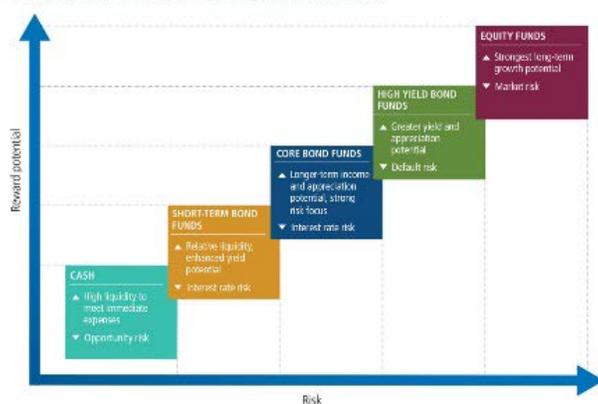
Over time, the range of losses and gains narrows in any asset class to the average return, an aspect that we'll address in greater detail in the next edition of the ROCKET. Over long periods of time, three out of four years involved a gain, and one out of four one year periods involved a loss for stocks. The up and down years are almost impossible to predict, even for professional investors.

As a basic example, think about two investment objectives that tend to be long range for most people, planning/preparing for retirement and saving for children's college expenses. If you are a young family with a recently arrived child, college tuition might be twenty years away and your retirement might be forty years away. If you are thinking ahead, you will want to set aside some funds for each of these objectives and see them grow

as much as possible over time. With time horizons far off, you can take some risk and put a substantial chunk of those investments into stocks to gain a higher return.

Now fast forward the scenario fifteen years. Your child is about to enter high school. If you haven't done so already, you would want to move some of Junior's future tuition into

THE RELATIONSHIP BETWEEN RISK AND REWARD





Communication in Support of a Mentorship & Leader Development Organization

By Karen M. Wrancher

Anyone who has worked one year or over the course of decades knows what it is like to be part of a great organization with a great working climate. We learn what makes a great organization through training, reading books or on a more personal level -- through our own life experiences. Great organizations have leaders that are inspiring, appreciate your efforts and as a result you are willing to work that extra hour or go that extra mile for great leaders. Conversely, the organizations with poor working climates have high personnel turnover rates, high absenteeism and you as an employee, worker or volunteer can't wait to leave. We know when we are a part of good or great organization but what exactly are some of the elements of a good (healthy) organization? Good organizations have specific characteristics that include having a clearly defined structure, strong leadership, high employee morale, training opportunities, they accept risks as they adapt to change and they have great teamwork.

Clearly Defined Structure. The ROCKS, Incorporated has strategic plan which outlines the structure of the organization and clearly defines the objectives, measure of effectiveness and a timeline associated with those milestones. This document was created and posted on the ROCKS,

Incorporated webpage. The strategic plan is to assist all of us in having a sense of order and organizational structure, understand it and assist in the implementation and achievement of our organization's goals. For our organization to be successful, all of us should understand what is needed to reach shared goals and make every effort to achieve them.

Strong Leadership. Good leadership is one of the main characteristics of a healthy organization. Leaders are often the representatives of their organization and are the principle figures charged with articulating the vision and future direction of an organization to people who are not familiar with the organization or its purpose. Leaders recognize the strengths of their employees, develop those strengths or skill sets and knows how to synergize these talents getting everyone to work together. Consequently, leaders have a good relationship with employees based trust.

High Employee Morale. Healthy organizations possess high employee morale. When leader or employer make employees feel like a valued member of the team and address them with dignity and respect, most of the time, employees desire to work and support the organization for a long time. The productivity of employees is high and

organizational/teambuilding events are enjoyable and successful.

Offers Training Opportunities. Good organizations take time and resources to invest in the professional development of their employees by offering training opportunities. Organizations provide the training to empower and enable employees to do the tasks they are responsible for executing and even advance to higher positions within the organization. Organizations bring in other individuals to provide the necessary corporate-wide training. The ROCKS Incorporated is providing such an opportunity with upcoming 2018 National ROCKS Leadership and Training Conference, "Legacy of Mentoring: Our Future Imperative". We will have professional development sessions for cadets, presentations from Army leaders, a presentation from Chick-A-Fila and training for ROCKS Chapter Presidents.

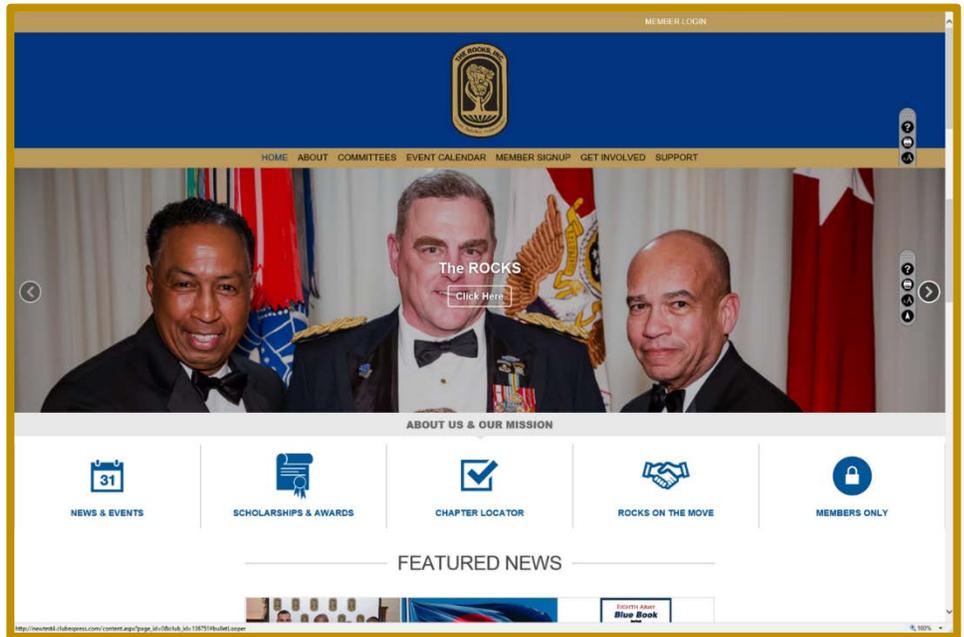
Manage Change. Good and great organizations are willing to accept risks to change when necessary to better support its customers or members and in order to remain relevant. They also know how to adapt to technological or operational changes. They try to stay ahead or in line with changes in the industry and business environment.

Great Teamwork. Healthy organizations understand that it takes a

In the ROCKS, Employees = Volunteers = YOU

collaborative effort to compete in their market. Therefore, they capitalize on the knowledge, experience and skill sets of ALL its employees or members. Leaders offer their assistance in helping employees achieve organizational objectives and goals. For an organization to achieve long-term success and remain healthy they have to know how to continually develop teams that achieve goals which support the mission of the organization.

To assist in our effort to be a great organization, the ROCKS, Incorporated website is being redesigned. The new website will have a Resources tab with the ROCKS, Incorporated Strategic Plan, handbook, the ROCKS Mentorship SOP as well as templates and examples for informational briefings, storyboards and even how to conduct a “video” interview for your chapter’s website or Facebook page to assist members in chapter’s operations.



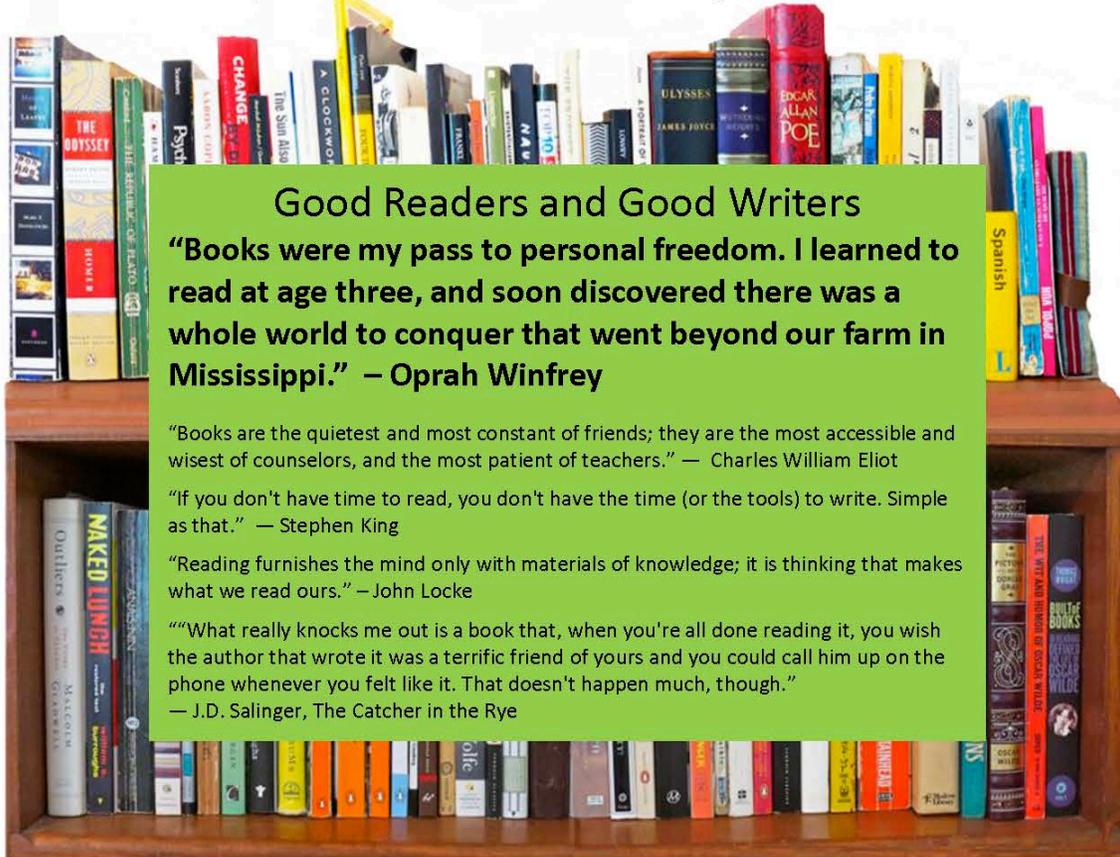
Coming Soon: New ROCKS, Incorporated website



WHAT'S YOUR FAVORITE BOOK?

Whether you read hard copy, on your Kindle or iPad, everyone has a favorite book. One that inspired them or caused an epiphany. More importantly a good book provokes thought, teaches us something, causes reflection and even dares us to dream BIGGER dreams. So tell us what's yours? Tell us your favorite book and why and you'll see it in an edition of the ROCKET.

Send your response to VPComms4ROCKS@gmail.com.



Good Readers and Good Writers

"Books were my pass to personal freedom. I learned to read at age three, and soon discovered there was a whole world to conquer that went beyond our farm in Mississippi." – Oprah Winfrey

"Books are the quietest and most constant of friends; they are the most accessible and wisest of counselors, and the most patient of teachers." — Charles William Eliot

"If you don't have time to read, you don't have the time (or the tools) to write. Simple as that." — Stephen King

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

"What really knocks me out is a book that, when you're all done reading it, you wish the author that wrote it was a terrific friend of yours and you could call him up on the phone whenever you felt like it. That doesn't happen much, though."
— J.D. Salinger, *The Catcher in the Rye*

One of my favorite books is *Once an Eagle* because it's a great book on leadership and I was once an Eagle (101st).



It stresses the importance of character and provides conflicting styles of leadership of two Officers who rise to the General Officer rank.

- GEN James C. McConville
36th Vice Chief of Staff of the Army

My favorite books are *ARMY LEADERSHIP FM 22-100 June 1999*, "BE, KNOW, DO ". I believe it is a must read. It is the most comprehensive document on leadership that I have read. The neat thing is that the most junior to the most senior will comprehend the content .

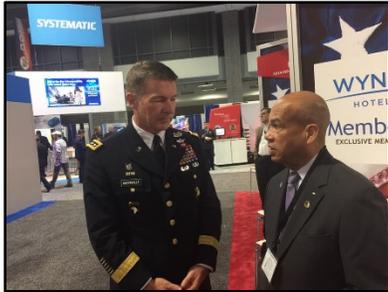
My other favorite is *Thank You for Being Late* by Thomas L. Friedman. His thesis is to understand the 21st century, you need to understand that planet's three largest forces—Moore's Law (Technology), the Market (Globalization) and Mother Nature (Climate change) are accelerating all at once.

These accelerations are transforming five key realms: the workplace, politics, geopolitics, ethics and community. Friedman indicates the tremendous increase in computing power is one of the major factors at the root of this. He indicates the release of the iPhone together with the advances of silicon chips, software storage, sensors and networking created a new technology platform.

- BG(R) Earl Simms
Chairman of ROCKS, Incorporated

A BLACK HISTORY REFLECTION: Mentorship Built on a ROCK

By BG(R) Earl Simms
National ROCKS Chairman



BG(R) Earl Simms speaking with the 36th Vice Chief of Staff of the Army, General James C. McConville about ROCKS, Incorporated and Mentorship

We recently celebrated the life and legacy of a great American, Martin Luther King. His contributions and leadership has and will continue to shape our country for years to come regardless of an individual's gender or ethnic background. He is obviously not alone as there are many African Americans have impacted our society and our world.

There are many individuals and organizations who have and will continue to make a difference in our country and our Army. I would like to present one such organization, for 43years, The ROCKS Incorporated has been working to make a difference in our country and our Army's Officer Corps, Department of Army Civilians and their spouses.

In the mid-1960s a group of African American Officers who were attending the Command and General Staff College (CGSC) were introduced to a Colonel Roscoe (Rock) Cartwright. Colonel Cartwright, a member of the CGSC Faculty hosted a welcome reception for them. His intent was to introduce them to the college and articulate the keys to successfully completing the course and succeed as an Army officer. This group not only embraced his guidance they remained connected well after graduating from

the CGSC. The group called themselves "The Blue Geese". A number of them were then assigned to the Washington Metropolitan area and remained connected, gathering socially. They soon recognized the need to formalize their organization and centered it around the mentorship of young African American officers.

Unfortunately, as they were considering what would be the formal name for the organization tragedy struck, BG Cartwright and his wife were killed in a plane crash. As fate would have it, it was determined the appropriate name for their organization would be The ROCKS, Incorporated. The organization named after the late BG Roscoe Cartwright's using his nickname, "Rock". The organization is designated as 501(c)3 organization. Today, the organization has grown consisting 15 active chapters and 6 Interest groups which are either located on or near major Army Installations and contingency of operations around the globe. Our organization is partnered with other Army associated organizations such as the Association of the United States Army, Military Officers Association of America, and Retired Military Officers Business Association.

The original membership was originally limited to African American field grade Officers. Today the organization remains focused on the leadership development of all men and women by maximizing their skills as officers. This is to support them so they may lead our Army and its future formations. The organization is open to all men and women (ROTC / West Point Cadets) Reserve, National Guard and Senior Civilians GS-12 and above. The organization follows the Mentorship, Coaching, Counseling principles outlined in the Army's Mentoring Handbook. Noteworthy Luminary members include General Roscoe Robinson Jr., General Colin Powell, General Johnnie Wilson, General Larry Ellis, General Lloyd Austin, General Dennis Via, General Vincent Brooks, General William Ward, Lieutenant General Authur Gregg, Lieutenant General Julius

Becton. These are but a few of the many senior officers and civilians who have been a part of this historic organization. We are proud to be in support of the Greatest Army in the world.



70 Years and Counting: The Legacy of Maj Gen Frederic Davison

By COL (Ret) Charles Allen



MG Frederic Davison

This year marks the 70th anniversary of the integration of the U.S. Armed Forces. By the time President Harry Truman issued Executive Order (E.O.) 9981 declaring "the policy of the President that there shall be equality of treatment and opportunity for all persons in the armed services without regard to race, color, religion, or national origin", Frederic Davison had been to war for his nation and back again.

Commissioned as an Army Reserve lieutenant in 1939, Davison was called to active duty in the spring of 1941 and served in the 92nd Division (Colored) as a platoon leader, company commander, and then battalion S3 officer in the 366th and 371st Regiments.

These units saw combat against Axis forces during World War II in North

Africa and Italy. Known as the Buffalo Soldier Division, the 92nd was part of a segregated U.S. Army where black soldiers were assigned to formations under the command of white officers. While several accounts disparage the performance of African-American units in World War II, Davison commented that “we [the 366th Regiment] had two enemies to fight. We had to fight the Germans in the Apennines, and we had to fight the 92nd Division hierarchy.” In his judgment, “It almost seemed as though there was a design for failure” as units of the division were ill-trained and under poor senior leadership.

Upon his unit’s deactivation and return to the United States after the war, Davison briefly rejoined his alma mater Howard University as a medical school student before accepting a regular army commission. Davison continued to serve in the Army with his posting to South Carolina from 1947 to 1950 to train a Reserve Officers Training Corps (ROTC) unit. Like many of Davison’s returning servicemen, he was fully cognizant that the rights, for which his soldiers fought and died for others in Europe, were not part of social contract of African-American citizens on their home soil.



Davison being promoted to the rank of Colonel

Within the issuance of E.O. 9981 in July 1948, perhaps Davison felt his faith and commitment to service would be justified. His subsequent assignments to military bases in the United States, Germany, and South Korea over the following decades of service would test this faith—his commitment never wavered.

While the U.S. Army resisted integration using arguments about morale, unit cohesion, and readiness, Davison flourished as a military leader and officer. Recognized for his performance and potential, he attended professional military education programs like the Infantry Officers Advanced Course. He was selected to be a student of the Army Command and General Staff College at Fort Leavenworth, Kansas. And he was ultimately selected to attend United States Army War College. In Carlisle, Lieutenant Colonel Davison joined New York Army National Guard Lieutenant Colonel Otto van Exel as the first African-American officers to graduate from that prestigious program in 1963.

As senior military officers, Davison and van Exel witnessed a fundamental shift in a turbulent American society. The August 1963 March on Washington served as a precursor to the Civil Rights Act of 1964. Following his war college graduation assignment to the Pentagon and command of a training brigade in Texas, Davison served in combat during the Vietnam War. He was selected to be the deputy brigade commander and then commander of the 199th Infantry Brigade during the Tet Offensive of 1968.

Twenty years after Truman’s signing E.O. 9981, Davison was promoted to the rank of brigadier general and became only the third African-American to attain that rank in the U.S. military. His subsequent command assignment was to lead the Eighth Infantry Division in Bad Kreuznach, Germany. His final active duty Army assignment was as the commander of the Military District of Washington. Over his distinguished career, Davison accomplished a series of firsts. The first active duty African-American officer to graduate from the Army War College; the first African-American to command a brigade in combat; the first African-American two-star general; and the first African-American division commander.

The legacy of Davison continues today in his hometown with the current acting commanding general for District of Columbia Army National Guard Brigadier General William Walker—an African-American. Davison paved the way for the Army’s four-star General Lloyd Austin, who from March 2013 to March 2016, served as the first African-American combatant commander of United States Central Command. And now General Vincent Brooks, serves in his second four-star assignment as the Commander of United States Forces Korea, United Nations Command — Republic of Korea, and U.S. Combined Forces Command.



General Frederick Davison, the country’s first black Field Brigade Commander, officiating at an awards ceremony at Fire Base “Stephanie.”

The history of America necessarily includes the history of African-American citizens, whether civilian or military. E.O. 9981 was immediately preceded by E.O. 9980, in which President Truman ordered “All personnel actions taken by Federal appointing officers shall be based solely on merit and fitness; and such officers are authorized and directed to take appropriate steps to ensure that in all such actions there shall be no discrimination because of race, color, religion, or national origin.”

Progress in the United States will be demonstrated by whether people like Frederic Davison are judged by their “merit and fitness” and able to leave a legacy that makes us proud to be Americans.



MG Carl Rodgers Chapter Honors African Americans in Times of War

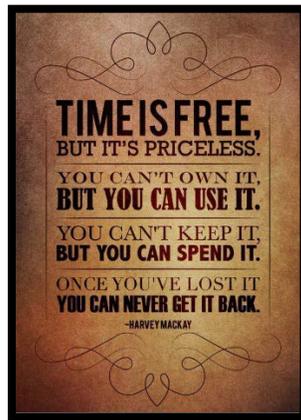
By LTC (P) Andre L. Burks

On February 14, 2018, members of the MG CARL RODGERS Chapter participated in the Carlisle Barracks Black History Month event. Participation included being a part of a discussion panel, along with Brig. Gen. William Walker, acting Commanding General of the National Guard District of Columbia. Each member of the panel provided comments regarding African Americans contributions from the Past, Present, and Future.

Brig. Gen. Walker began providing a brief history of African Americans participation in Army National Guard. LTC Landis Maddox continued with providing a story about COL Charles Young's involvement in the Spanish American War with the Buffalo Soldiers. He also described how COL Young was the third African American to graduate from the U.S. Military Academy and the 1st African-American National Park Superintendent.

He was followed by LTC Yolanda Maddox who provided information on African Americans who are making significant impacts today. She described how Lt. Gen. Nadja West went from being an orphan to the highest-ranking African American woman in the history of the United States and currently serves as the Army's Surgeon General.

LTC Andre Burks finished up with a discussion on African Americans in the future. He directed his comments to young adults by stating you have the opportunity now to be whatever you want to be in life because of the sacrifices of those who came before you, so make them proud.



You Spring Forward For Daylight Saving Time Because Of Energy Policy, Not Farmers

By Kelly Phillips Erb



When I got back from my run this morning, my husband was scrambling to get our son out the door for soccer practice. He asked the time, and I told him that it was almost 10:30 am. "Real 10:30 or fake 10:30?" he asked. It's a fair question. Half of our clocks - the digital ones connected to phones and computers - sprung forward automatically last night while the other half - some old digital clocks combined with a handful of analog clocks - still have the "old" time this morning. That's because last night, time sprung ahead in some parts of the world, ours included, for Daylight Saving Time (DST).

Before 1966, laws setting dates for DST were somewhat fluid. The United States officially adopted DST during World War I - after Germany did so - but the unpopular law was removed soon afterward. It continued to be observed sporadically in some states until World War II when President Franklin D. Roosevelt again signed temporary DST into law. As before, the law didn't continue after the war.

That changed in 1966 when President Lyndon Johnson signed a bill into law calling for Daylight Saving Time to begin on the last Sunday of April and end on the last Sunday of October each year. The dates were tweaked again, twenty years later, under Ronald Reagan who amended DST to begin at



Brig. Gen. William Walker (center), Discussion Panel Members of the MG Carl Rodgers Rocks Chapter, and Army War College Leadership

2 a.m. on the first Sunday of April and end at 2 a.m. on the last Sunday of October. Just about twenty years later, President Bush signed the [Energy Policy Act of 2005](#) (downloads as a pdf) which, among other things, extended DST by four weeks. That's the same schedule we're on today.

The beginnings of Daylight Saving Time are often credited to Benjamin Franklin. The idea appeared in his 1784 essay, "[An Economical Project](#)," though many are quick to point out that it was considered to be satire. In the essay, Franklin calculates the hours spent burning candles and declares:

An immense sum! that the city of Paris might save every year, by the economy of using sunshine instead of candles.

Whether or not Franklin actually inspired DST, it's clear that the underlying concept is what drives DST today: energy savings.

If you find yourself reading back up to see where you missed the bit about the farmers, there's no need: despite popular opinion, the adoption of DST in America had nothing to do with accommodating farmers. In fact, [according to Tufts University professor Michael Downing](#), "That's the complete inverse of what's true. The farmers were the only organized lobby against daylight saving in the history of the country." Why? Among other reasons, it left them with an hour less sunlight to get crops to market.

Instead, the DST has long been linked to energy policy. The Energy Policy Act of 2005 was no exception. The Act took several years to nail down, largely because of a controversy over whether energy policy should favor fossil fuels or solar and wind power. The result was a mish mosh of new rules and tax credits, including a number of credits written as energy policy incentives.

One popular tax credit in the Act was for fuel efficient vehicles (hybrid vehicles). The credit, which allowed up to \$3,400 in tax credits on qualifying vehicles, expired in 2010. Today, other

tax credits still exist for some vehicles, including [plug-in electric drive cars](#).

The Act also offered a federal tax credit for residential energy efficient property. Initially, the credit included qualified solar electric systems; qualified solar water heaters; qualified fuel cell property; qualified small wind energy property; and qualified geothermal heat pumps. Some of that credit expired after 2016 but the [credit](#) for solar electric property and solar water heating property was extended through December 31, 2021 (with a gradual step down).

Continued on page 31

Building Your Portfolio – Set Your Mix and Stick To It
Continued from Page 13

Finally, does the timing of those investment mix decisions matter? All of us want to buy when the market is low and then sell our assets when prices are as high as possible. The problem is that the day to day moves of financial markets are very hard to predict even for the professionals. While all of us want to avoid market drops, it turns out that the timing of decisions to adjust your portfolio mix matter very little. The same study that investigated what makes for the return on your investment portfolio concluded that the timing of decisions added only small fraction to your portfolio return. What is important is that you adjust your portfolio mix to match risk. In our

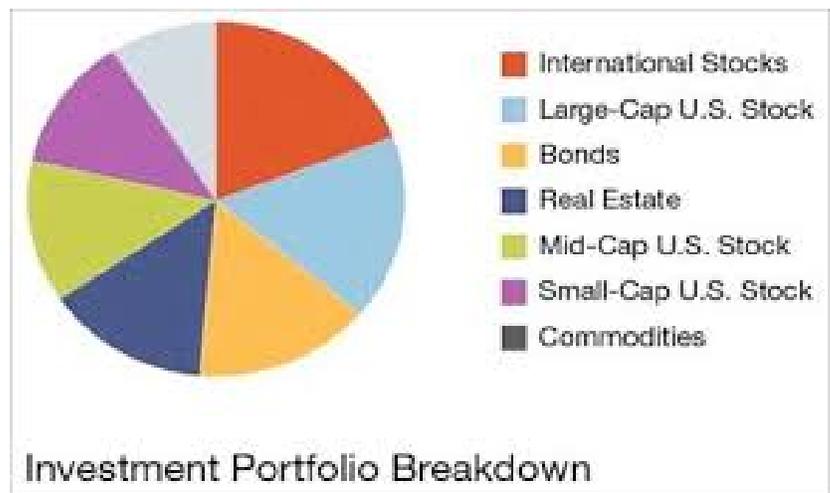
earlier example, it doesn't much matter when in 8th grade that you shift Junior's college tuition to bonds, just that you shift those funds.

The conclusion? Decide your investment mix based on the time horizon of your goals and your personal tolerance for risk. Then make your investments and stick to your plans. Adjust your mix as your circumstances change and don't be swayed by the lure of short term wins or losses. A steady strategy wins the race over the course of time.

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

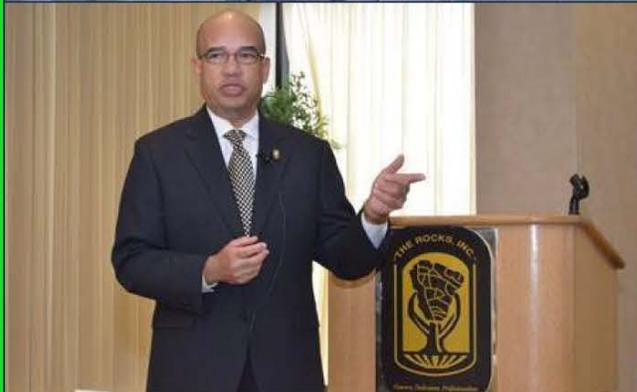
W. Kirk Taylor, CFP® is an Executive Vice President at 1st Portfolio Wealth Advisors in Fairfax, VA

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THE ROCKS, INC. NATIONAL LEADERSHIP AND TRAINING CONFERENCE

2018 Theme: "Legacy of Mentoring: Our Future Imperative"



19 - 21 APRIL 2018
Fort Belvoir Community Center
10300 Taylor Road, Fort Belvoir, VA

PRESENTATIONS FROM THE LEADERSHIP OF:
U.S. ARMY HQ, USACC, USAREC, FIRST ARMY, and THE DC ARMY NATIONAL GUARD

Special Invited Guest: CHICK-FIL-A RECRUITING TEAM PRESENTING "FRANCHISE 101"
[Click Here to Register via Event Brite](#)

2018 ROCKS SPRING GALA

21 APRIL @ 1800, THE KORAN ROOM, FT MYER'S PATTON HALL



The Spring Gala is a signature event of The ROCKS, Inc.. Every year, members from various chapters are recognized for their contributions and ROTC Cadets are awarded scholarships. The following awards and scholarships are presented: National and Chapter General R.C. Cartwright Scholarship Awards; Chapters' Volunteerism Awards; National ROCKS, Inc., Chairman Awards; Colonel Robert B. Burke Award; ROCK of the Year Award, and; Honorary ROCK of the Year Award.

FOR MORE INFORMATION, OR TO REGISTER, VISIT WWW.ROCKSINC.ORG

Unsung Heroes: Recognizing and Preserving Black History

By Karen M. Wrancher

Black History Month has passed but there are efforts underway to recognize our unsung heroes all year round. Black History Month which was started by Carter G. Woodson and Association for Study of Negro Life and History was originally one-week long. The celebration was the second week of February because the same timeframe was Abraham Lincoln's (12 February) and Frederick Douglass's (14 February) birthdays. President Gerald Ford who formally expanded the observation of Black history to a month during our Nation's Bicentennial celebration. He urged Americans to "seize the opportunity to honor the too often neglected contributions of African Americans in every endeavor throughout our history". Today, there are different groups or associations engaged in efforts to erect monuments or preserve the history honoring these unsung heroes. Heroes that did not receive proper recognition for their contributions due to the racial discrimination and segregation of their respective era.

Following the Civil War, regiments with African Americans known as Buffalo Soldiers served on the Western frontier battling Indians and protecting settlers. These Buffalo Soldiers formed two regiments of all black 9th and 10th Cavalry. The regiments were created after Congress passed legislation in 1866 which allowed African-Americans to enlist in the country's regular peacetime Army. In 1907, a detachment of the ninth cavalry was sent to West Point, the *best Cavalry men of their time* instructed cadets at West Point. These buffalo soldiers supported cadet riding instruction and mounted drill, which was conducted on the grounds known as Buffalo Soldiers Field. In 1931, the 9th Cavalry was replaced by the second squadron of the 10th Cavalry which remained at West

Point until its inactivation in 1946. This action prompted by the executive order by President Truman that ended racial segregation in the United States Military.



Artist Rendition of the West Point Buffalo Soldier Monument that will stand in front of the barracks named in honor of the General Benjamin O. Davis, Jr.

These Buffalo Soldiers include Lieutenant Charles Young, the third graduated from West Point. Charles Young would be the first African-American to rise to the rank of Colonel. Young served as the first military attache serving in Port-au-Prince and Liberia. Young also served as the commander of the 10th Cavalry in Fort Huachuca, Arizona, during the Philippine-American War and after retirement he was the first United States National Park Superintendent. The Buffalo Soldiers of West Point provided instruction to such leaders as

General George C. Marshall and General Dwight D. Eisenhower. The future general Benjamin O. Davis, Jr., the fourth African-American to graduate from West Point became a cadet a year after the 10th Cavalry started providing instruction. Today there is an effort to dedicate a Buffalo Soldiers monument at West Point. Major General (Retired) Fred Gorden, the first African-American Commandant of Cadets had led the effort serving as the chairperson of the special projects committee. The goal is to unveil the monument in front of the newest barracks named after General Davis to commemorate the 140th anniversary of the West Point Class of 1877.

The 6888th Postal Battalion was the *first and only all African-American female battalion, consisting of both enlisted and officers that served overseas during World War II*. The unit was nicknamed "Six Triple Eight" with their motto, "No Mail, No Morale" answered the call to duty. When Army officials believed that undelivered mail was hurting morale, they traveled in Birmingham, France. They worked at a temporary post office which was located in converted hangers with mail reaching up to the ceiling. The Six Triple Eight devised their own system to handle the backlog



The 6888 Postal Battalion marching in a parade in France during World War II

of mail. Led by Major Charity Adams Earl, the battalion finished what was supposed to be a six-month task in three months in May 1945. The women of this distinguished unit worked in three different shifts, seven days a week, processing and delivering mail which was a morale booster to the soldiers in Europe. They handled an estimated 650,000 pieces of mail. The 6888 was a segregated unit, sleeping or eating in different locations than other Soldiers. The battalion consisted of postal clerks, cooks, mechanics and other supporting positions, making the 6888 a self-sufficient unit. After Birmingham, they traveled to Roenun, France to deal with a mail there with some of the letters that were three years old. The Six Triple Eight participated in a ceremony at the place where Joan of Arc died.

Some of the women felt that European locals treated them better than people did in the United States. Military Police in a Women's Auxiliary Corps were not allowed to have weapons, so they used jujitsu to keep out "unwanted visitors". In Paris, France, they were housed in a luxurious hotel and received first-class treatment. In February 1946, the unit returned to United States where they were disbanded at Fort Dix, New Jersey. There was no public recognition for their service at that time. Today, there is a fundraising effort taking place to dedicate a monument to honor these women which be unveiled in September at the Buffalo Soldier Monument Park, Fort Leavenworth.

Before Brown v. the Board of Education, there were areas in our nation where there were limited educational opportunities for African Americans that desired to attend institutions of higher learning. One school in particular was the Havre de Grace Colored School in Harford County Maryland, whose roots lie firmly in the Jim Crow era of public education. Built in 1910, the Havre de Grace Colored School provided education for African Americans only though the eighth grade. Although public schools existed in the county since 1896, African-Americans

desiring an education beyond the eighth grade had to travel to Baltimore or as far as Delaware to obtain a public high school education. It was not until 1930 that the county agreed to establish a public high school for African Americans. More than just brick and mortar, the Havre de Grace Colored School symbolizes the lives and legacies of those ancestors who fiercely advocated for better educational opportunities for African-American students. The building tells a story of determination and perseverance of parents, teachers and concerned citizens who simply wanted to give African-American children a better chance at life.



Mrs. Patricia Cole present a check to Nina Webb, the winner of the Langston Hughes Youth Oratorical Contest

Mrs. Carol Bruce, former Havre de Grace Colored School student stated, "Despite the challenges of segregation, the teachers of the Colored School endeavored to ensure students graduated with a first-class education." In 1965, 11 years after Brown v. Board of Education, the schools in Harford County were finally integrated. Today, the ladies of the Prince William County Alumnae Chapter of Delta Sigma Theta Sorority, Inc. and some of Havre de Grace Colored School students have hosted a series of fundraising events, to include a Langston Hughes Oratorical Contest, to raise awareness of this

forgotten piece of African-American history. As a result of their efforts, they have been successful in raising funds to purchase the one hundred year old school building located at 555 Alliance Street in Havre de Grace, Maryland. Now their efforts are directed to restoring the school that has been designated as a historical landmark. "It is said that if you don't know where you came from you certainly don't know where you're going." Mrs. Bruce stated. As these efforts unfold to save or recognize these parts of Black History, it also recognizes the spirit of triumph and the humanity in all of us.



Mrs Carol Bruce talks to the audience about Havre de Grace Colored School

Want more information on:

Buffalo Soldiers Association of West Point visit –

<http://www.buffalosoldiersofwestpoint.org>

<http://www.buffalosoldiersofwestpoint.org/monument-project>

The 6888th Postal Battalion Battalion visit –

<https://www.womenofthe6888th.org>

<http://soldiers.dodlive.mil/tag/6888th-central-postal-directory-battalion/>

The Havre de Grace School Foundation visit –

<http://www.hdgcologedschool.net>



ROCKS' CHAPTER ACTIVITIES

Mentorship Nuggets from the Buffalo Soldier ROCKS Chapter

By CPT(P) Tamara A. Da Silva



"A mentor is someone who sees more talent and ability within you than you see in yourself, and helps bring it out of you."

Bob Proctor

Mentorship and coaching. Experienced professionals, particularly those committed to supporting the development and success of the profession, have imparted their wisdom and insights to those less experienced members of their communities for centuries. Within the United States Army, mentoring has grown into an informal practice between individuals over time, while coaching grew into a formal tool that organizations can use to nurture and professionally develop their personnel.

The Buffalo Soldier Chapter of ROCKS, Inc. members consist largely of current Command and General Staff Officer College (CGSOC) students who are immersed in a tsunami of information on subjects ranging from leadership to National Security Policy and Strategy; yet, still make mentorship and coaching a priority. Outstanding ROCKS leaders continue to feed into eager company and field grade officers with notes from the field. In honor of Black History month, a time of appreciation for leaders past and present, here are a few mentorship nuggets you should consider adding to your rucksack.



MG Gary Brito and COL Kendall Clark with members of Buffalo Soldier Chapter of ROCKS, Inc. on 13 November 2017

Major General Gary M. Brito, Commanding General, JTRC and Fort Polk, LA

"Mentorship is an investment in our future leaders. It serves as an opportunity to exchange ideas, advise, and counsel. There is no new turf out there in the field; therefore, any problem or challenge that a young leader will have, a senior leader has more than likely experienced it."

"Leaders can mentor others simply by extending a handshake to those coming up in our ranks and share those experiences and problems faced, whether it is solicited or not. You can lead with "How are things going in your career planning?" or "You should consider applying for this position in a

few years from now." Offering an extension of help can assist officers, warrant officers, and enlisted soldiers reach their career goals and make an investment in the future of our Army."

Major General Christopher P. Hughes, Commanding General, US Army Cadet Command

"While at CGSC a young major reminded me that I was "old school" and thought differently than she and her classmates. She credited "our experiences were radically different," and because I "didn't get it" I needed some reverse mentorship. Trying to be positive, I asked if she had ever presented a flag to a grief-stricken widow or devastated mother's graveside. She said "No." I then told



MG Christopher P. Hughes and BG Kevin Vereen with members of Buffalo Soldier Chapter of ROCKS, INC on 2 November 2017

her that I am happy to be her mentor if she understood that information + knowledge + experience + time = wisdom. She agreed, and we have both learned much.”

“There is a constant need to develop yourself as a leader. Do everything you can, use every free moment to self-develop, talk to a mentor, read from non-standard sources, question the status quo and seek out historic examples and ideas.”

“Remember that self-development is not about an OER, a promotion, or the perceived "best job." It's about presenting less flags to the families of our fallen. Remember your Sun Tzu: "For the acme (the pinnacle of wisdom) in war is to win without a fight." Those are the leaders I'm looking for; those are the leaders I mentor.”

Lieutenant General Stephen M. Twitty, Commander, First U.S. Army, Rock Island Arsenal

“The success of you and your mentor is whether or not you have the same things in common. If you and your mentor/mentee have nothing in common, the mentor/mentee relationship will fail. If you have something in common, it's going to stick.”

“Seek and provide mentorship early and often. It is not necessary for each of your mentors to look like you.”

“The only way you will be successful in the Army is by knowing your craft and Army doctrine.”

Why is Mentorship Still Important?

*By Major Tamisha Norris
Washington, D.C. Chapter, The
ROCKS, Inc.*

*“Mentorship, is it really necessary?
“People make too big a deal about it
nowadays.”
“Well, I've gotten by without a mentor
just fine all these years.”*

Ever meet a person with the above responses when asked, ‘Do you have a mentor?’ The Washington D.C. Chapter of The ROCKS, Inc.

conducted a professional leadership development session on February 15th where the legendary, Brigadier General (Retired) Clara Adams-Ender laid to rest any concerns as to whether mentorship is still important in our Armed Forces. The black history month guest speaker, author, and pioneer graciously shared her insights on mentorship and her experiences leading up to becoming the first African American female to serve as the Chief of the Army Nurse Corps. Beginning with ‘What is mentoring?’ BG Adams-Ender explained to a captivated audience how “mentoring is a loving relationship between two



The Washington D.C. Chapter celebrates Black History Month at their monthly general membership meeting with guest speaker Brigadier General Clara Adams-Ender on February 15, 2018. Topic: Why Is Mentorship Still Important? Expectations of Mentors and Mentees. (Front Row L-R: COL (R) Shelia Flowers, President, Washington D.C. Chapter; BG (R) Earl Simms, Chairman, The ROCKS Inc.; BG (R) Clara Adams Ender, Guest Speaker; and Mr. Clarence Thomas, ROCKS Founding Member.



LTG Stephen M. Twitty with members of Buffalo Soldier Chapter of ROCKS, Inc. on 16 November 2017

people with the goal of professional and personal development.” Highlighting moments as a company grade officer; and the early days of The ROCKS, she articulated the characteristics of mentoring reminding mentors and mentees (or protégés) that “mentoring is focused more on character than competence”. Often when describing a mentor or potential mentor, emphasis is placed on the position or achievements of the individual, and less on describing the characteristics and personality traits the leader exhibits. As one reflects on their

character strengths and weaknesses, BG Adams-Enders' remarks remind us to identify a mentor whose *character* you aspire to emulate.

BG Adams-Ender proceeded to describe *the responsibilities of mentors and mentees*, stating that mentors promote enthusiasm; should be good listeners; and capable of sharing their failures. Mentees should strive to know their mentor on a personal level; be prepared to talk about themselves on a professional and personal level; follow their mentor's guidance; and ask questions. The mentor-mentee relationship is not solely focused on obtaining the perfect assignment or grooming the inexperienced to follow your career path. Your responsibility as mentor or mentee is even more significant.

Closing with the poem *What Will Matter* by Michael Josephson, BG Adams-Ender continues to inspire all--who are blessed to witness--to participate in mentoring, especially in this ever-changing, complex world. The purpose of mentoring is about creating leaders; and, more importantly, valuable relationships. Mentorship and true relationships, are needed now more than ever. No two career paths are the same. And, as one continues their career journey, BG Adams-Ender reminds us, that *effective* mentorship means you should "never suffer in silence".

MG Carl Rodgers Chapter Conducts Diversity Panel

By COL Eric Lopez

The MG Carl Rodgers Chapter conducted a diversity panel in honor of Black History Month with the Popel Shaw Center for Race and Diversity at Dickinson College. The purpose of the event was to connect communities. Both the Army War College and Dickinson College can be insular communities, but this event helped bridge the gap between the two schools.

The second purpose of this event was to connect students of color from Dickinson with officers from under-represented backgrounds from the Army War College. The students from the Army War College addressed common misperceptions about the Army and also spoke about the strengths and weakness of diversity in the Army.

COL Eric Lopez gave opening remarks and introduced the panel. LTC Landis Maddox led off by talking about the progressive style of leadership in the Army called Mission Command. LTC Fred Maddox spoke about how much education is valued in the Army, and he covered the myriad of educational opportunities in the Army.

LTC Bassey continued the discussion by addressing the variety of jobs in the Army, and COL Marcus Motley described the high caliber of people that are in the Army. LTC Yolanda Maddox talked being a woman in the Army, and LTC Mike Patrick spoke about the five pillars of Army diversity.

Following the speeches, the panel members participated in 30 minutes of question and answers with the students from Dickinson College. The event finished with a reception hosted by Dr. Vincent Stephens of the Popel Shaw Center. Overall, the event went very

well, and it promoted excellent dialogue between students of the two schools.

Resourceful Tools for YOUR Career

By: CPT Raja Nelson & MAJ(R) Curtis Hall

On 14 Feb 18 the Fort Lee - Central Virginia Chapter of the ROCKS, Inc. hosted a professional development seminar at the Army Logistics University on Fort Lee that featured BG(R) Richard Dix as the keynote speaker. BG(R) Dix expounded on the importance of career management techniques to ensure officers align their career objectives in a manner that is commensurate to reaching the pinnacle of their respective field.

He provided a resourceful tool known as the "Career Management Book/Leaders Professional Book" that illustrates each aspect of an officer's career trajectory that hones in on type of assignments, evaluations, and includes metrics to incorporate the family in particularly one's spouse career aspirations. The session culminated in a constructive Q&A portion followed by a brief opportunity to network. Officers walked away with the knowledge, tools and resources to



Diversity Panel Members of the MG Carl Rodgers Rocks Chapter

not only take their career to the next level but provide effective mentorship as well. In closing BG(R) Dix stated, "it is incumbent upon Officers as professionals to pay it forward!"



BG (R) Richard Dix speaking at Army Logistics University about career management.



Officers at Army Logistics University engaged in professional development with BG (R) Dixon on 14 February 2018, sponsored by Fort Lee-Central Virginia Chapter of the ROCKS, Inc.

Ice Cream Personality: What Your Choice Says About You



Are you practical? Ambitious? Eccentric? How you order your ice cream may say a lot about you. Forget Myers-Briggs. How we eat our ice cream may be a personality indicator.

Maybe you are a hard-line cone person, or a no-exceptions cup person. Or maybe you can't eat ice cream unless it's in a milkshake or a sundae. Whatever your delivery method, a recent study from Baskin-Robbins claims it aligns with certain personality traits. The company teamed with Juliet A. Boghossian, a behavioral food expert, and found these traits.

If you prefer a cone, you are an optimist and a positive thinker. But that's not all — the type of cone you choose says even more. People who favor sugar cones are "considered the life of the party and are funny, edgy and performers," while those who prefer waffle cones "tend to be the host of the party, more traditional and nurturing caregivers."

If you choose a cup, you're a realist. Cup users are generally "analytical types who are rational thinkers." They "are responsible, dutiful, family oriented and hardworking."

If you like your ice cream in sandwich form, you're an eccentric. People who love ice cream sandwiches "tend to have both strong introvert and extrovert tendencies, and they are known to be artistic, impulsive and idealistic."

If you need toppings on a sundae, you're ambitious. People who prefer the full sundae are "open, passionate, motivated ... and loyalists who take calculated risks."

If you just want to eat ice cream out of the carton, you're practical. People who don't like to fuss about an additional delivery method tend to be "resourceful, dependent, pragmatic, an introvert — and are often strong leaders."

If you like eating your ice cream with a straw, you're a free spirit. People who eat ice cream in milkshake form "are young at heart, fearless, athletic and more likely to take impulsive risks."

What is your ice cream personality?
Answers on page 36



The ROCKS, Inc. Needs You!

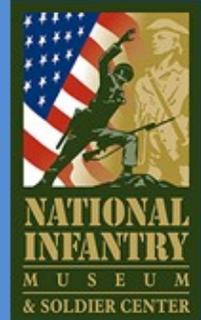


- ❖ Be accessible and become a mentor.
- ❖ Volunteer to serve on the Leadership Outreach and Cadet Enhancement Team.
- ❖ Attend chapter meetings.
- ❖ Volunteer to address chapters (General and Senior Officers are especially needed).
- ❖ Serve as a resource for referrals on branch peculiar and other professional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





Follow the Infantry. Honor the Sacrifice. Preserve the Legacy.



Congratulations

to

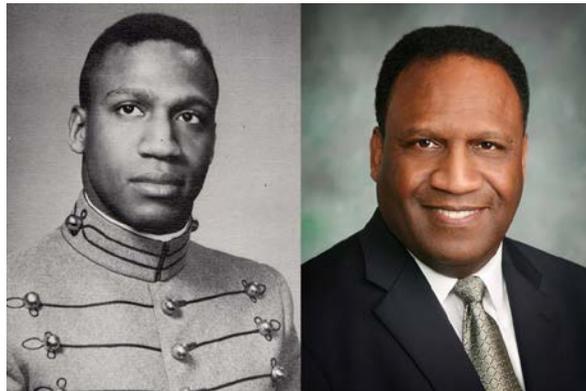
GENERAL (RETIRED) JOHNNIE E. WILSON

**Inducted into the Officer Candidate School Hall of Fame
March 24, 2018**



In 1959, the U.S. Army Officer Candidate School Alumni Association, in conjunction with the Army, created an OCS Hall of Fame. This year General (Retired) Wilson and Lifetime ROCKS Member was recognized for his extraordinary service, both in and out of uniform.

CONGRATULATIONS TO LTG (RETIRED) LARRY R. JORDAN



2018 DISTINGUISHED GRADUATE AWARD RECIPIENTS

The 2018 Distinguished Graduate Award Recipients are:

Dana G. Mead '57
Thomas C. Barron '65
Larry R. Jordan '68
William S. Wallace '69
Sloan D. Gibson '75
Douglas E. Lute '75

The West Point Association of Graduates will present the awards to this year's recipients during a ceremony at West Point on May 22, 2018.

Larry R. Jordan '68 – “LTG (R) Larry Jordan has been a distinguished graduate his entire life since his commissioning and graduation in 1968,” according to GEN (R) Fred Franks '59. Airborne trained and Ranger qualified, he quickly distinguished himself as an Armor officer while serving in the 2-2nd Infantry Regiment with the famed 1st Infantry Division (“Big Red One”) in Vietnam. After further education and an assignment with the USMA History Department, Jordan began a rapid rise through command and staff positions at the battalion, brigade, and installation levels, including chief of staff of the 1st Armored Division and command of the 2nd Brigade, 3rd Infantry Division. Upon promotion to general officer rank, Jordan became Commanding General of the Armor & Cavalry Center at Fort Knox, KY and excelled in three different Army three-star posts, notably Inspector General. When he retired after 35 years, Jordan had received numerous awards for his service, including the Armor Association’s Gold Order of St. George and the Field Artillery Association’s Order of St. Barbara. In 2012, the History Makers designated him a Military History Maker, archiving his career story in the Library of Congress. Post-Army, Jordan served as Senior Vice President of Burdeshaw Associates and on several councils and boards, including as Chairman of the West Point Association of Graduates from 2014-2017. As his biographical sketch in the 1968 Howitzer prophesized, “General Jordan, as indeed someday it shall please one to address him, has combined an outstanding military manner with amiability.”

ROCKS ON THE MOVE

Lt. Gen. Becton NRCC Naming Ceremony

Story published on www.fema.gov



WASHINGTON, DC – FEMA Administrator Brock Long greets former FEMA Director and Retired Lt. Gen. Julius Becton, Jr., prior to the renaming ceremony of the National Response Coordination Center March 8, 2018. Becton's accomplishments include 40 years of service in the U.S. Army, director of the USAID's Office of U.S. Foreign Disaster Assistance, and the first African American FEMA director.

Photo by FEMA News Photo - Mar 08, 2018



Smith Becomes Army's 66th Inspector General

By Dustin Perry

U.S. Army Inspector General Agency

Major General Leslie C. Smith, a stalwart supporter of The ROCKS, Inc. was sworn in as 66th The Inspector General (TIG) of the U.S. Army on 7 March 2018. The next day he was promoted to the rank Lieutenant General. He is the first TIG who started his career as a Chemical Corps Officer and the second Chemical Corps Officer to attain the rank of Lieutenant General.

LTG Smith pledged to give his new job his "complete focus, dedication and drive" during a Feb. 9 ceremony at Fort McNair.



MG Smith is sworn in as the Army's 66th The Inspector General (TIG)

Smith takes the role after having served as the deputy inspector general since April 2015. He succeeds retired Lt. Gen. David E. Quantock, who was the inspector general from December 2014 to last month.

Army Chief of Staff Gen. Mark A. Milley hosted and provided remarks at the ceremony, which was held at Fort McNair's Lincoln Hall Auditorium and had in attendance a crowd of Smith's family, friends, and IG soldiers and civilians.

During his remarks, Milley listed some notable past officers who held the three-star rank, including George Washington, Ulysses S. Grant and George Patton. He then noted that of the more than 6,000 who were commissioned as second lieutenants in 1983, Smith, a graduate of Georgia Southern University, was one of only 52 from that year who have reached the level of general officer.

"Les has an extraordinary amount of competence, and that has been demonstrated repeatedly, in assignment after assignment, from [when he was a] second lieutenant up to right now," said Milley. "There is no question in my mind that everyone in this room, Les, is very proud of you."

Following his remarks, Milley called Smith up to the stage, where his wife, mother and two daughters joined him.

Smith stood and beamed a smile as his family affixed new rank epaulets to his jacket and shirt. Milley then administered to Smith the oath of office, officially signifying Smith's promotion to lieutenant general.



Lt. Gen. Leslie C. Smith, center, stands as his wife, Venedra, and his mother, Lily, affix new rank epaulets to his jacket during a promotion ceremony held Feb. 9 at Fort McNair in Washington.

Smith's remarks largely focused on thanking the many people in his life who he said significantly contributed to shaping his values and work ethic and who played a vital role in his success as a commissioned officer. Smith thanked the Army's senior leadership, the inspectors general who came before him, his commissioned and noncommissioned peers, his college fraternity brothers and church family, and his immediate family--particularly his mother, Lily, who raised Smith and his siblings as a single parent when his father, Calvin, died suddenly when Smith was only 5 years old.

"While I don't remember much from [that young age], I know that high standards were set for my siblings and I, and those standards served as the foundation for who I am today," said Smith.

It was those positive qualities, as well as Smith's professionalism, experience and distinguished service career, that made him an ideal choice as the Army's next inspector general, Milley said. The chief of staff went on to praise Smith as "a uniquely qualified individual ... [of] unbelievably extraordinary character."

"That is exactly what we need in an IG--a man who is possessed of enormous integrity and moral courage," Milley added. "Les, it is no doubt in my mind ... that you are the

right guy for this job. It is an important job, and we know you are going to do it with excellence the entire time."

Smith acknowledged the responsibilities that will come with his new role and concluded by directly addressing the IG soldiers and civilians in the crowd, asserting his commitment to the job.

"I pledge my complete focus, dedication and drive as your 66th inspector general," said Smith. "I know you will do the same as we work on readiness, reform and taking care of our people each day."

The mission of the Office of the Inspector General is to provide impartial, objective and unbiased advice and oversight to the Army through relevant, timely and thorough inspection, assistance, investigations, and training. The OIG also works to promote and enable stewardship, accountability, integrity, efficiency and good order and discipline to enhance total Army readiness.

2018 Black Engineers Youth Awards (BEYA) Science Technology Engineering and Math

BEYA STEM is hosted by Lockheed Martin Corporation, The Council of HBCU Engineering Deans, and US Black Engineer & Information Technology. Each year US Black Engineer & Information Technology magazine issues its scorecard of Black progress in the U.S. Armed Forces. The annual Top Blacks in the Military list spotlights flag-rank officers—admirals, generals and members of the federal Senior Executive Service. These men and women have shown courage under fire, wisdom and resourcefulness, and



Pictured GEN(R) Dennis Via, MG Phillip Churn, LTG(R) Robert Ferrell and LTG(R) Kip Ward



MG Wins (second from the right) pictured with ROCKS, GEN(R) Johnnie Wilson, GEN James C. McConville and BG(R) Velma Richardson.

fidelity to their nation. Although Black officers make up less than six percent at the highest levels, there are more in the military's top ranks compared to the percentage of Black executives on the highest rungs of corporate America.

BEYA Stars and Stripes is one of the nation's largest events honoring both active and retired African American admirals, generals and members of the Senior Executive Service. Each year the featured service of the Stars and Stripes event alternates between the Air Force, Army, Navy, Marine Corps, Coast Guard, and National Guard Bureau. The featured service is determined on a rotating basis.

This year MG Cedric Wins was the 2018 Star and Stripes BEYA Awardee. MG Cedric Wins is operationalizing the U.S. Army Research, Development and Engineering Command (RDECOM), which is comprised of approximately 25,000 military, civilian and contractor personnel, aiming to translate science and technology (S&T)

into an operational capability for the Soldier and Nation.

As the Commanding General of RDECOM, MG Wins has been instrumental in shaping the organization's Science & Technology (S&T) strategy to synchronize with the Army Chief of Staff's modernization priorities.

The RDECOM S&T Major Program efforts have undergone a re-balancing to shift from near-term to more mid-term Technology Transitions. MG Wins' command influence and strategic vision are leading the Army S&T community in developing technology for weapon systems that will achieve overmatch against near-peer adversaries to our current and future warfighters.

History in the Making

By COL Karen Wrancher



Lieutenant General Michael Lundy, Commanding General of Combined Arms Command passes the MCoE and Fort Benning colors to Major General Brito

Major General Gary M. Brito assumed command of the Maneuver Center of Excellence at Fort Benning, he made history. In Fort Benning's 100th year of existence, Brito became the first black commander of the US Army Post on 19 March 2018. For Benning is named after Henry L. Benning, a Brigadier General in Confederate States Army during the Civil War. It is the second post that Brito has commanded that was named for a Confederate General, Fort Polk is named for Lenodias Polk, who later became the Episcopal Bishop of the diocese of Louisiana.

Army Officer Combines Confidence, Humility, Initiative as She Makes Her Dreams a Reality

By Lesley Atkinson

"I want to be a general," was the immediate reply offered by basic officer training course candidate Stacey Freeman when instructors asked her why she joined the Army nearly 20 years ago.

"That's how I started my career," Freeman recalled. "I knew what I wanted and marched confidently forward to make it happen."

Now wearing the rank of lieutenant colonel and serving as the deputy commander for Health Readiness at Kenner Army Health Clinic, it's fairly evident that Freeman hasn't lost her moxie for a monumental military career. Hers' is the type of story that needs to be told as the nation observes Women's History Month.

The summation of childhood factors that shaped Freeman's character include immigrating to America from Colchester, England, with her single mother and residing in low-income rental trailer parks in the nation's heartland. She decided back in high school that the military was going to be her career of choice after a thought-provoking conversation with her guidance counselor.



LTC Freeman pictured in front of Kenner Army Health Clinic, Fort Lee, Virginia

"My mom was working long hours at jobs that paid very little money," Freeman said. "I knew it was my responsibility to make the best of what I had, including school where good grades offered the best ticket to a more desirable future."

Both the Army and Air Force accepted her applications for ROTC scholarships. She chose the Army's "full-ride" offer because it was the best option for her financial situation. She attended Tuskegee University in Alabama where she majored in nursing.

The next chapter of Freeman's career path opened at Fort Jackson, South Carolina, where the opportunity to work with health professionals in the operating room opened a new artery of ambition. Her eventual application to the Uniformed Services University of the Health Sciences -- the nation's federal health professions academy -- was accepted, and two years later she was handed a master's degree as a perioperative clinical nurse specialist.

"Of course," Freeman noted, "my first thought at that point was joining the staff of a big surgical team at a major military hospital and propelling my career forward. However, the Army had other plans."

She had been requested by name to fill a position at Fort Polk, Louisiana, a somewhat remote base outside of Vernon Parish that was settling into its upgraded responsibility as the Joint Readiness Training Center for soon-to-deploy military troops.

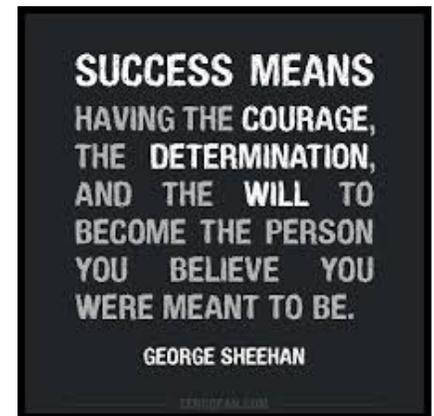
"That is where I learned it's not about the location, it's all about the job," she said. "From that point on, I have never said no to an assignment. What I have learned is that success can be achieved even if the job doesn't measure up to your initial expectations. Those are the places where I typically gained the most experience."

Other windows of opportunity opened as a result of Freeman's work ethic. She said she learned early on that excuses like "I'm not trained to do that" or "it's

not part of my job description" are cop-outs closely akin to laziness.

"At Fort Bliss (Texas), I contacted the professional journals for operating room nurses and volunteered to write and review articles," she said. "Writing and reading are something I've enjoyed since a very young age, so why not put that to use in my profession?"

The same attitude -- along with a desire to make herself the go-to subject matter expert of her profession through continuous learning -- led to other unorthodox decisions and discoveries.



"In the OR at Fort Bliss," she said, "I would scrub in (pass instruments and assist the surgeons) even though it was not part of my regular duties at that time. With staff shortages, I knew it was helpful, and I knew my counterparts were watching me. Later, they would mention how great it was seeing me fill in and help out. It clearly indicated to me that if you're willing to roll up your sleeves and do what subordinates do, they're going to have a greater respect for you."

A key element of advancement, Freeman also observed, is fully understanding what makes things work so individuals don't evolve into the dreaded, ineffective boss who's oblivious to what's going on in the trenches.

"People can become so preoccupied with looking ahead that they neglect where they are now," she said. "It's another argument for always doing the job to the best of your ability. That's

when people know you have the right mindset for movement to the next higher-level position that comes available. Being passionate is what makes you marketable and competitive against other people."

During the Fort Bliss assignment, Freeman also upped her management chops by completing a Master's in Business Administration at Webster University in 2015 while simultaneously serving as the troop commander of over 1,200 Soldiers at William Beaumont Army Medical Center in El Paso.

The next move to the deputy commander position at Fort Lee placed her in charge of more than 100 nurses, five troop medical clinics -- three here, one at A.P. Hill and another at Fort Pickett -- the Army Wellness Center, and Education, Training and Operations Readiness at Kenner. Once again proving her point about not resting on one's laurels, she dove into a doctorate program for Business Administration in Healthcare Management at Walden University and is projected to graduate this year.

By now, it should come as no surprise that additional opportunity is knocking. Freeman recently learned that she was selected for a command billet and a seat in the Army's Senior Service College. The notification of selection for the Clinic Commander position in Wiesbaden, Germany, came from Lt. Gen. Nadja Y. West, the Army Surgeon General, herself.

"Without a doubt, I have been given every opportunity a person could dream of over the course of a military career, and I am deeply grateful," Freeman said. "I know it took a combination of factors to get me here, and I'm not really sure what makes me click like I do. I guess I just get that vision and refuse to let it go. Some people only talk about what they are going to do ... I actually take action and do it."



You Spring Forward for Daylight Saving Time
Continued from page 20

Energy efficiency improvements to residential homes, including the purchase of certain doors, windows, insulation and the like, were also part of the Act. Under the Act (and extensions), homeowners who make certain improvements were generally entitled to a credit equal to 10% of the costs, up to a lifetime limit of \$500. Qualifying improvements include adding insulation, energy-efficient exterior windows and skylights, exterior doors and metal or asphalt roofs designed to reduce heat, as well as certain high-efficiency heating and air-conditioning systems, and high-efficiency water heaters and stoves that burn biomass fuel. The credit expired at the end of 2016, and Congress isn't expected to renew it.



So why extend the DST so significantly as part of an Act so clearly targeted to energy policy? Supposedly, energy savings. The idea is that extending daylight hours will cut energy consumption. If the day seems longer because it's light out longer, it should follow that there would be less demand for electricity in the evenings. But that may not actually be true. While studies indicate a slight change in demand in the evenings, some studies have indicated that any savings are offset by more energy demand in the morning.

It may actually cost us money. In 2010, [Utah State University economist](#)

[William F. Shughart II](#) suggested that turning the clocks forward and backward each year results in \$1.7 billion of lost opportunity cost each year in the U.S. alone. His calculations assumed that each person over the age of 18 spent about 10 minutes changing clocks instead of doing something more productive. Of course, in a digital-centric world, that number should go down. Should. But as my husband and I try to figure out which clocks inside our home actually have the right time, I'm not so sure that's the case.

Many Americans don't see the benefit of Daylight Saving Time: just 36% of those polled find it necessary. In 2013, nearly 20% of those polled believed wrongly that you'll move the clocks backward on Sunday for DST (spring ahead, folks) or aren't quite sure what to do at all. As a result, a whopping 16% of Americans claims DST has made them early or late for an appointment because they didn't set their clocks the right way (I feel your pain, America).

It's even more confusing because not everyone in the U.S. observes DST. Hawaii and Arizona (except for residents of the Navajo Nation) do not, nor do American Samoa, Guam, Puerto Rico, the Virgin Islands and the Northern Mariana Islands. But for the rest of us, DST is an annual annoyance: it's always the second Sunday in March. So that means I'll see you back here next year around the same time - assuming I finally get all of those clocks set.

Want more taxgirl goodness? Pick your poison: follow me on [twitter](#), hang out on [Facebook](#) and [Google](#), play on [Pinterest](#) or check out my [YouTube](#) channel.



CADET CORNER

MG Carl Rodgers Chapter Provides Mentorship to Pennsylvania Colleges

By COL Marion C. Carrington

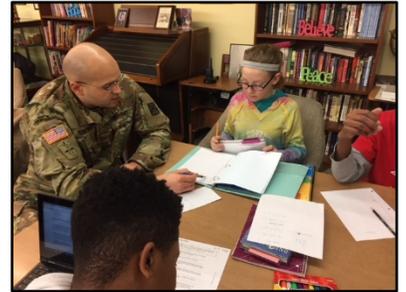
On 30 JAN 2018, members of the MG CARL RODGERS chapter of the ROCKS, Inc. and students at the U.S. Army War College (USAWC) provided mentorship and guidance to the Blue Mountain Battalion, Army ROTC cadets from Millersville, Dickinson, Gettysburg, PSU-Harrisburg and Messiah Colleges.

ROCKS members stressed the importance of engaged leadership, humility, team work, problem solving, mentorship and taking care of Troopers. Following the presentations, chapter members formed break out groups, affording cadets an opportunity for small group discussion, questions and answers.



Buffalo Soldier Chapter and Volunteerism

By: CPT(P) Dezerie Jemmott



MAJ Lonnie Colbert pictured as he tutors children in Reading

Volunteer work is an excellent way of giving back to the community, and it also fosters a sense of personal reward. The Richard Allen Cultural Center, a museum that offers a glimpse into the history of African-Americans both in the Leavenworth area and the nation, also provides community outreach through community service events, educational workshops, and seminars. The Fort Leavenworth's Buffalo Soldier Chapter of ROCKS has taken the opportunity to give back to the community by participating in the Richard Allen Cultural Center tutoring program.

Members of the ROCKS tutor in all subject areas to elementary through high school-aged students from every primary and secondary school in Leavenworth, Fort Leavenworth, and Lansing, Kansas. Each session is designed to help students reach their full potential by supplementing the instruction they receive in class and guiding them toward study practices and aides that can help them excel. Tutors work with individual students one-on-one and conduct group activities for students who are studying the same material.

ROCKS volunteers offer compassionate, motivating assistance that not only helps students, but provides a rewarding experience for the tutors as well. MAJ Lonnie Colbert, a CGSOC student and member of the ROCKS tutors at the center several times a week. "I was once told it takes a village to raise a child. Mrs. Wagner



*MG Carl Rodgers Rocks and Blue Mountain Battalion
Army ROTC Cadets*



and the team have done an excellent job in linking elements of the ROCKS with the community to assist through tutoring and further educating the kids from the community. It has been a rewarding experience for us and the kids alike.”



**The ROCKS, Inc.
2018 Leadership &
Training Conference
April 19-20, 2018**

**The Rocks, Inc.
2018 Annual Spring Gala
& Awards Ceremony
April 21, 2018**



NEW ROCKS MEMBERS

- 1LT Jessica Abbott
- CPT Jacob Absalon
- CPT Ryan Adams
- LTC Ustacyia Allen
- CPT Cory Baker
- 1LT Lakaysha Barnes
- CPT Micah Barnes
- MAJ Arthur Benson
- LTC(R) Keith Beverley
- MAJ Tonja Bizer
- Ms. Danielle Bledsoe
- CPT Margaret Bryan
- 1LT Jennifer Bush
- 1LT Kai Callwood
- MAJ Steven Camacho
- 2LT Marquel Campbell
- CPT Harrison Chipchase
- LTC Daphne Dixon-Reed
- MAJ Gerard Dow
- CPT TyAndre Ellis
- MAJ(R) V. Ginger Farrow
- Cadet Ajalon Farrow-Maynie
- CPT Deven Gaston
- MAJ(R) Curtis Hall II
- GEN(R) Carter Ham
- COL Tammy Heath
- 1LT Quincy Holder
- LTG Charles Hooper
- MAJ Mclynn Howard
- CPT Crystal Irving
- MAJ Michelle Jefferson
- Mr. Rivers Johnson
- 1LT Hilary Kiundi
- WO1 Yalena Lopez
- CPT Keith Marshall Jr
- MAJ Paul Martin
- MAJ Adhana McCarthy
- COL Tawanna McGhee-Thondique
- CPT Jonathan Morrison
- MAJ Marcus Perkins
- Mr. Jarquese Powell
- MAJ Riiecharde Prenell
- 1LT Assia Pulliam-Richardson
- COL(R) William Ramsey
- COL Jeth Rey
- MAJ Jenya Rhone
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- MAJ Stephanie Smith
- MAJ William Spruill
- CPT Michelle Stephens

- LTC(R) Sandra Thompson
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- MAJ Lashanda Thornton
- 1LT Stephanie Williams
- Mr. Jamie Worthy

Joined 12/21/17-03/17/18



How do you like to eat your ice cream? Answers:

- Cone 39.7%
- Cup 36.5%
- Carton 8.4%
- Sundae 9.1%
- Milkshake 4.3%
- Sandwich 2%
- 28171 total votes





DEPARTMENT OF THE ARMY
OFFICE OF THE ASSISTANT SECRETARY
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WASHINGTON, DC 20310-0111

SAMR-DL

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: The National Board of the ROCKS, Inc., 2018 Professional Development Conference – S: 11 April 2018

1. References:

a. Memorandum, Deputy Secretary of Defense, Nov 6 2013, subject: Implementation of Updated Conference Oversight Requirements.

b. Army Regulation 1-50, Army Conference Policy, 24 August 2017.

c. Joint Travel Regulations, Volume 2.

2. The following information is an announcement for a professional development opportunity. This announcement does not constitute an exception to the Army's policy on conference attendance and/or travel. In accordance with the references, all Army participants must request conference approval through their respective chain of command. All associated expenses and activities must comply with all applicable travel, conference, and acquisition regulations.

3. The ROCKS, Inc., will host their 2018 National Professional Development Conference, at the Fort Belvoir Community Center, Fort Belvoir, VA, 19-21 April 2018. The theme for this year's event is: "Legacy of Mentoring: Our Future Imperative." The training will feature seminars in leadership, recruitment, professional development, mentoring, and Veteran transition. This will be accomplished through seminars, presentations, and discussions by Army alumni, General Officials, and Senior Executive Service members.

4. Participation directly supports Army's Diversity and Inclusion initiatives to be a "global leader in embracing the strengths of diverse people in an inclusive environment; to invest in and manage talent, value individuals and develop culturally astute Soldiers and Civilians." Goals for attending this event include expanded understanding of Army professionalism, core values, inclusion, and talent management.

SUBJECT: The National Board of the ROCKS, Inc., 2018 Professional Development Conference

5. Additional information regarding the ROCKS, Inc., 2018 Professional Development Conference is attached or can be found at: www.rocksync.org. The HQDA POC for this action is Ms. Delores Johnson-Davis. She may be reached at: delores.j.davis.civ@mail.mil or telephonically at: (703) 614-7019.

Encls

For Joanne C. Moore
WARREN S. WHITLOCK
Deputy Assistant Secretary of the Army
(Diversity and Leadership Offices)

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(CONT)

SUBJECT: The National Board of the ROCKS, Inc., 2018 Professional Development Conference

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Association of the United States Army
**Fairfax-Lee Chapter
Scholarship Fundraiser**



TopGolf
(Kingstowne, Alexandria, VA)

Friday, 18 May 2018

4-7pm

Sign-in opens at 3 pm.



Food, drink, golf, and fun (all at the same time) will make for a perfect end to your busy work week. This is a family event, so bring your wife, husband, or BFF, pack the kids in the SUV, leave the dog at home – sorry, and join us for fun and games at America’s best driving range –
TopGolf.



Single or a foursome? - we will find a place for you. Need adjoining bays, we’ll figure it out.



Chapter Community Partner, local business, or Fortune 500 company, here is a chance to do something special for your employees while making a meaningful contribution to our Army Community.



On-line registration for players, sponsors and donors:

@ www.birdeasepro.com/FairfaxLeeAUSA

Skill awards and raffle prizes.



SUPPORT THE ROCKS, INC. THE NEXT TIME YOU TRAVEL

The National Board of the ROCKS, Inc. has partnered with Imagine, Inc. 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.



Location	Chapter Name	Chapter Promo Code
Carlisle Barracks, PA	MG Charles Rogers Chapter (AWC)	ROCKS22
Forsyth, GA	Patriot ROCKS	ROCKS23
Fort Bliss, TX	Fort Bliss Chapter	ROCKS03
Fort Bragg, NC	All American Chapter	ROCKS04
Fort Campbell, KY	Fort Campbell, KY	ROCKS17
Fort Carson, CO	Iron Horse ROCKS	ROCKS20
Fort Hood, TX	Phantom Warrior ROCKS	ROCKS06
Fort Knox, KY	Gold Vault ROCKS	ROCKS19
Fort Leavenworth, KS	Buffalo Soldier Chapter	ROCKS08
Fort Lee, VA	Central Virginia Chapter	ROCKS09
Fort Leonard Wood, MO	Harry S. Truman Chapter	ROCKS18
Fort Polk, LA	Gator ROCKS Chapter	ROCKS24
Hampton Roads, VA	Hampton Roads Chapter	ROCKS11
Oahu, HI	Aloha Chapter of the ROCKS	ROCKS16
San Antonio, TX	SAM Houston Chapter	ROCKS12
South Korea	Morning Calm Chapter	ROCKS13
Washington, DC	DC ROCKS	ROCKS14
West Point, NY	The Henry O. Flipper Chapter	ROCKS15

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As of 26 March 2018

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