THE ROCKET
Fall 2019

THE ROCKS, INC.
October 1974 – October 2019

UPDATED ROCKET SUBMISSION GUIDELINES

- ✓ Submit articles in **Microsoft Word Document Format Only!!!** (Do not include photos within body of text.)
- ✓ Article Header Font = **Times New Roman**; Font Size = 14; **Bold.**
- ✓ Author/contributor credit reflected in following format: *Written by [Insert Author's name];* Font = *Times New Roman Italics;* Font Size = 10]

- Page Margins = 1" Left, Right, Top and Bottom
- The text should be **Times New Roman** Font; Font Size=10. No special formatting. Use left justification. Maximum number of words = 600 words
- Maximum number of photos per article = 3 (Place at the end of the article)
- Include photo captions under photo (Times New Roman Font; Font Size=8)
- PDF documents will **NOT** be accepted.
- Links to web articles will **NOT** be accepted.
- Articles should be written from third-person point of view, or outsider looking in, and use pronouns like he, she, it, they or the _____Chapter.
- If would like an article from another publication to appear in the ROCKET, you must obtain written permission from the author and forward it to nationalrocket@gmail.com along with the article in MS Word format.

DEATH ANNOUNCEMENTS will be sent for former/current ROCKS Members and their spouses. The dissemination of such information for children and extended family is to be done at the discretion of the local chapter president.

SAVE THE DATE ANNOUNCMENTS need to have the name of the event, date ***and time***; ***the address, building number or name***, city or post.
Note: We do not accept podcasts or videos as stand alone submissions for this written publication. However, we do have other media platforms available to disseminate or distribute video or podcast material.

40th Chief of Staff of the Army
Initial Message to the Army Team

I am honored to serve as the 40th Chief of Staff of the Army. It is an incredible privilege to lead the world's premier fighting force, made up of the Nation's greatest men and women. Our Army – Regular, National Guard and Reserve - is the best-trained, best-equipped, and best-led land force ever to take to the field. We stand shoulder-to-shoulder with the Joint Force, Allies, and Partners to protect our interests and uphold our shared values.

Our Army serves to defend the Nation. When we send the Army somewhere, we don't go to participate, we don't go to try hard, we go to win. **Winning matters!** We win by doing the right things, the right way.

People are always my #1 priority: Our Army's people are our greatest strength and our most important weapon system. Our people are our Soldiers, Family members, Department of the Army Civilians, and Soldiers for Life (retirees, and veterans). We must take care of our people and treat each other with dignity and respect. It is our people who will deliver on our readiness, modernization and reform efforts.

Readiness: Army leaders have a sacred obligation to build cohesive teams that are highly **trained**, **disciplined,** and **fit** that can win on any battlefield. Cohesive teams drive tactical to strategic readiness and enable dynamic force employment. We must be ready to defeat any adversary, anywhere, whenever called upon, under any condition.

Modernization: The 2018 National Defense Strategy directs the Army to shift focus from irregular warfare to great power competition. We are at a critical inflection point and we must aggressively pursue the Army's modernization efforts in order to maintain our competitive edge. Modernization must include developing the multi-domain operations concept at echelon, delivering the six modernization priorities, and implementing a 21st Century talent management system.

Reform: We cannot be an Industrial Age Army in the Information Age. We must transform all linear industrial age processes to be more effective, protect our resources, and make better decisions. We must be the Army of tomorrow, today.

It is our duty to provide the Nation a professional, lethal, and decisive force that will win against any of our adversaries. Thank you and your Families for your service and sacrifice. I am proud to serve alongside this Nation's best.

People First - Winning Matters - Army Strong!

James C. McConville
General, United States Army

New Chief of Staff: Taking Care of People Key to Winning the Fight

Submitted by Sean Kimmons
Army News Service

The Army's 40th Chief of Staff, General James C. McConville

Gen. James McConville discusses progress on a fighting position with a Soldier at the Novo Selo Training Area, Bulgaria, July 14, 2017. McConville, who was sworn in as the Army's 40th chief of staff on Aug. 9, 2019, said he plans to put people -- Soldiers, Army civilians and family members -- first as he ensures the Army is ready to fight now while at the same time being modernized for the future fight. (Photo Credit: Spc. Thomas Scaggs)

WASHINGTON -- Gen. James McConville smiled as he reminisced of when he was chosen to lead the 101st Airborne Division (Air Assault), before he became its longest-serving commander.

It was the same week in 2011 he commissioned his eldest son into the Army after he graduated as an ROTC cadet from Boston College.

But perhaps the most proud was his father, a former enlisted sailor who had served in the Korean War and then spent nearly 50 years working at the Boston Gear factory.

At the ceremony, his father, Joe, was asked by a local newspaper how he felt about his family's generations of military service.

Sixty years ago, he told the reporter, he was a junior seaman on a ship. And today, his son was about to command a famed Army division and his grandson was now a second lieutenant.

"'What a great country this is,'" McConville recalled his father saying. "I don't think I could have said it better."

McConville, who was sworn in as the Army's 40th chief of staff on Friday, said he credits his father for inspiring him to join the military.

After high school, McConville left Quincy, a suburb of Boston, and attended the U.S. Military Academy, where he graduated in 1981. Since then his 38-year career has been marked with milestones and key assignments.

McConville has led multiple units in combat before most recently serving as the 36th vice chief of staff under Gen. Mark Milley, who will be the next chairman of the Joint Chiefs of Staff. He also oversaw the Army's G-1 (personnel) and legislative liaison offices.

The idea of serving the country was sparked by his father, who, now nearing 90 years old, still passionately shares stories of his time in the military.

"I was always amazed that a man who I had tremendous respect for, who had tremendous character, just really loved his time serving in the Navy," the general said.

Currently with three children and a son-in-law in the Army, McConville and his wife, Maria, a former Army officer herself, are continuing the family business.

PEOPLE FIRST

The sense of family for McConville, though, extends beyond bloodlines.

As a father and a leader, McConville understands the importance of taking care of every person in the Army, which he calls the country's most respected institution.

"People are the Army," he said of Soldiers, civilians and family members. "They are our greatest strength, our most important weapon system."

Fine-tuning that weapon system means, for instance, providing Soldiers with the best leadership, training and equipment through ongoing modernization efforts.

As the vice chief, McConville and current acting Army Secretary Ryan

McCarthy supervised the development of Army Futures Command's cross-functional teams.

Designed to tackle modernization priorities, the CFTs revamped how the Army procures new equipment. The teams allow Soldiers to work directly with acquisition and requirements experts at the start of projects, resulting in equipment being delivered faster to units.

Modernization efforts are also changing how Soldiers will fight under the new concept of multi-domain operations.

"When I talk about modernization, there are some that think it is just new equipment," he said. "But, to me, it is much more than that."

He believes a new talent management system, which is still being developed, will help Soldiers advance in their careers.

As the Army pivots from counterinsurgency missions to great power competition against near-peer rivals, the system could better locate and recognize Soldiers with certain skillsets the service needs to win.

"If we get them in the right place at the right time," he said, "we'll have even a better Army than we have right now."

The talent of Army civilians, which he says are the "institutional backbone of everything we do," should also be managed to ensure they grow in their positions, too.

As for family members, he said they deserve good housing, health care, childcare and spousal employment opportunities.

"If we provide a good quality of life for our families, they will stay with their Soldiers," he said.

WINNING MATTERS

All of these efforts combine into a two-pronged goal for McConville -- an Army that is ready to fight now while at the same time being modernized for the future fight.

"Winning matters," he said. "When we send the United States Army somewhere, we don't go to participate, we don't go to try hard. We go to win. That is extremely important because there's no second place or honorable mention in combat."

Readiness, he said, is built by cohesive teams of Soldiers that are highly trained, disciplined and fit and can win on the battlefield.

"We're a contact sport," he said. "They need to make sure that they can meet the physical and mental demands."

To help this effort, a six-event readiness assessment, called the Army Combat Fitness Test, is set to replace the current three-event Army Physical Fitness Test, which has been around since 1980.

The new strenuous fitness test, which is gender- and age-neutral, was developed to better prepare Soldiers for combat tasks and reduce injuries. It is expected to be the Army's fitness test of record by October 2020.

Soldiers also need to sharpen their characteristic traits that make them more resilient in the face of adversity, he said.

Throughout his career, especially in combat, McConville said he learned that staying calm under pressure was the best way to handle stress and encourage others to complete the mission.

In turn, being around Soldiers in times of peace or war kept McConville motivated when hectic days seem to never end.

"Every single day I get to serve in the company of heroes," he said. "There are some people who look for their heroes at sporting events or movie theaters, but my heroes are Soldiers.

"My heroes are Soldiers because I have seen them do extraordinary things in very difficult situations," he added. "I'm just incredibly proud to serve with them."

And given his new role overseeing the entire Army, he is now ultimately responsible for every single one of those "heroes."

"I know having three kids who serve in the military that their parents have sent their most important possession to the United States Army," he said, "and they expect us, in fact they demand, that we take care of them."

Listen to General McConville talk about himself and his priorities visit, https://twitter.com/armychiefstaff/status/1159871088475738113?lang=en.

Movie Buffs

Mark your calendar to check out *Harriet* to be released in theaters on Friday, November 1, 2019. Starring Cynthia Erivo as Harriet.

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Message from the Chairman

BG Lawrence Gillespie, USA, Retired

Ladies and Gentlemen as we disseminate this Fall edition of the ROCKET, I am honored to serve as the Chairman of the ROCKS, Inc. as our organization celebrates its Sapphire Anniversary. For forty-five years the ROCKS has mentored future leaders and demonstrated its commitment to Concern, Dedication and Professionalism. I highly encourage you and your chapter or interest group to celebrate with us in observing our Founders Days during the anniversary month of October in this great banner year. Celebrate this significant milestone in our organization's history – where you are, in the manner your chapter or interest group deems appropriate. Be sure to read the article by Colonel (Retired) Dorene Hurt about our ROCKS Founders Day which contains some helpful suggestions.

Over four decades ago, the ROCKS started simply with a group of officers seeking to help each other to survive and be successful while attending Command and General Staff College. Lucky for them and all of us, these officers would the beneficiaries and recipients of mentorship from the trailblazers of the time; officers like Lieutenant General Julius Benton, the first African American Corps Commander and Lieutenant General Arthur Gregg, the first African American Deputy Chief of Staff, Logistics (DCSLOG/Army G4) and Brigadier General Roscoe "Rock" Cartwright. Cartwright was a Colonel and an instructor at Fort Leavenworth when he met this group of officers and these meetings would continue as these officers found themselves assigned to the National Capitol Region. Cartwright then a general officer serving in the Pentagon would continue reaching out to junior officers offering sagely counsel and mentorship. It is because of his spirit of commitment and dedication to mentoring junior officers our organization bears his name. The "No Name Club" made that decision on December 6, 1974 after the untimely deaths of General Cartwright and his spouse, Gloria in a plane crash near Dulles Airport.

Today, just like the Army, we embrace diversity and remain committed to mentorship and supporting individuals who want to develop as Army professionals. As the Army changes, adapts and moves forward, so will the ROCKS. We are leaning forward and seeking ways to develop a new line of effort to assist Cadets in pursuing degrees in Science, Technology, Engineering and Mathematics (STEM) majors. Every engagement I have which takes me to a college or university campus, I am inspired and encouraged that our Army will be prepared and in great hands with these future leaders. The ROCKS will have a future role in assisting aspiring students and Cadets as we partner with the United States Army Cadet Command to give 250 ROTC scholarships in the next year. COL Mike McClendon and Major (Retired) Sean Lanier work all year to inform high schools students about scholarship opportunities and the ROCKS.

The ROCKS' inception began in response to officers needing and wanting mentorship and senior officers being willing to provide it. The ROCKS continues mentoring and serving its membership by providing opportunities to meet, listen, learn, interact and network as its members receive valuable information and insights from successful leaders. The 2020 ROCKS Leadership and Training Conference will offer such an opportunity. Mark your calendar - April 2nd and 3rd for our conference followed by our annual spring gala on April 4th. If you want hear about the future of our Army and its modernization and readiness priorities, come and hear about it directly from the 40th Chief of Staff of the Army and our 2018 Honorary ROCK of the Year, General James C. McConville. He will be our Keynote Speaker and there will be presentations from Army Futures Command and Forces Command Command among others. Registration for both events will begin with arrival of the New Year.

People have always been the ROCKS #1 Priority for forty-five years and people will be at the center of the ROCKS' future direction as we continue mentoring Army professionals. As the Army and its leadership moves towards modernizing the Army you can trust the ROCKS will inculcate its members and surrounding communities with a spirit of service and commitment to mentoring just like the late Brigadier Roscoe Cartwright did when he walked the halls of the Pentagon. I salute you the leadership in every chapter and all our members for allowing that mentorship spirit and desire to help others to go beyond the National Capitol Region, Washington and Virginia and on to becoming a national and international level organization.

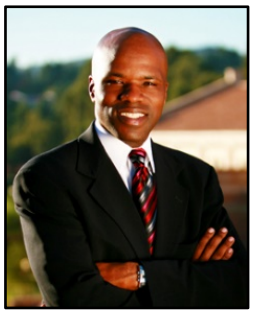
Always moving forward,

Lawrence Gillespie
BG USA (Ret.)
Chairman

"The key to being a good mentor is to **help people become more of who they already are** — not to make them more like you."

SUZE ORMAN

MESSAGE FROM OUR CHAPLAIN



Our Heroes Deserve Year-Round Recognition and Help

By Chaplain (LTC) James D. Key, 11 National ROCKS Board Chaplain,

One of my favorite songs is Heroes by the Commodores. The inspirational lyrics extol everyday people for their feats and courage. Although the song was released in 1980, its message is still relevant: "Heroes make the sun rise in the morning. Heroes make the moon shine bright at night. Heroes make our lives a little stronger; in the soul of everyone he can be found."

Several years ago, after a dental appointment at Walter Reed Army Medical Center in Washington, D.C., I decided to visit Ward 57, the first stop for many of our most severely injured warriors of the fighting in Iraq and Afghanistan. You don't have to spend long in this ward, which treats mostly amputees to realize who the ***real heroes*** are in our society.

They are young men like Specialist William Steele, 21, from Chicago, whose leg was severely injured when his HMMWV (High Mobility Multipurpose Wheeled Vehicle) was hit by an improvised explosive device in Afghanistan. His roommate Private First Class Daryl Pelland, 20, from Boston, suffered damaged to his ankle from a rocket-propelled grenade attack in Iraq. The three of us, Steele in his wheelchair and Pelland on crutches, spent time talking about how they were coping with their injuries – both physically and emotionally.

As I spent time in this ward, and saw firsthand the horrific wounds suffered by so many of our Soldiers, I assumed that they must harbor deep resentment against those who attacked them. But when I talked with Steele and Pelland, they expressed no such animosity. In fact, their outlooks were positive, and they were excited about life after the military. They were more concerned about the buddies they left behind or felt guilty that they survived while others did not.

I found the same dynamic to be true when I visited 28 wounded warriors on a C-17 transport jet at Andrews Air Force base in Maryland. Like many troops who leave the battlefield, these brave souls also expressed feelings of both guilt and thanks. They felt guilty because their buddies were still in harm's way and also thankful because they were home. Yet even many of those who return home suffer from broken bodies and broken families and have difficulty finding jobs.

As Veterans Day 2019 approaches, remember, the best way to honor our troops is not to simply acknowledge their sacrifices on this one day, but make sure year-round that we as a nation use every available resource to address their physical, emotional and financial needs. Our heroes deserve no less.

Chaplain (Lieutenant Colonel) Keys is the Chaplain of the 11th Armored Cavalry Regiment at Fort Irwin in California.

THE ROCKS, INC.

SAPPHIRE ANNIVERSARY

Back in

1974

CONCERN, DEDICATION, PROFESSIONALISM

WORLD POPULATION
4 BILLION

RICHARD M. NIXON
WAS THE 37TH PRESIDENT

INFLATION CONTINUED TO SPIRAL OUT OF CONTROL TO 11.3%

RICHARD NIXON BECAME THE FIRST US PRESIDENT FORCED TO RESIGN AFTER THE WATERGATE SCANDAL ON AUGUST 9TH

SPORTS CHAMPS

NFL CHAMPIONS: MIAMI DOLPHINS
World Series: OAKLAND ATHLETICS
NBA CHAMPIONS: BOSTON CELTICS
STANLEY CUP: PHILADELPHIA FLYERS

WHAT THINGS COST

YEARLY INCOME: $13,094
NEW HOME: $38,900
NEW CAR: $4,371
ONE DOZEN EGGS: $0.45
GALLON OF MILK: $1.57
POSTAGE STAMP: $0.08
LOAF OF BREAD: $0.35
GALLON OF GAS: $0.40
MOVIE TICKET: $1.90

55 MPH Speed Limit imposed to preserve gas usage US wide

The Godfather Part II won the Oscar for Best Picture of 1974

HOT IN FASHION

THE BIG LOOK
T-SHIRT
LEISURE SUITS

MUHAMMAD ALI DEFEATED GEORGE FOREMAN BY KNOCKOUT FOR THE WORLD HEAVYWEIGHT TITLE. IT HAS BEEN CALLED "ARGUABLY THE GREATEST SPORTING EVENT OF THE 20TH CENTURY" AND DUBBED THE RUMBLE IN THE JUNGLE

FILMS

BLAZING SADDLES
THE TOWERING INFERNO
THE TRIAL OF BILLY JACK
YOUNG FRANKENSTEIN
EARTHQUAKE
THE GODFATHER PART II

The famous skeleton "Lucy" was discovered in Ethiopia which lived between 3.9 to 3 million years ago

POPULAR MUSIC GROUPS

ABBA
BEACH BOYS
DAVID BOWIE
CARPENTERS
QUEEN

ELVIS PRESLEY'S ALOHA FROM HAWAII TELEVISION SPECIAL WAS SEEN AROUND THE WORLD BY MORE THAN 1 BILLION VIEWERS

TOP SONGS

THE WAY WE WERE BY BARBRA STREISAND
SEASONS IN THE SUN BY TERRY JACKS
LOVE'S THEME BY LOVE UNLIMITED ORCHESTRA
COME AND GET YOUR LOVE BY REDBONE
DANCING MACHINE BY THE JACKSON 5
THE LOCO-MOTION BY GRAND FUNK RAILROAD
BENNIE AND THE JETS BY ELTON JOHN
JUNGLE BOOGIE BY KOOL & THE GANG

STARS BORN

Leonardo DiCaprio
Amy Adams
Jimmy Fallon
Sarah Paulson
Christian Bale
Elizabeth Banks
Penélope Cruz
Misha Collins

HIT TV SHOWS

ALL IN THE FAMILY
SANFORD AND SON
CHICO AND THE MAN
THE JEFFERSONS
M*A*S*H
RHODA
GOOD TIMES
THE WALTONS
MAUDE
HAWAII FIVE-O

ANNOUNCING THE FIRST ANNUAL ROCKS, INC. FOUNDERS CELEBRATION!

The ROCKS, Inc. National Board unanimously voted this summer to establish an annual ROCKS Founders Day. ROCKS Founders include: ***the original Blue Geese from Fort Leavenworth; Charter members who were present when the ROCKS Charter was signed and the first members of the ROCKS, Inc.*** The purpose of this new annual celebration is to recognize and honor the original members of our organization; highlight our ROCKS history; and energize our membership as we move forward.

This announcement was distributed to Chapter Leaders ROCKS wide. They are encouraged to take time during the month of October, to review our history (previously provided and on our National website), discuss what it means to be a ROCK including ways to remain relevant and purposeful, invite others to join you, and conduct other reflective activities as you deem appropriate.

We are fully aware that the ROCKS first formal meeting was October 9, 1974. However, we're encouraging Founder's Day commemorating events **throughout the month of October** based on varying obligations of your members and our Chapters.

To set the example, the Washington DC Chapter and ROCKS National Board are inviting you to join our ROCKS Founding Members on Oct 17th during the DC Chapter's monthly membership meeting at the Fort Myer, VA Memorial Chapel Fellowship Hall at 1830hrs.

This celebration will replace the normal membership meeting. Although it'll be a modest event this first time out, we'll still take time to honor them and hear their historical perspectives and insights about our history. There'll be a cake cutting ceremony and lots of fellowship. We'll notify Chapters of Founders living in their area. Please contact COL (Ret) Dorene Hurt at: 703-6090992 and/or dhurtserves@gmail.com. or DC Chapter's Opns VP, LTC Stephen Stanley: 504-570-3091 and/or stanleysm3@gmail.com with your questions or comments or to **RSVP NLT 16 Oct**. **ROCKS MEMBERSHIP ISN'T REQUIRED.**

AT LEAST 6 FOUNDERS WILL BE JOINING US! EVERYONE'S INVITED!!

"Leadership is communicating to people their worth and potential so clearly that they come to see it in themselves."

- Stephen Covey

Pentagon Activates Space Command to Prepare for War in the Final Frontier

By Matthew Cox of Military.com News

The Pentagon on Thursday officially established United States Space Command, a precursor to the Space Force military service. As the nation's 11th geographic combatant command, Space Command was created to defend U.S. space-enabled capabilities in this new warfighting domain, said Air Force Gen. John "Jay" Raymond, who assumed command of U.S. Space Command on Thursday.

"Although space is a warfighting domain, our goal is actually to deter a conflict from extending into space; the best way I know how to do that is to be prepared to fight and win if deterrence were to fail," Raymond told reporters at the Pentagon. "The scope, scale and complexity of the threat to our space capabilities is real, and it's concerning. We no longer have the luxury of operating in a peaceful and benign domain."

Space Command is part of a two-pronged effort -- which includes a proposal before Congress to create a U.S. Space Force as the sixth branch of the U.S. military -- to build a fighting force capable of conducting defensive and offensive operations against potential adversaries seeking to deny America's access to space, Raymond said.

"Primarily, the countries that have the more significant threats are China and Russia," he told reporters at the Pentagon. "Our adversaries have had a front row seat to our many successes of integrating space, and they don't like what they see because it provides us with such great advantage. And they are developing capabilities to negate our access to space."

Both China and Russia began updating their space capabilities in 2015 to counter those of the United States, said Steve Kitay, deputy assistant secretary of defense for Space Policy.

"There is a perception that space represents an Achilles heel, and that this is an ... asymmetric advantage for them to then take on the United States' power because we project power through space-enabled capabilities," Kitay said.

The U.S. faces a full spectrum of space-related threats, Raymond added.

Pictured: General Jay Raymond, President Donald Trump. Vice President Mike Pence and Secretary of Defense Mark Esper

"On the lower end of that spectrum, there is reversible jamming of communications satellites and GPS satellites, for example, all the way up to the very destructive kinetic strike of a ground-based missile to blow up a satellite, like China did in 2007," he said.

The Pentagon had a U.S. Space Command from 1985 to 2002, but it was not a geographic combatant command, Raymond said. It was merged with U.S. Strategic Command following the attacks of Sept. 11, 2001, as antiterrorism efforts took precedence.

"United States Space Command of today shares the same name as the original command; however, it is designed for a different strategic environment," he said. "Today's U.S. Space Command has a sharper focus on protecting and defending our critical space assets."

Space Command will start out with a traditional headquarters made up of about 287 personnel who are currently assigned to the Joint Force Space Component Command and those who have been conducting the space mission of the U.S. Strategic Command, Raymond said.

The Air Force has identified six candidate bases that could serve as the command's new headquarters. Once the evaluation is complete, the secretary of the Air Force will make the decision, he added.

The new command will have service components from the Army, Navy, Air Force and Marines and will be organized into two operational elements.

The Combined Force Space Component Command, which Raymond commanded before taking over Space Command, will be elevated to a "combined command to help us integrate with allies more effectively, and that command is going to be focused on integrating space capabilities around the globe throughout all of our ... coalition partners," he said.

Historically, the U.S. hasn't needed to have allies in space, Raymond said.

"Now we are working very closely with France, Germany and Japan," he said. "We exercise together, we train together,

we conduct war games together ... so this is a big growth area for us."

The second component is the Joint Task Force for Space Defense, a new organization that will focus on protecting and defending the space domain, Raymond said, adding that he will have a better idea of the new command's size once the manpower validation process is complete.

Pentagon officials recently reached an agreement with the National Reconnaissance Office that ensures that the DoD intelligence agency "in higher states of conflict ... will respond to the direction of the U.S. Space Command commander," Raymond said.

"We are the best in the world at space today," he said. "I'm convinced that we need to keep the domain safe for all to use. ... I am convinced that our way of life and our way of war depend on space capabilities."

More Joint Efforts Likely as the Army Prepares for Multi-Domain Operations

By Joe Lacdan

A U.S. Soldier looks out of his track vehicle prior to advancing toward an objective, during the culminating force on force exercise of Combined Resolve XII at the Joint Multi-national Readiness Center in Hohenfels, Germany, Aug. 19, 2019. Combined Resolve is a biannual U.S. Army Europe and 7th Army Training Command-led exercise intended to evaluate and certify the readiness and interoperability of U.S. forces mobilized to Europe in support of Atlantic Resolve.
(Photo Credit: Sgt. Thomas Mort)

WASHINGTON --Joint cooperation will be crucial to maintaining U.S. forces' overmatch against near peers and potential adversaries, an Army general said Monday.

Lt. Gen. Eric Wesley, Army Futures Command deputy commanding general and director of the Futures and Concepts Center, said while taking part in a Center for European Policy Analysis panel in Washington, D.C.

America's adversaries have begun challenging U.S. forces in nearly every domain including the air, land and sea, he said. The Army will increasingly need to lean on other military branches as well as foreign partners to assure military dominance, he added.

"If you're challenged, what that means is that you no longer necessarily have overmatch," Wesley said. "The only way you can create overmatch when all domains are in play, is to create synergy between them so that the total is greater than the sum of the parts. We don't have enough resources to ensure that the U.S., our partners and our allies always dominate, all the time in all domains."

The Army recently announced that four major units will soon deploy to support ongoing missions in Europe and Afghanistan.

About 500 Soldiers from the 10th Mountain Division at Fort Drum, New York, recently deployed to Lithuania and others from the division deployed to Poland earlier this year in support of U.S. Army Europe's Atlantic Resolve campaign. Atlantic Resolve is the U.S. commitment to European allies to keep stability in the region.

The 1st Cavalry Division's 2nd Brigade Combat Team from Fort Hood, Texas, and the 3rd Infantry Division's Combat Aviation Brigade from Fort Stewart, Georgia, will travel to Europe to help train European allies and take part in security operation activities. The Army Reserve recently activated seven new units within Europe to support operations responding to the Russian threat to the Ukraine.

U.S. Soldiers take part in several annual European exercises, including Immediate Response hosted by Croatia and Slovenia; Saber Guardian in Bulgaria, Hungary and Romania; and Swift Response.

Wesley said that Soldiers can expect to see greater interaction among allies, Airmen, Sailors and Marines. Soldiers from the 5th Battalion, 159th General Support Aviation Battalion recently deployed to Kuwait to take part in a joint medical evacuation exercise with teams from the Air Force and Navy. They also performed UH-60 Black Hawk acclimation training.

In the Pacific, the Army also participates in joint exercises that include Operation Cobra Gold, hosted by Thailand, one of the world's largest multi-national military exercises.

"I think what you're going to see in the next year is we're going to move to a joint concept," Wesley said to an audience that included representatives from different European nations. "It's how we're going to fight in the future. Right now you see a convergence of ideas between the Air Force, the Navy and the Marines."

Wesley identified three problems in U.S, forces' struggle to maintain overmatch. The first: U.S. adversaries have invested in "all" domains.

The second, is that potential adversaries have engaged in multiple layers of standoff.

The third problem stems from Russia and China's willingness to leverage the competition space to achieve their strategic and operational objectives, posing significant challenges for U.S. forces. Soldiers will have to fight on expanded battlefield space beyond conventional warfare and could achieve victories solely in cyberspace, Wesley said.

Already near-peer adversary China has been rapidly modernizing its infrastructure and possesses anti-access/area denial sensor technology that can limit freedom of movement in the Pacific. Russia remains a threat in cyberspace, threatening the Army's network and using social media to spread disinformation.

Wesley said that the Army must engage quickly and won't have time to rest on its laurels. To hasten the acquisition process and get needed equipment and capabilities into the hands of Soldiers faster, he said the Army created eight cross-functional teams to accelerate progress toward achieving its six modernization priorities: long-range precision fires, next-generation combat vehicles, future vertical lift, air and missile defense, the network, and Soldier lethality.

Ace the ACFT with Proper training, says Master Fitness Training Instructor

By Thomas Brading,

Sergeant First Class Elizabeth Calderon, Army Master Fitness Training instructor, performs ball toss Sept. 23, 2019, at the U.S. Army Physical Fitness School at Fort Jackson, S.C. As a training instructor, Calderon instructs and certifies the Army's master fitness trainers. The ball toss is one of six events performed during the Army Combat Fitness Test.

FORT JACKSON, S.C. -- The South Carolina sun -- causing blistering temperatures to climb throughout the day -- didn't slow down Sergeant First Class Elizabeth Calderon from her workout. For her, being a Master Fitness Training instructor means that flipping tires or carrying ammo boxes in the heat is another day at the office. The former drill sergeant, no stranger to Fort Jackson's long summers, was wearing a weighted tactical rucksack on her back, Sept. 24, as she demonstrated modified squats outside of the U.S. Army Physical Fitness School. The purpose of her workout was to show proper ways Soldiers can better prepare for the Army Combat Fitness Test -- even with limited resources. Calderon was increasingly fatigued as the day wore on, yet pushed through and never compromised her form. "She's the heart of the program," one of her colleagues was overheard saying as she continued demonstrating exercises. Calderon, a former competitive bodybuilder and fitness guru herself, finished the squat the right way -- the Army way -- then wiped sweat from her brow, and replied with a smile.

Sergeant First Class Elizabeth Calderon, Army Master Fitness Training instructor, performs ball toss Sept. 23, 2019, at the U.S. Army Physical Fitness School at Fort Jackson, S.C. As a training instructor, Calderon instructs and certifies the Army's master fitness trainers. The ball toss is one of six-events performed during the Army Combat Fitness Test.

During her time as a drill sergeant, Calderon said she spent countless hours in the gym, and rep-by-rep, sculpted her physique. For her, bodybuilding was an outlet to the highs and lows she faced while "on the trail", she said. "When you can physically move and train your body to accomplish things you never thought you could before," she said, "You find yourself." These days, however, although strength conditioning is still essential, she relies on functional workouts.

These workouts, taught at the school, are well-rounded and cardio-intensive, designed to help Soldiers balance strength with endurance. After all, big muscles don't necessarily mean physical fitness, at least according to Army standards.

For the last 10 months, she's been an instructor at the school, where she, along with the other instructors, educate and certify selected Soldiers, from units around the Army, with everything related to the Army's Physical Readiness Training program, including how to properly grade the ACFT.

Although the instructors' job requirements stretch far beyond the ACFT -- from helping Soldiers develop physical training concepts, tactics, techniques, training programs, and other aspects related to the PRT -- lately, all eyes seem to focus on the upcoming fitness test, she said, which is heading into its second phase of implementation beginning October 1.

During the second phase, all Soldiers will take the ACFT as a diagnostic and all Initial Military Training officers and enlisted will take the six-event fitness test as a graduation requirement. The fitness classes aren't just taught outside or in the gym, though. Many courses are also taught in traditional classrooms. There, instructors discuss topics such as injury prevention and nutrition, among many others.

"It all goes hand in hand," Calderon said, referring to Holistic Health and Fitness, or H2F. "If your mind isn't in it, your heart isn't either -- if that's the case, you might just not have the motivation and do what you got to do in the gym."

"I think you need to be 'centered' in order to perform well," she added, saying all aspects of H2F health are vital to success. Some Soldiers, according to Calderon, are still uneasy with the ACFT's test requirements, including events such as the leg-tuck. That's where, according to her, practice makes perfect. "I think people fear what they don't know," she said, regarding the new fitness test. "Once they're out there doing the movements, they'll realize they can do it, too. I'm here to teach Soldiers how to design a [fitness program] they can bring back to their unit."

Program design skills Soldiers learn at the school "will carry over into training for the ACFT," she said, and when certified Soldiers return to their units, not only are they qualified to grade the ACFT, but they can supervise it, and set up the field for testing.

The ACFT exercises target muscles they work out every day," she said. "My job is to help teach Soldiers the techniques used to perform those exercises correctly, and with proper form so they don't get injured. Soldiers have been moving this way all their lives, they just need to perfect the movements and build a foundation."

Whether it's in the office, or at the grocery store, "our muscles are designed for functionality," she said. "We do dead-lifts when we pick up our groceries," she said. "Or, bringing them to their car is like the farmer's carry." By utilizing a certified MFT, Soldiers will be one step closer to optimal physical readiness. However, according to Calderon, they still need to believe in themselves. "If a Soldier is in the mindset they won't pass the ACFT, they won't," she said. "It's just like if you start your day believing you'll have a bad one -- then you will."

In addition to her students, who occasionally reach out from time to time, Calderon has also developed an army of followers on social media, too. With more than 16,000 followers on Instagram, Calderon -- known online as fatgurlliz -- uses her social media presence to empower others, by promoting physical fitness and body positivity. Although it's her private account, she said she receives many messages about Army fitness.

"My advice is if you have fun with (the ACFT), then you're going to perform well -- but you have to train the right way," she said. "Train properly, and once you develop the endurance that you need, you're going to be okay."

Mindfulness Techniques That Boost Work Performance—According To The CEOs Who Use Them

By Minutes Staff (Apple News)

A few decades ago, the idea of utilizing mindfulness techniques in the workplace was virtually unheard of.

Now, thanks to revolutionary leaders like ***Steve Jobs, Oprah Winfrey, and Jeff Weiner***, tons of businesses are using meditation and mindfulness to improve work performance.

According to a recent survey, 62% of companies either have a mindfulness training program in place or are planning on implementing one in the near future. After all, when something has been scientifically proven to decrease stress, prevent burn-out, improve team climate, and boost personal performance, why wouldn't you give it a shot?

My own mindfulness practice has changed every single aspect of my life—but my work life especially.

I used to mentally "clock out" during work, simply going through the motions. I was on autopilot from 9 to 5, and since the eight hours before those eight hours were spent sleeping, I found myself in this constant cloud of disassociation for the majority of my day.

Something had to give.

It started as a quick, daily meditation practice—just five minutes every morning—but soon, I began implementing mindfulness techniques into my workday, too. I'd force myself to stay present with every word while I wrote an article, and I'd really listen to a coworker's presentation rather than silently stressing about my to-do list. On days when seemingly nothing was going right, I'd pause and rack my brain for one single thing I could be grateful for: an upcoming paycheck, a friendly email, the fact that I even had a job.

I found I was happier, more productive, and genuinely interested in my work.

But the best part about mindfulness? It's not just about "clearing your mind." There are countless ways to achieve it, so even if you don't have a free hour to sit cross-legged on a floor pillow, you can still reap the benefits.

If you're looking for mindfulness techniques with the potential to transform your work performance, these top CEOs and Minutes contributors have a few tried-and-true recommendations.
— Maria Cassano

Accept where you are in the current moment, so you can move forward (Heidi Zak, CEO of ThirdLove).

"As an entrepreneur, you have to accept you're never going to have complete clarity about everything.

You can collect data and gather information all you want. But at some point, you have to make a decision. You can't get stuck in a situation where you're not making any forward progress because you're always waiting for that last bit of data.

This doesn't mean making rash decisions. Instead, you should simply ask yourself, 'At what point do I feel like I have enough information that I can make a decision and move on?' Once you've found that point, make your choice and move forward."

Visualization gives you the confidence to flip your mentality (Sami Rusani, CRO of ShipChain).

"Before I walk into a sales pitch, I visualize everyone liking me. I take a deep breath, close my eyes, and set the scene: These people are going to like me. I'm going to show this group something that will really benefit them, and they're going to eat it up. I'm going to close the deal.

By the time I'm actually walking into the room, I'm itching to get in there and start talking. Why wouldn't I be? Everyone's going to love what I'm selling.

You can do the same thing with any situation. Picture the successful outcome that you want to happen, walk through each of the steps involved in obtaining that outcome, and visualize yourself nailing each of them.
Now that you're in a positive, confident mindset, so your odds of success are that much higher."

Practice gratitude at work. There's always something to be thankful for, even if you don't love your job (Jaleh Bisharat, CEO of NakedPoppy).

"Do you know many successful people who constantly complain about their work? I don't.

Whether you work 30 or 60 hours a week, we all spend a lot of waking hours at work. Surely, there's something to appreciate about your job. Gratitude has a way of putting imperfections in perspective so you can focus on doing excellent work and exuding positive energy.

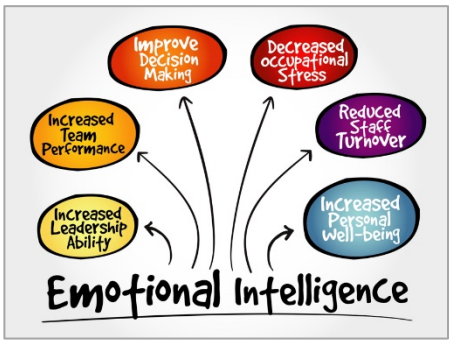
This mental shift affects those around you. People with positive attitudes are far more likely to be liked, respected, and promoted."

In order to calm the monkey mind—that nervous, always-rambling part of your brain—try giving it an airtight argument (Richard Newman, Founder of Body Talk UK).

"I have a fear of heights. When this kicks in I often hear friends and family saying, 'Don't worry, there's nothing to fear.' My monkey* disagrees, squealing in my head 'what do you mean! I could die if I fall!'. The only way for me to calm it down is to watch other people. When I needed to cross a rope bridge that was very high and appeared to be swaying in the breeze I just sat near the bridge for a while and watched other people safely cross it. I was then able to say to my monkey, 'Every person who crosses this bridge is fine.'

You can do the same thing when you feel under pressure at work – in an interview, sales pitch or when giving a speech. Remember you have to say things your monkey* can't disagree with. My favorite phrases are 'I'm in the right place. This is the right time.' Your monkey mind* will check the calendar and go, 'Oh yes, you're right, I'm supposed to be here!'"

* Editor's Note: According to Buddhist principles, the "monkey mind" is a term that refers to being unsettled, restless, or confused. ... It is also the part of your brain that becomes easily distracted, so if you want to get anything done in life, your challenge will be to shut down the monkey mind. For more information or additional articles visit https://minutes.co/category/leadership/ .



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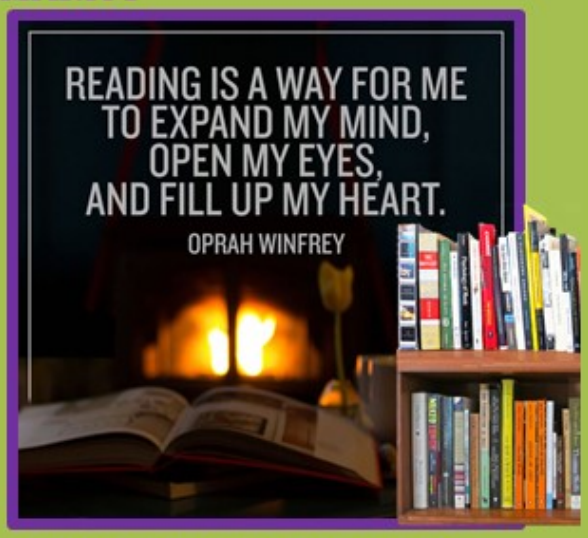


Whether you read hard copy, on your Kindle or iPAD, everyone has a favorite book. One that inspired them or caused an epiphany. More importantly a good book provokes thought, teaches us something, causes reflection and even dares us to dream BIGGER dreams. So tell us what's yours? Tell us your favorite book and why and you'll see it in an edition of the ROCKET. Send your response to VPComms4ROCKS@gmail.com.

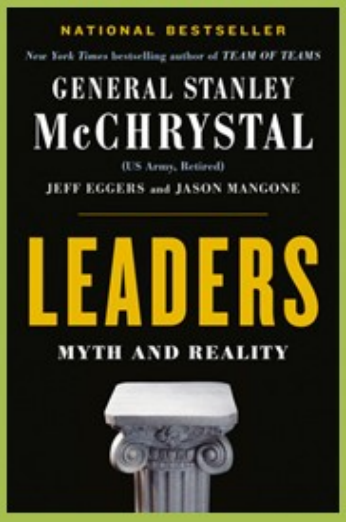
My recommended book is David Brooks, "The Road to Character." In our profession, character matters and our credibility is most important asset we process. It starts with our character, our most important attribute as a leader.

LTC Aundre F. Piggee
Former DCS, Army G4
HQs, Department of the Army

My favorite book is *Grant* by Robert Chernow. This book is remarkable and gives an unblinkered view of Grant's thoughts and behaviors as he made monumental contributions to the preservation of the United States of America during and post the civil war. A vivid and compelling portrait of a remarkable man, leader, statesman, and Soldier.

BG David Wilson
Director
United States Forces Korea J4

My favorite book is ***Uncommon*** by Tony those Dungy. I have and continue to be a huge Tony Dungy fan. This book details how he can from very humble beginnings to achieve a life of significance that transcended his enormously successful pro football career by being a man of faith and leader of character. I found that there were numerous parallels in the challenges that Dungy faced to those faced by military leaders rising in to rank and responsibility. Like Dungy we need to remain grounded and never forget the importance of giving back.



Second favorite is *Leaders* by General (Ret) Stanley McChrystal. In this book General McChrystal profiles thirteen famous leaders from a wide range of eras and fields—from military leaders to corporate CEOs to revolutionaries. He uses their stories to explore how leadership works. McChrystal's work provides great analysis of how leadership works in practice and challenges the myths that complicate our thinking about this critical topic.

BG Gavin Lawrence
Commander
DLA Troop Support

Federal Court Orders VA to Reimburse Billions for Vets' Emergency Costs at Other Hospitals

by Ryan Morgan

VA Hospital in Clarksville, Virginia

An appeals court has ruled the Department of Veterans Affairs is back on the hook for up to $6.5 billion in healthcare reimbursements for veterans who sought emergency medical care at non-VA facilities.

In their case before the U.S. Court of Appeals for Veterans Claims, attorneys for the plaintiffs argued the VA had blocked reimbursements to veterans who visited the ER, ABC News reported. On Monday the court struck down the VA's internal policy which had denied these reimbursements.

The court determined the VA had revised a reimbursement regulation, in order to deny claims stemming from ER visits at non-VA facilities.

The case is the second time in history that the Court of Appeals for Veterans Affairs, according to the National Veteran's League Program, which represented the plaintiffs.

The VA's apparent method for ducking the reimbursements followed a similar VA policy that would refuse an emergency claim where another form of insurance had also covered any part of the cost. That prior VA policy was also struck down in court in 2015.

The Monday ruling called the outstanding veterans' costs "unacceptable," and ordered the VA to reassess the claims for reimbursement.

For veterans who have filed and will file claims between 2016 and 2025, attorneys for the plaintiffs have estimated reimbursement costs between $1.8 billion and $6.5 billion, drawing their analysis from past VA estimates for medical care.

"I think it means change, it means that veterans don't have to be afraid of receiving care, emergency care," one of the plaintiffs, former Coast Guardsman Amanda Wolfe, told ABC News.

In September 2016, Wolfe had gone to the emergency room when her appendix burst. Though her private health insurance covered a majority of the more than $20,000 hospital bill, she hoped to cover the roughly $2,500 remainder with her VA benefit. The VA instead rejected her claim and though she paid off the bill, she has been insistent on the VA picking up the tab.

Wolfe joined her complaint with that of 79-year-old Navy veteran Peter Boerschinger who had gone to the emergency room for treatment of pneumonia and congestive heart failure.

Boerschinger's nearest VA hospital had reportedly closed its emergency room, instead directing patients to take medical care at a non-VA hospital.

Wolfe and Boerschinger's cases became the front of a class-action lawsuit for "tens of thousands" of other veterans who were also denied reimbursements.

Bart Stichman, the executive director for the National Veterans Legal Services Program, which represented the plaintiffs alongside law-firm Sidley Austin LLP, said the Monday decision will ensure veterans will be reimbursed for the costs the VA should have handled.

"It is a hard-won victory for hundreds of thousands of veterans," he said.

The court decision comes in the wake an August report by the VA's inspector general which found thousands of outstanding reimbursements for veterans who had gone to non-Va facilities. Among its findings, the inspector general's report found a six month period that left more than 17,000 veterans with some $53 million in out-of-pocket medical expenses the VA was liable to cover.

Time for a Collective Defense in the Middle East

by James Jay Carafano

The United States doesn't want to be parked in the Middle East, nor can it afford to walk away and leave a mess it will live to regret. An agreement creating a Middle East security architecture may well be the best way forward. Trump has delivered on most of his foreign-policy initiatives, but there is one big exception: his proposal for a Middle East security architecture. Perhaps the time has come to put the initiative back on the agenda. The Middle East desperately needs a sustainable framework to ensure long term peace and stability.

Keeping Up With the Times

When the fledgling Trump administration suggested something that sounded like a NATO for the Middle East, there was plenty of skepticism. The last time a president tried anything like that—Eisenhower, during the height of the Cold War—it did not end well. But times have changed. Trump came into office with the right instincts. The United States can't babysit the Middle East. On the other hand, American cannot turn its back on the region.

For one thing, there's oil. Sure, the United States has plenty of energy, and the whole world is enjoying cheap oil. But, Middle East oil is pivotal to global energy markets. Major disruptions of production there will hurt our friends, allies, and trading and business partners around the globe. And there's much more than energy at stake. The Middle East is a global crossroads of maritime and air traffic, financial flows, foreign direct

investment and global migration. It is also the epicenter of one of the world's most influential religions.

The Middle East matters—a lot—and the United States ignores at its peril.

America does need to back long-term solutions for a better Middle East. Part of the to-do list for Trump must remain putting in place a durable security framework so that the United States doesn't have to send armies and aircraft carriers every time there is a problem.

Enter the Architecture

The idea Trump's team proposed was the Middle East Security Architecture. The initial proposal bundled a commitment to collective defense with: a structure for cooperative defense planning; a dispute resolution mechanism to resolve disputes between members, and a free trade network. Washington's proposal was: if all the Gulf states signed up, the United States would back stop the agreement and join as a member itself.

Had the framework been adopted, then things might be much better today. The bitter dispute between Saudi Arabia, UAE and Qatar might have been resolved. There might have been a common regional approach to the war in Yemen and a more coordinated response to the troubles in Libya. Most importantly, Iran might have been deterred from continuing its proxy war on Saudi Arabia, trying to shut down the Strait of Hormuz and launching the recent attacks on Saudi oil production.

Initially, the proposal seemed to generate a fair amount of interest from the Gulf states. Yet nothing happened. Then came complaints that a second round of proposals from the United States seemed much watered down. The economic plank faded away. The security guarantees, reportedly, looked less ironclad. All that was left was a heavy-thumb approach to dispute resolution—and as the Gulf States increasingly had more differences to resolve, they concomitantly became less interested in arbitration to resolve them.

Meanwhile, the United States seemed to be losing interested and distracted by other priorities. The White House might not have abandoned the idea, but it definitely seemed content to let it gather dust on a diplomatic shelf.

The Gulf States

Round Two

The time might be right to dust off the original proposal and try again. While the administration's pressure campaign has been effective in punishing Iran, the regime has not suffered in silence. Restarting talks on collective defense would send Tehran another strong signal that the United States is not going anywhere and, indeed, remains deadly serious about not letting Tehran run amok throughout the region.

The attack on Saudi Arabia also demonstrated the practical utility to a more coherent approach to regional collective security. The region needs an integrated air defense architecture. It also needs integrated, persistent maritime security. And there is every reason to go bold. After all, the Gulf States, Israel, and Egypt all have the same fundamental security interests. They all ought to partner with the United States in this security enterprise. Everyone knows there are all kinds of regional and internal disputes that would complicate a collective security pact from the war in Yemen, to the Israeli-Palestinian dispute, to the ongoing mess in Syria, and problematic relations with Turkey. All those landmines can be accounted for in how the agreement is crafted.

Jumpstart

The odds of getting this off the ground by the end of this presidential term are admittedly small. Nevertheless, it is time to restart the journey. Put an energizer of an envoy in place to jump start talks. Return to an expanded scope for the agreement so that it not only addresses hard core security issues but opens space—including economic and political dimensions—to build trust and confidence among members.

President Eisenhower with Lyndon B. Johnson

The United States doesn't want to be parked in the Middle East, nor can it afford to walk away and leave a mess it will live to regret. An agreement creating a Middle East security architecture may well be the best way forward.

James Jay Carafano is a Heritage Foundation vice president who directs the think tank's research into matters of national security and foreign relations.

How America Stopped China and North Korea from Winning the Korean War: A Big Win in a Much Longer Battle for Korea

By Marc D. Bernstrin

By mid-April 1951, the war in Korea was nearly 10 months old. United Nations forces had suffered a reversal of fortunes in late 1950 with the entry of Communist China into the war, losing the South Korean capital of Seoul but later regaining it. Now the U.S. Eighth Army, a multinational force that was dominated by American leadership and troops, found itself engaged in limited offensive operations near the 38th Parallel in the wake of General Douglas MacArthur's removal by President Harry Truman as U.N. Supreme Commander and U.S. commander in chief in the Far East. The new supreme commander, based in Tokyo, was General Matthew B. Ridgway, who had led Eighth Army out of the dark period following its collapse the previous December. Lt. Gen. James A. Van Fleet was named the new commander of the Eighth Army and took charge on April 14. Facing the UN forces in Korea were some 700,000 Communist troops, with an additional 750,000 available in Manchuria. Against this, Van Fleet fielded 230,000 men on the front line and 190,000 more in reserve.

Holding Seoul

Ridgway's strategy was to eschew taking or holding of ground for its own sake in favor of killing as many enemy troops as possible. Korea was evolving into a war of attrition, and the Truman administration wanted a negotiated settlement. Maoist strategy disapproved of attritional warfare, promoting instead the concept of annihilation. Ridgway and Van Fleet both knew the Chinese were preparing a major offensive designed to drive Eighth Army completely off the Korean Peninsula. No negotiations would be possible until the Communists were convinced through a decisive battlefield defeat that annihilating U.N. forces in Korea was no longer a realistic possibility.

A massive attack by the Chinese Communist Forces (CCF) and North Korean People's Army (NKPA) was in fact long overdue. Their offensive had been delayed a number of weeks because, in part, of a secret CIA operation that intercepted a much-needed shipment of medical supplies and personnel bound for a Communist-held port. Supply in general had become a major problem for the Communist armies in Korea, as the weight of the UN aerial interdiction campaign was making itself felt. Meanwhile, the Eighth Army had stockpiled critical supplies, especially ammunition and fuel, in anticipation of the enemy offensive.

Ridgway and Van Fleet differed over the value of retaining Seoul in the face of an onrushing enemy force. Ridgway believed that the capital had no real military value and that the major stand, if necessary, should be made south of the natural barrier of the Han River. But Van Fleet thought that holding Seoul had immense psychological and political implications. To lose the city once again to the Communists would be unacceptable, if it could possibly be prevented. Van Fleet eventually was able to convince Ridgway. During the enemy offensive, an all-out effort would be made to save the capital.

The Spring Offensive

The Chinese were anxious to launch their attack. The commander in Korea, Marshal Peng Dehuai, wanted to act before U.N. forces could attempt a major amphibious landing behind Communist lines in North Korea. On April 14, Mao approved Peng's plan for what became known as the Fifth Phase Offensive. Peng's specific goal was to destroy five U.N. divisions and recapture Seoul as a May Day present for Stalin and Mao. Mao himself was looking for a clear-cut victory. After weeks of being on the strategic defensive, he wrote: "It is necessary for the contestants to have a decisive engagement. And only a decisive engagement can settle the question as to who wins and who is defeated." The spring offensive would prove to be decisive, but not in the way that Mao intended.

On April 22, the Eighth Army was still attacking toward the main Chinese logistical center of the Iron Triangle in central Korea above the 38th Parallel. I Corps was on the left, with positions anchored along the Imjin River north of Seoul and farther east to the north of Line Kansas. Also north of Line Kansas were the two divisions of IX Corps, which occupied positions to the right of I Corps at the western edge of the Hwachon Reservoir. East of IX Corps was X Corps, which was arrayed near Line Kansas. Still farther to the east were two Republic of Korea (ROK) corps operating slightly above Line Kansas and extending all the way to the Sea of Japan north of the coastal town of Yangyang. There were six American divisions on the front line.

Signs of an impending enemy attack were mounting by the late afternoon of the 22nd. Aerial reconnaissance spotted large numbers of Chinese troops moving southward toward the advancing Eighth Army. Interrogation of prisoners had yielded information that a major offensive was imminent. In order to conceal their movements and hinder UN air attacks, the Communists had set fire to a large amount of scrub near the front line and were also using smoke generators to establish a gray haze over the battlefield. As late as the evening of April 21, the Eighth Army's G-2 (intelligence officer), Lt. Col. James C. Tarkenton, still had

been unsure of the nearness of the enemy offensive, but by 1900 hours on the 22nd, the U.S. 24th Infantry Division commander, Maj. Gen. Blackshear M. Bryan, was certain enough that he notified I Corps headquarters that he expected to be attacked at 2100 that night. "I think this what we have been waiting for," he stated. His prediction proved generally accurate, but the ROK 6th Division in the IX Corps sector to Bryan's right was the first to be hit by the Chinese assault. The Communists had chosen a night with a full moon to launch their new offensive.

General Douglas MacArthur passing the Soldiers of 24th Infantry Regiment

A Disgraceful Rout

The weight of the onslaught fell on the western half of the Eighth Army front, against I and IX Corps. Auxiliary attacks were made on the flanks of the main assault and also east of the Hwachon Reservoir. The ROK 6th Division cracked immediately. From positions north of Route 3A, the South Koreans fled in panic south, east, and west, exposing the right flank of the 24th Division and the left flank of the U.S. 1st Marine Division and leaving several supporting artillery units uncovered against infantry attack. IX Corps commander Maj. Gen. William M. Hoge, in an after-battle report to Ridgway, stated: "The rout and dissolution of the [ROK] regiments was entirely uncalled for and disgraceful in all aspects. The fact that all units in the division from squads to regiments withdrew in disorganized confusion without offering resistance, and that weapons and equipment were abandoned to the enemy, indicated a lack of leadership and control of all grades of officers and noncommissioned officers."

The 6th Division's collapse meant that other units in the vicinity would have to move quickly to prevent the Chinese from infiltrating deep behind their lines. Maj. Gen. Oliver P. Smith, commanding the 1st Marine Division, immediately ordered forward a battalion of the 1st Marines to tie in with the 92nd Armored Field Artillery Battalion and shore up the Marines' left flank. The Communist 120th Division failed to penetrate the Marine positions west of Hwachon, but Hoge nevertheless ordered the Marines to pull back to the Pukhan River and establish a new line anchored near the Hwachon Dam and swinging southwest to link up with the ROK 6th Division on Line Kansas. The ROK troops were reorganizing some three miles south of Line Kansas but failed to move into position as ordered by Hoge. As a stopgap measure, in mid-afternoon of the 23rd, Hoge ordered the 27th Commonwealth Brigade to block the Kapyong River Valley behind the ROK troops to prevent the Chinese from moving unimpeded down the valley and cutting Route 17 at Kapyong town. Brig. Gen. B.A. Burke's forces occupied hills on both sides of the river, four miles north of the town.

The block was established by the 3rd Battalion, Royal Australian Regiment on the right, and the 2nd Battalion, Princess Patricia's Canadian Light Infantry on the left. These troops were supported by several U.S. units, including Company A, 72nd Tank Battalion. By 2200 hours on April 23, the ROKs in front of the 27th Commonwealth Brigade had disintegrated and the Chinese 118th Division was in contact with the Australians. During the night and the following day, bitter fighting took place on Hill 504, with the Chinese losing heavily but continuing to press the attack against the Australians, who were well supported by artillery and the U.S. tanks. By late afternoon of the 24th, the Australians were ordered to withdraw, taking up new positions near brigade headquarters at Chongchon-ni. The Canadian battalion on Hill 677 west of the river was attacked heavily on both flanks shortly after midnight on April 24-25. The U.S. tankers came to the Canadians' assistance early on the 25th, and by 1630 on that day the enemy had withdrawn. The 27th Commonwealth Brigade had successfully prevented a breakthrough in the critical Kapyong sector, allowing the 24th Division time to pull back to better defensive positions.

"They Came on in Wave After Wave"

Meanwhile, on the 23rd, Van Fleet ordered a withdrawal across I and IX Corps' fronts to Line Kansas. The Chinese were using more artillery than usual while relying on mortars and automatic weapons to support human-wave infantry attacks. They were attempting a double-envelopment of Seoul from the north and northeast. A few miles east of Kapyong, the 92nd Armored Field Artillery Battalion (a self-propelled 155mm howitzer outfit) established an infantry perimeter and fought off attacking Communist infantry by firing its howitzers at point-blank range. The 92nd's commander "saw fragments of Chinese soldiers thrown twenty feet or higher into the air."

Second Lieutenant Joseph Reisler of the 1st Marines described another Chinese attack: "They came on in wave after wave, hundreds of them. They were singing, humming, and chanting, 'Awake, Marine.' In the first rush they knocked out both our machine guns and wounded about ten men, putting a big hole in our fire—and those grenades, hundreds of grenades. There was nothing to do but withdraw to a better position, which I did. We pulled back about fifty yards and set up a new line. All this was in the pitch-black night with Chinese cymbals crashing, horns blowing, and their god-awful yells."

Sergeant First Class Woody Woodruff of the 35th Infantry, 25th Division, recalled the withdrawal of his unit: "Shortly commenced a nightmare that continued almost until daylight. In our column were infantry on foot, tanks, and attached half-tracks mounting Quad-fifties from the A/A battalion. Units got mixed up and mingled. Vehicles with dead engines, some as a result of enemy action, blocked the narrow trail. At one point a column of vehicles from Battalion trains had been ambushed and set afire; flames lit up a night otherwise pitch dark, and ruined what little night vision we had. Among those vehicles were some ambulances; it was reported

that some patients aboard had been machine gunned as they lay on their stretchers."

With limited exceptions, Eighth Army's withdrawal was well executed. On the I Corps left, at the Imjin River north of Seoul, the British 29th Brigade, which was attached to the U.S. 3rd Infantry Division, fought a classic delaying action against the Chinese 63rd Army. A Belgian battalion, caught north of the Imjin, was extricated with the help of the U.S. 7th Infantry, but the 1st Battalion of the Gloucester Regiment was surrounded. The Gloucesters occupied a position astride Route 5Y, which fed into Route 33, leading directly to Seoul. The pullback of the ROK 1st Division on the Gloucesters' left had exposed their flank. Lt. Col. James P. Carne, commanding the battalion, ordered his unit to withdraw to better positions on Hill 235, south of Choksong. There, the Gloucesters made their stand. Throughout the day, 25-pounders from the 45th Field Regiment of Royal Artillery supported the hard-pressed infantry, and the U.S. Air Force operated continuously against enemy avenues of approach. These measures relieved the immediate pressure; but still the Chinese infantry continued to press forward.

Several attempts were made by units of the 3rd Division to break through to the Gloucesters, but they were halfhearted and unsuccessful. By the morning of April 25, the Gloucesters were finally given permission to attempt a breakout from Hill 235. Only 39 troops in the battalion got back to friendly lines; most of the rest were captured. But the Gloucesters had fought a magnificent fight for 60 critical hours, for which they would receive a Presidential Unit Citation and Carne a Victoria Cross.

Men of the 3rd Ranger Company, 3rd Infantry Division, adjust their gear before undertaking a dawn patrol across the Imjin River, Korea. 17 April 1951. Korea. Signal Corps Photo #8A/FEC-51-12902 (Welter)

Van Fleet called the Gloucesters' battle the "most outstanding example of unit bravery in modern warfare." But the loss of the battalion was a hard pill to swallow. Ridgway said: "I cannot but feel a certain disquiet that down through the channel of command the full responsibility for realizing the danger to which this unit was exposed, then for extricating it when that danger became grave, was not recognized nor implemented. We must not lose any battalion, certainly not another British one."

The actions of the 29th Brigade had cost the Communist offensive crucial momentum that would never be recovered. Although unable to hold Line Kansas, the Eighth Army's fighting withdrawal was taking a huge toll of Communist troops. The enemy was also running short of supplies, and UN airpower was pulverizing them on the ground. On April 23, the Far East Air Forces flew more than 1,100 sorties, of which 340 were in close support of Eighth Army. During April 24-26, the pilots continued to fly more than 1,000 sorties a day, along with contributions from the U.S. Navy's Task Force 77 fast carriers and the Marines. For the first time in the war, UN airmen provided tremendous close-support effort at night as well as by day.

The Chinese tended to press their attacks at night, hoping to avoid the effects of aerial attack and concentrated artillery fire. On April 26, with I Corps still withdrawing through phase lines toward Seoul, a Time correspondent quoted one U.S. officer: "They attack and we shoot them down. Then we pull back, and they have to do it all over again. They're spending people the way we spend ammunition." An artilleryman stated, "The gullies in front of us are already full of Chinese dead, and we intend to keep adding to the pile."

Establishing the No Name Line

On April 25, Van Fleet decided to set up a new transpeninsular defensive line, running from Seoul through Sabangu and on to Taepo-ri on the Sea of Japan. Uncharacteristically failing to give the new line a name, the Americans referred to it as the No Name Line. To establish it, the Eighth Army divisions needed to break contact and fall back as much as 35 miles from the original front line of April 22. In the vicinity of Seoul, the fortified defensive positions were known as Line Golden. Van Fleet sought to strengthen his forces in the western half of Korea while IX and X Corps in the center of the peninsula pulled back from around Chunchon to the Hongchon River. The 1st Marine Division was switched from IX to X Corps control.

The full force of the Communist offensive diminished after April 25, although heavy fighting occurred for several more days. During April 27-28, the Communists succeeded in outflanking units of the U.S. 3rd Division at the critical road junction of Uijongbu, and the division retreated to positions only four miles north of Seoul. The 1st ROK Division to the west was forced back down Route 1 to the northwestern outskirts of the capital. But Van Fleet's No Name Line was in place by April 28-29, and the Communist advance was stopped. By April 30, the first step of the spring offensive was over, and Chinese and North Korean forces began withdrawing northward to reorganize.

Continued on page 38

ROCKS ON THE MOVE

Major General Linda L. Singh Retires

Submitted by COL (Ret) Dorene Hurt

A devoted ROCKS supporter, Major General Linda L. Singh, the first African American and the first woman to lead Maryland's National Guard, relinquished her responsibilities on July 9, 2019. She retired later this summer. General Singh served in the enlisted ranks before becoming an officer. Her service to our nation totals almost four decades.
She made history her last four years as Maryland's Adjutant General, responsible for the daily operations of the Maryland Military Department, which includes the Army National Guard, Air National Guard, Emergency Management Agency, and the Defense Force. As the Senior Military Advisor to the Maryland Governor, her responsibilities included the readiness, administration, and training of more than 6,700 members of Maryland's Military Department. As the Adjutant General, she served as the official channel of communication between the Governor and the National Guard Bureau and served as a member of the Governor's cabinet.

Commenting on her last assignment, General Singh stated "When I assumed this position over five years ago, I set out to make a fair and equal organization within the Maryland Military Department." She added, "My decision to retire is one of the toughest choices I've ever had to make but I know this organization will continue to prosper, and I'm proud to have made a long-lasting impact."

She has served at many levels of command and in various staff assignments, two of which were overseas deployments to Kosovo and a combat tour to Afghanistan supporting Operation Enduring Freedom. Notably, as Commander of the Maryland National Guard, Major General Singh was a leader in controlling the 2015 Baltimore protests.

Also historic is the fact that during Singh's tenure, Maryland's National Guard became the first in the nation to be coincidentally led by a command staff of all women. Says Singh, "I didn't even realize that it was going to line up this way," Singh told The Washington Post earlier this year. "It's not like I engineered it for all of them to end up in these positions. It just so happened that these talented ones started rising to the top."

Singh grew up in Frederick County, Md., and is a long time Maryland resident of Prince George's County where she currently resides with her husband and two daughters. She retired as Managing Director in Accenture's Health and Public Service North America operating unit in May 2016. Her responsibilities included managing all operational activities to include the financials, strategic business plans, quality programs, program delivery programs, human resource management, business approvals, internal controls and sales activities for a budget that exceeded $3 billion. She managed a global team in order to leverage capabilities from Accenture's global public service business as well as external partnering relationships. She previously served as the Commercial Director for the Public Safety Portfolio, the account lead for the Veterans Affairs and the account lead for the Army.

Gov. Larry Hogan stated that Major General Singh was one of his first key appointment as Maryland's Governor, adding that she was also one of his appointments that he's most proud of.

COL(R) Ray Bingham speaks to audience at MOAA Network Forum

ROCKS, Inc. Vice Chair Delivers MOAA Keynote Address

Keynote speaker Col. Ray Bingham, USA (Ret), a strategic communications principle for CACI International, recalled his own experience transitioning – it was unnerving and exciting. He told servicemembers to know their value and feel confident in the leadership skills learned from the military. He also said it's easy enough to make a smooth transition into a defense or national security job, but servicemembers should explore out-of-the-box ideas, such as start-ups or corporate headquarters in fields outside your expertise.

"Cast a wide net," Bingham said. "Look for companies that align with your skill set. Do not limit your search."

The annual MOAA event provides people with a chance to not only learn about available job opportunities, but also sharpen interviewing skills and develop personal pitches. Along with opportunities to meet hiring managers, the event featured panel discussions on job sectors and entrepreneurship.

LTC Carl E. Mason Pins on Eagles

Submitted by COL (Ret) Dorene Hurt

On August 1, 2019 dedicated ROCK LTC Carl E. Mason was promoted to the rank of Colonel in the United States Army. LTG Darrell Williams, DLA Director, officiated the promotion ceremony held before a packed room of family, friends, mentors, ROCKS, his Kappa Brothers, and church family at Defense Logistics Agency Headquarters, Fort Belvoir, Virginia. Born in Goldsboro, North Carolina, COL Mason served a four-year enlistment with the 1/508, Airborne, Fort Kobbe, Panama, before being commissioned through the ROTC program at the University of North Carolina at Pembroke, Pembroke, North Carolina.

LTG Darrell Williams presents the newly promoted Colonel Carl Mason with his Promotion Certificate

His career has been one of exceptional service and sacrifice. As a Lieutenant, he served as the Battalion Chemical Officer for the 2/72 Armor Bn, Camp Casey, Korea a Platoon Leader, and Company XO in the 44th Chemical Company. As a Captain, he served as Support Operations Maintenance Officer for the 544th Maintenance Bn, 64 Corps Support Group, Fort Hood, Texas. While at Fort Hood, he deployed to Iraq with the 4th Infantry Division.

He later commanded Alpha Company, 64th Brigade Support Battalion and deployed to Iraq a second time with, 3rd Brigade Combat Team, 4th Infantry Division, at Fort Carson, Colorado. After command, he was assigned as the Brigade S-4 for 3rd Brigade, 4th Infantry Division, Fort Carson, Colorado.

Major Mason served in the 1st Brigade, 1st Armored Division, Fort Bliss, Texas, as the Battalion Support Operations and Executive Officer in the 501st Brigade Support Bn. LTC Mason deployed in support of Operation Iraqi Freedom while serving as the Support Operations Officer in the 501st Brigade Support Bn.

LTC Mason served at the Pentagon HQDA, G-4 as the Executive Officer for the Deputy Chief of Staff, G-4 (Sustainment) in Washington D.C. He reviewed and managed multiple contracts worth billions of dollars as the Army continued to move into Force 2025 efforts. As the 704th BSB Bn Commander, LTC Mason monitored the logistics of over 30,000 pieces of equipment, totaling up to $106 billion dollars of materiel. Additionally, he served as the rear provisional brigade commander for the 2nd Infantry Brigade Combat Team deployment in 2016.

He earned a B.S. in Criminal Justice from the University of North Carolina at Pembroke, two MBAs in Supply Chain Management from Colorado Technology University, and a Master of Science Degree from the National Defense University. His military education includes the Combined Logistics Officer Advanced Course, the Logistics Executive Development Course (UNC at Chapel Hill), U.S. Army Command and General Staff College, and Senior Service College (Eisenhower-NDU).

His awards and decorations include the Bronze Star, Meritorious Service Medal, Army Commendation Medal, Army Achievement Medal, Armed Forces Expeditionary Medal, Good Conduct Medal, National Defense Service Medal, and Global War on Terrorism Service Medal, Army Service Ribbon, Overseas Service Ribbon, Combat Action and Army Staff Badges.

A long term loyal ROCK, COL Mason specifically cited the ROCKS, Inc. as a major influence on his military career, especially during challenging times. According to COL Mason, the ROCKS helped shaped his L.E.A.D. The L. philosophy symbolizes *listen* and *learn*. In order to gain the knowledge and expertise required of effective leaders, persevere through tough times, and provide the leadership that service members deserve, *listens* to mentors. He is also a strong advocate of the idea that one can never stop *learning.*

The *E.* represents the *empowerment* of others. The true goal of genuine leadership is to make people capable and competent in order to motivate them to complete the seemingly impossible. Leaders who empower people after ensuring that they are trained and properly resourced often get the best from them. This can result in not only mission accomplishment, but exceeding expectations. It will also enhance the confidence of those when they exceed requirements even beyond what they thought they could do. This reality belies the notion and perception by those who have not served that soldiers mindlessly respond to a superior's orders.

Colonel Mason pictured with his wife, Mrs. Christiana Mason and two of their three children, Samiyah and Carl, Jr.

The *A.* stands for *accountability*, COL Mason's philosophy is firmly rooted in the idea that effective leaders must be grounded and not easily flustered or influenced by an initial lack of soldier productivity. Effective leaders know that progress can take time, but one must be in constant pursuit of soldiers understanding the value of hard work in accomplishing the mission and the responsibility to be accountable for what they do or don't do. The idea of working as a team and winning as a team is key. Most difficult and complex tasks are not accomplished alone.

Finally, COL Mason conveyed that *D.* represents *development.* Development is the necessity for ongoing growth and group evolution. For example, becoming comfortable and complacent in business has resulted in many business failures. The same can be said in the military and especially for leaders. Leaders can never accept complacency. Effective leaders must create an environment of growth, progress, and positive change. COL Mason described a number of heartfelt examples for each of his key points that captivated the crowd. He's committed to continuing to always L.E.A.D.

He currently serves as Chief, Agency Synchronization Operations Center, Defense Logistics Agency headquarters. COL Mason is married to the former Christina Pleasents of Fayetteville, N.C. They have 3 daughters (Jessica-30, Samara-18, and Samiyah 15) and one son, Carl Jr (13). Congratulations to him and his family as they relocate to Fort Hood next summer when he assumes command of the 407th Army Field Sustainment Brigade.

Pictured in the photo from left to right: Phil Wilkerson, Jr; Gordon Burke; Wil Giles; George Ingersoll; Herb Tillery; Kip Ward; Don Glover; Ray Burden; Jim Lucas; Jerome Johnson; Johnny Pelton, and Chuck Ware. Israel Anderson was also on hand to receive his pin.

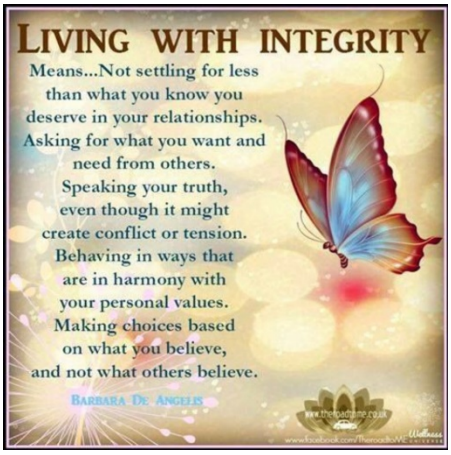
The ROCKS, Inc. Assist with Honoring the 1983 Leavenworth Class

By Gen William "Kip" Ward

Select members of the famed Leavenworth Class of 1983 met this year for their annual reunion in Las Vegas, NV. In addition to the usual comradery and fellowship enjoyed each year by this historic class and their significant others, time was also taken to present Viet Nam era service pins and Presidential Certificates to those in attendance. ROCKS Life Member and Classmate retired General Kip Ward coordinated with The ROCKS Inc. for an appropriate number of pins and Presidential certificates which were presented in conjunction with a ceremony conducted to remember and honor classmates no longer with us. Retired Colonel Lucretia McClenney coordinated all required logistics for the pins and certificates. The Class of '83 thanks the ROCKS, Inc for the role in securing this important recognition for the officers, all of whom were commissioned and serving on active duty before 1972 and the end of the Viet Nam conflict.

Other classmates who have attended previous reunions but missing this year are Glen Melton; Ken Spencer; Jake Simmons; John Hines; Howard McMillan; Skip High; Andre Francis, Jimmie Slade; James Donald; Tommy Leonard, Mike Rochelle, Jerry Thomas, Everett Gray; Clarence Hunter and Jim Lanier (Deceased).

This historic class of 56 Black Americans produced 9 officers selected for General with another 3 dozen plus retiring as Colonels and the remainder retiring early (20-22 years) to pursue lucrative civilian opportunities. One was a Presidential appointee. That the bond they created almost 40 years ago continues to this day is commendable and their service to the Army and Nation continues to inspire. They remain grateful to the then Army Chief of Staff GEN Shy Meyer for "doing the right thing."



Joined 03/27/2019-07/02/2019

2LT Aaron Adamson
COL Harold Anderson
LTC Katresha Bailey
LTC Alfred Boone
Mr. Cornelius Boone
MAJ Aprill Bright
CPT Latecia brown
LTC Janice Brown
MAJ Karl Butler
Ms. Deonna Clay
Mr. Ronnie Coney
MAJ Kenneth Cook
CPT Eloisa Cox
CPT Joy Crenshaw
CPT Eric Curry
MAJ LaShawnda Davis
LTC Sharon Denson
LTC Mark Denton
CPT Kemisha Drew
CPT Terry Dunn, Jr.
Mr. George Duran
CPT Dedrick Edwards
CPT Albert Farley
CPT Avery Fulp
LTC Ellis Gales
Mr. Roy George
COL Samuel Glover Jr
COL Paul Green
CPT Charlene Griffin
MAJ Samuel Haynes
CPT Chauncey Henry
LTG Charles Hooper
Cadet Leon Hurst, III
2LT Lesley-Ann Jackson
1LT Rashad Jacobs
Ms. Siliana Joseph
2LT Rehema Kabiru
Cadet Austin Kim
Mr. Michael King
MAJ Brian Kitching
CPT Crystal Lattimore
CPT Octavia Lewis
LTC Melinda Litman
MAJ Lakeshia Logan
MAJ Sterling Montgomery
BG James Moore
CPT Johanna Mosby
Mr. Craig Myatt
2LT James Palmer III
CPT Alva Pearson
COL Mark Quander
CPT Corey Riddick
2LT Reuben Riley
Mr. Elliott Rogers
LTC Kemielle Smith
COL Richard Stage
LTC Ronald Stewart Jr.
1LT Priscilla Teixeira
MAJ Marcia Thompson
LTC Sabrina Thweatt
CPT LaDonna Tolbert
MAJ Jerome Towner
2LT Katrina Townsend
MAJ Atai Usoroh
Mr. Antonio Vargas
CPT Krizia Webster-Gaither
MAJ Ronnie White
CPT Micha Whitted
MAJ Mickoyan Williams
CPT Malarie Younger

Why Don't You Laugh?

Why don't you laugh, young man, when troubles come,
Instead of sitting 'round so sour and glum?
You cannot have all play,
And sunshine every day;
When troubles come, I say, why don't you laugh?

Why don't you laugh? 'T will ever help to soothe
The aches and pains. No road in life is smooth;
There's many an unseen bump,
And many a hidden stump
O'er which you'll have to jump. Why don't you laugh?
Why don't you laugh?

Don't let your spirits wilt;
Don't sit and cry because the milk you've spilt;
If you would mend it now,
Pray let me tell you how;
Just milk another cow! Why don't you laugh?

Why don't you laugh, and make us all laugh, too,
And keep us mortals all from getting blue?
A laugh will always win;
If you can't laugh, just grin, -
Come on, let's all join in! Why don't you laugh?

- from The Independent

Developing a Chapter Communications Strategy

By Karen M. Wrancher

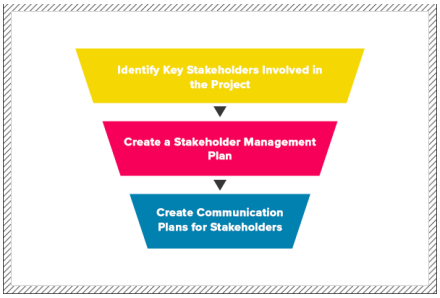
The ROCKS, Inc. is an organization which may not recognized by everyone in your geographical area. As you and your team try to decide how to inform people about the ROCKS in an effort to increase membership, it may be helpful to develop a communication strategy for the individuals and prospective members in area. Developing a communication strategy can be complex but all communication plans consist of the principally seven steps.

- Conduct a communications audit.
- Define your overall objectives. What are the key communications results you want to achieve?
- Identify your audiences. This is often trickier than it sounds.
- Developing your approach.
- Identify key benefits and supporting points.
- Develop your communications and activity list.
- Evaluate your results.

Conduct a Communications Audit

Identify the stakeholders and potential partners in your community and determine the engagement method. Identify the individuals, organizations and stakeholders that would interested in partnering with you and your ROCKS Chapter: senior leaders on/near your installation, the Commanding General, the local chapter of AUSA, or Professors of Military School of nearby colleges or universities that would like inspirational leaders to help guide and mentor their Cadets.

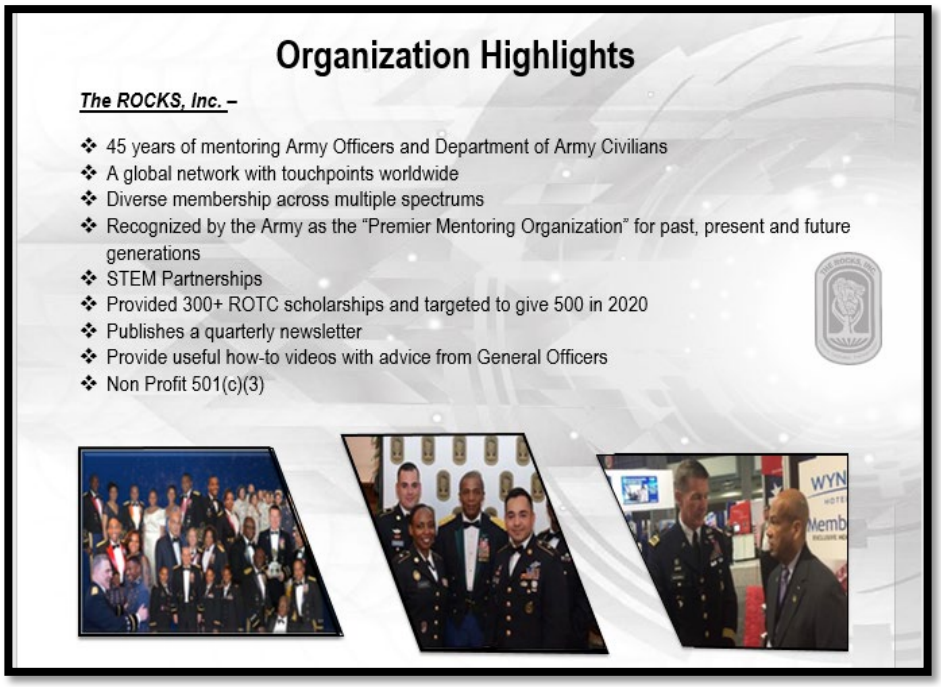
You can try to create your chapter communication strategy alone but consider by inviting stakeholders and partners to the table is important not only to have valuable, wider input, but also to ensure that stakeholders and partners feel included and have ownership of the strategy. One of the most common methods is to hold a participatory stakeholder workshop where program partners and stakeholders jointly develop each piece of the strategy. Once the communications strategy is developed next step is to develop communication objectives.



Develop Communication Objectives

You and your team should try to develop communication objectives that clearly and concisely state the intended impact of your communication efforts. They (the objectives) answer the question, "What can communication do to help convey the key message points about our organization (given any existing constraints)?" Communication objectives should focus on addressing the key constraint, or biggest communication challenges, the team identified. If you can, you and your team may want to invest time in identifying the root cause (the primary source or a problem or challenge). Identifying the sources – the root causes – of a problem or challenge helps develop a more effective communications strategy in order to overcome it. One constraint in conveying the message for a chapter is some cases is when a senior leader may not be familiar with ROCKS, Inc., a new President may feel restricted from operating on post. Think about scheduling an office call with the Senior Mission Commander at your location and present him or her with an Information Briefing about the ROCKS and invite them to be a speaker for an LPD.

Highlights about the ROCKS from an information briefing:



Identify Your Audience
In an organization such as the ROCKS identifying your audience is not as easy as it sounds. The audience can vary in age, interest, motivation and other factors. Once your strategy team has decided on who is the priority audience and its influencing audiences, develop audience profiles for each influencing audience (demographic). Recognizing the profiles of the different groups in your area or community should help you in crafting a communication message as if you were telling the story from the point of view of an individual from within one of the groups in the audience. Include information on the audience's behaviors, motivations, emotions, values, attitudes, occupation, age, religion, sex and where they live. I like to keep it simple; another way to look at it is to ask, "What do we want our audience to know/feel/do in response to a communication message or campaign?" and what needs to change from how we are sending messages now. The communications plan may need to change behaviors, skills, knowledge, policies, norms or attitudes.

Influences that Impact an Audience and Communication Objectives

Approach for Conveying the Message - Your communication strategy team decides how the communication plan will accomplish its objectives by selecting different approaches. Typically, several approaches will be used, either in a phased manner or at the same time. For example, you can chose leadership developments sessions, social networks, or videos. The important factor is to choose the best approach or combination of approaches that will reach a largest proportion of the audiences effectively and efficiently.

Identify Key Benefits of the Message and Supporting Points
The benefit must be tailored to what the audience cares about and is greater than the personal cost of change. It helps to imagine the audience saying, "How will this help me?" With ROCKS, Inc., the hope is the leadership development session or the activities you select will afford you the opportunity to answer that question before audience departs.

Develop Communication Channels (Platform) and Activities List
Decide which communication channels will best reach the audience. It is effective to use a variety of channels (platforms), keeping in mind that there is no one perfect channel (platform). There are four broad categories of channels (platforms):

1. Interpersonal
2. Community-based
3. Mass media
4. Digital and social media

Many communication strategies identify a lead channel (platform) and supporting channels (platforms). Select a mix of channels (platforms) that makes sense for the strategy, taking into consideration:

- Strengths and limitations of each channel (platform)
- Planned approaches
- Audience habits and channel preferences
- Communication environment
- Program and communication objectives
- Available resources

We are a non-profit organization so many chapters try to think of unique activities that will draw an audience: partnering with another organization and volunteering at a football game (Buffalo Soldier Chapter), having masquerade party, a dinner (Gator Chapter), or a ball (Morning Calm Chapter), or a bowling night with partners like your local AUSA Chapter or Warrant Officer Association (Central Virginia) or having leadership panel (All-American). You chose the channel (platform) that will convey your message across the largest audience in your respective area.

Evaluate Your Results
At some point (perhaps after an event or after one year) you and your team should evaluate the effectiveness of you communications strategy. When evaluating the results of your communication efforts you can always start with your strategy team and formally or informally, ask audience members, stakeholders, and funders or potential funders for their reactions and suggestions for improvement. Feedback and constructive suggestions are always welcome in order to make the next event or engagement even better. The methods used most often are conducting an After Action Review (AAR) or administering a survey. Also consider:

- Tracking any completed communications events, presentations, or reports

- Track any solicited and/or unsolicited feedback coming from audiences or stakeholders

- Track the development of interest in event that now your team may see potentially new audiences or stakeholders that were not previously considered

We certainly hopes this help as your chapter develops a message and strategy for the cadets, civilians, spouses, retirees, and Officers which includes our warrant officers in your area. If you have questions or need assistance just email me at VPComms4ROCKS@gmail.com or come to the ROCKS, Inc. kiosk during the AUSA Exposition under the AUSA Pavilion. Help to see you there!

What Is Your Best Practice? Membership Development Team

By COL Angie Hemingway USA (Ret)

In the last two issues of the ROCKET, the focus was on Interest Groups who moved to chapter status. The last issue discussed some of the necessary steps and requirements to move from Interest Group to Chapter status. With this issue we look at some observed best practices. As you read about these, ask yourself what is your best practice at the chapter level.

As discussed, establishing and building a strong ROCKS chapter requires dedicated and strong leaders. This is especially true for our established chapters in this current environment. Our chapters are our mainstay to reach out and touch our membership, and they are the inspiration of stability in our outreach efforts to new members and our community partners. In keeping with building strong chapters, The National Board of the ROCKS, Inc., Strategic Plan: 2017-2022 outlines, the goals and objectives from a strategic level to ensure strong organizational and chapter development. The Strategic Plan is the roadmap that makes it easier for us to assess and adjust our direction, as well as that of our chapters in response to a changing environment. The implementation of this disciplined effort produces decisions and actions that shapes and guides the ROCKS Inc.

Our strategic plan focuses on the fact that we have a solid reputation for mentoring, professional development, and social interaction to strengthen the officers' corp and senior DoD civilians. One of the best examples of this happening, was observed with a dedicated and strong leader like BG Gavin Lawrence. BG Lawrence, Director for Strategy, Readiness, and Operations within the HQDA G-4, communicated with VP Membership and VP Communications, Headquarters, National ROCKS Inc., when he knew he was going to an area with a ROCKS Chapter. He wanted to know the ROCKS leadership there, what they were doing and how he could assist. As a ROCKS member, he went beyond delivering the required speech during the installation visit. He took time to meet with ROCKS members, to break bread, provide mentorship, professional development and fellowship on multiple levels. He added value to the rucksacks of the men and women in uniform and the civil servants on that installation. Many valuable lessons were learned and shared as he encouraged individuals to be committed and to be the best at their craft. There are other General Officers (GO) who reach out to ROCKS chapters, however we come full circle when GOs connect with Headquarters as BG Lawrence did. While connecting with Headquarters is not always feasible, when it does happen, we can share some of our concerns about chapter growth, leadership and other concerns. We also get to share the good things about the Chapter and who we see working to make the chapter "ROCK steady."

Another best practice is seen by the Hampton Roads Chapter, Central Virginia Chapter and the Alamo Chapter among others. They give young cadets and officers a chance to plan, implement, execute and evaluate programs under ROCKS leadership and guidance. While this may be a little intimidating or frightening to the young cadet or officer, what valuable experience to plan a program from start to finish! Our membership surveys data indicates young officers and cadets want to have a sense of belonging, a feeling that they are welcome and needed. They want to feel that what they are doing has real purpose and contributes to the greater good. They want to be involved in an organization that they feel is making a difference. They also want to know what is expected of them and they want to be kept informed. Experiences given by these chapters enable members to experience many of these identified wants.

While mentorship is stated to be our center of gravity, without membership we can't have mentorship. And when there is little to no communications with the membership, members lose confidence in the organization leaders to lead the organization. So, what are your best practices? Share them with us. I would like to report back to you.

As always let us know how we can serve you and your members. Thanks for the honor to serve you. I am reachable through the national website or at angiehemingway@hotmail.com.

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

Knowing Who is Who in (Y)our Neighborhood Pays Dividends!

By COL (R) Eric P. Flowers USA

As with many things in the business world, relationships serve as crucial enablers to success, and this holds true for non-profits- particularly in the realm of fundraising. When it comes to generating charitable contributions, an enduring belief holds that people don't really give to organizations, they give to *people*. If we accept this saying as fact, then we serve our best interests by examining who we do and do not know and then govern ourselves accordingly. Subsequently, as we get ready for our annual giving campaign, each chapters' fundraising committees face this challenge: get out and meet business people in your area via the *3-Ring Do-Si-Do*.

Now before some lose interest, the *3-Ring Do-Si-Do* has nothing to do with dancing… Rather, it falls in the arena of programmatic goal setting. During the October to March timeframe, each chapter should devise a "getting to know you" strategy designed to expose chapters to the businesses that chapter members routinely patronize within 1, 3 and 5 mile radiuses of the chapter's regular meeting location. The intent is to create a virtual rolodex of the owners and/or managers of the businesses that are in relative close proximity to the chapter's base of operations. The ultimate familiarity to be gained between those business folks and the chapters' leadership teams will modestly pay off when it comes time to seeking business support for the innovative and meaningful events, projects and activities scheduled for 2020's spring and summer months.

The *3-Ring Do-Si-Do* starts when chapters canvas their membership to find out the local businesses members use on a recurring basis. Businesses where at least 20% of the members repeatedly shop are the ones that should be targeted for the "getting to know you strategy." Gather this information for those businesses that fall along a 1, 3 and 5 mile 'ring' from the place where the chapter holds its general membership meetings. Use this information to plan a schedule for making contact for all those businesses located between ¼ mile to 1 mile away, then from 1.1 mile to 3 miles away, then finally 3.1 to 5 miles away. After the chapter planners create the schedule, execute it! During execution, if possible, only advance to the next ring once the chapter makes contact with all businesses in the current ring. When the chapter satisfactorily contacts the pertinent businesses within the 3 rings, the chapter makes deliberate effort to periodically inform these partners of 1) the beneficial mentoring activities chapter members accomplished since the last correspondence, and 2) the degree to which chapter members have continued to patronize their respective establishments.

Proactive efforts to establish two-way communication carries the potential of establishing productive and profitable working relationships with entities in (y)our immediate surroundings. Such relationships can jump start stagnant (or non-existing) fund-raising efforts and advance the chapter's efforts to make differences that can never be erased!

Objectively speaking, doing the *3-Ring Do-Si-Do* shakes things up a little bit and helps us collectively…

Set the standard!!!
Eric Flowers, VP Finance

The ROCKS, Inc.
Leadership & Training Conference
April 2 & 3, 2020
Fort Belvoir Community Center
10300 Taylor Road
Fort Belvoir, VA 22060

The ROCKS, Inc.
46th Annual Spring Gala
April 4, 2020
Fort Belvoir Officers Club
5500 Schulz Circle, #20
Fort Belvoir, VA 22060

CADET CORNER

Financial Planning Advice for Newly Commissioned Officers

Congratulations! You are finally a Commissioned Officer in the U.S. military!

You have worked hard to learn and grow as a soldier, and you have exercised patience, discipline and commitment along the way. But your work is hardly complete, and your biggest challenges await you.

A successful personal life, and a happy family life require the same patience, discipline and commitment that got you to this point in your military career. Below are six basic financial concepts that will help you reach the same level of success with your personal finances.

1. **Create a Budget:** You are fortunate to have a steady paycheck but you must know where your money goes. Get detailed. The little things add up and you might be surprised to learn how much you spend on Starbucks coffee or dining out each month.

2. **Pay Yourself First:** Retirement will be here sooner than you think, so start planning now and take advantage of Uncle Sam's generosity. Under the military's new Blended Retirement System (BRS), the government automatically contributes 1% of your pay to your Thrift Savings Plan (TSP) account and matches your individual contributions of up to 5% of your basic pay. The government match is your to keep when you leave the military. Be sure to contribute at least 5% of your pay to your TSP account and strive to save 10%-15% annually.

3. **Save For a Rainy Day:** While your paycheck may be predictable, life has a funny way of throwing us all financial curve balls. You just never know when your cars transmission will give out or when your HVAC at home decides to die. Estimate the unexpected expenses that may come your way and sock away some funds in an emergency reserve account each month. Having a rainy day fund means you don't have to dip into your retirement savings or rack up debt to meet those unexpected expenses when they come.

4. **Beware of Excess Debt:** There is good debt (mortgage) and bad debt (credit cards). Mortgage interest is tax deductible and generally low (approximately 5% for a 30 year fixed mortgage), while credit card debt is generally high (10%-20%) and not deductible. Commit to paying off the balance as quickly as you can.

5. **Build, Protect and Monitor Your Credit:** Be organized and pay your bills on time. Having a good credit means you'll be able to borrow at lower interest rates if/when needed. Monitoring your credit will also keep debt management front and center in your mind.

6. **Diversify Your Investments and Think Long-Term:** Your TSP offers various high-quality, low-cost investment options for investing in stocks and bonds. Build a diversified TSP portfolio but remember that the younger you are, the more you can invest in stocks that may provide higher returns over time. Your retirement pension acts like a bond investment, so your TSP bond allocation could otherwise be lower than someone without pension income in retirement.

Take this advice to heart and you will be well on your way to achieving as much success off of the battlefield as on.

Col. (R) Mark D. Troutman, PhD., CFP® is presently a Visiting Research Fellow at the Institute for National Security Studies, National Defense University and consults to West Financial Services. You may contact Dr. Troutman at mtroutman@sprintmail.com.

W. Kirk Taylor, CFP® is Vice President at West Financial Services in McLean, VA. You may contact Kirk with questions at wktaylor@westfinancial.com

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such endorsement as encourages any individual seeking financial or investment seek a licensed CPA, tax advisor or financial advisor.

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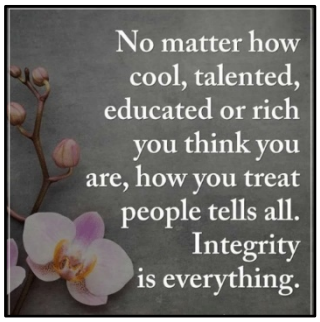
Congratulation to the 2019 Aloha Chapter Scholarship Recipients!

The Aloha Chapter of ROCKS, INC. 2019 Essay Contest Scholarship recipients recognized at the 1st Annual Scholarship Dinner & Awards Ceremony. The four recipients submitted an essay on leadership and demonstrated principles recognized in our organization through scholastic achievements, service to their community and demonstrated understanding on the importance of leadership.



West Point Has Changed How Cadets are Assigned Branches — ROTC Will Soon Follow

By: Kyle Rempfer, September 13

West Point's class of 2020 will serve as the first users of a new branch assignment system this fall, which the Army hopes will help with the retention of junior officers and better assign talent.

The Army is rolling out a new "Market Model branching system" that takes input from the commandants of each branch, who rank cadets as "most preferred," "preferred" or "least preferred," according to an Army news posting.

The number of cadets allocated into each of the three ranks depends on the branch's needs.

The program starts with West Point cadets receiving their branch assignments this November, but will eventually be used across the service's Reserve Officer Training Corps detachments next year.

Cadets will be judged based on a range of factors, including test scores, physical fitness scores, transcripts, personal statements and, for the first time, interviews with the branches they're interested in.

Cadets participate in the Class of 2019 Graduation Parade, May 24, 2019, at West Point, New York. (Matthew Moeller/Army)

Rankings and preferences will decide branch assignments using a variant of the same algorithm that medical school graduates use to be assigned to residency programs across the country.

This is the first time commandants from the Army's 17 branches will have a say in which cadets come into their branches, the service said in its announcement. Previously, cadets simply ranked the branches in order of preference and received their assignment "based almost entirely on their ranking in the Order of Merit List," the Army's posting reads.

The Army release also notes that the process allows for cadets to take on a Branch of Choice Active Duty Service Obligation, or BRADSO. This allows for West Point graduates to serve an extra three years on top of five they're already obligated to serve in exchange for increasing the odds that the cadet will receive the branch they most desire.

BRADSO doesn't change how well the branch commandant ranks a cadet, but it does move cadets within their own ranking.

A U.S. Military Academy at West Point senior teaches new cadets how to salute and march during Reception Day on July 2, 2018. (Michelle Eberhart/Army)

"If you're cadet number 25 in that most preferred bucket, and I'm cadet number 45 and I'm willing to BRADSO and you're not, I move above you," Maj. Jared Sunsdahl, West Point's accessions division chief, said in the Army posting. "Now, 45 is above 25 and then depending on how many branch allocations there are, you may not have received that branch because there were only so many allocations left."

Therefore, it won't take a cadet from being "preferred" by the branch commandant to being "most preferred," but it will increase their odds against other "preferred" cadets.

West Point's class of 2020 will lock in their final branch rankings between Sept. 23-29. Branch commandants have to lock in their rankings by Sept. 19.

ROCKS' CHAPTER ACTIVITIES

Company Command Lessons Learned, Leader Professional Discussion

by CPT Krystal Cenac

Taking command can be extremely intimidating. On 20 June 2019, the Aloha Rocks Chapter, Inc. hosted a Leader Professional Development focusing primarily on the lessons learned from Company Command teams with Logistics, Infantry and Military Police backgrounds. A panel of seven Soldiers consisting of platoon sergeants, first sergeants and post-command company commanders addressed the audience which included Cadets, junior and senior lieutenants, and pre-command commanders.

Pre-Command Fears

The panel identified three fears they had prior to assuming command: property accountability, command climate and developing subordinates. Signing for millions of dollars worth of equipment was a concern for commanders. They emphasized the importance of taking your time to inventory the equipment and working diligently with your supply personnel to identify shortages. During the conversation of command climate, the fear stemmed from the status of the climate prior to arrival and what steps would need to be taken to address issues and concerns of their newly attained formation. Lastly, the command teams wanted to ensure they used every opportunity to develop the junior officers and NCOs within their formation.

Lessons Learned

Although the members of the panel came from different units with different experiences, they all agreed that patience and communication are key. COL Maddox, the 25th Sustainment Brigade Commander, agreed that patience and communication are very important tools to possess as a leader, especially during command. Exercise patience by taking your time to assess situations that may arise. Ensure to gather all the facts and do your best not to let your emotions play a role in your decisions.

Command teams discussed other lessons learned. First, by allowing your subordinates to have influence within the formation and knowing when to step back and let them lead was identified as a great way to develop junior leaders. Provide appropriate guidance and mentorship and allow your subordinates to make mistakes and learn from them. It's imperative to have the ability to identify the right people for the right job and assess how they can contribute to the vision that you have for your unit. Additionally, it's important for your Soldiers to know the "why". When you give someone a purpose, it will oftentimes increase the morale within the formation.

A large part of the discussion focused on the relationship between the First Sergeant and Company Commander. The panelists provided examples of Soldiers attempting to play the two leaders against each other. While some Soldiers were able to succeed many Soldiers did not. The difference was solely due to the relationship and open line of communication between the First Sergeant and commander. The First Sergeant has to be aware of the Commander's intent and be able to execute it. All disagreements between the two need to be hashed out behind closed doors.

There was a very interactive discussion with the audience followed by a question and answer session.Some of the questions and the responses were as follows:

1. "How do you tell your boss what they don't want to hear?"

COL Maddox introduced a book called "Crucial Conversations" by Kerry Patterson. He also advised the audience to be honest, approach your superior with both the problem and more than one solution, and remember timing is key.

2. What factors play a part in making tough decisions and having tough conversations?

What does the Army Regulation say? Always keep in mind: What's best for the Soldier, what's best for the unit and what's best for the Army? As a leader you also cannot forget that your Soldier is a person.

3. What are the difference between the roles as a First Sergeant, Company Executive Officer and Company Commander?

A Company Commander commands, a First Sergeant Leads and an Executive Officer runs the company.

Captain Krystal Cenac is the Battalion S4 for the 225th Brigade Support Battalion, 2nd Infantry Brigade Combat Team of the 25th Infantry Division located in Hawaii.

Building, Sustaining, and Strengthening Partnerships

Submitted by MAJ Raja Nelson, Public Affairs Officer

The Central Virginia Chapter (CVC) of the ROCKS, Inc. continues to sustain association partnerships with AUSA and the Warrant Officer Association. We also maintain and continue to build community partnerships with Virginia State University, Hopewell High School and Franklin Military Academy. It is through these relationships that initiatives manifest in the form of mentorship, community service and opportunities for educational advancement to youth. Two of our overall goals for the Central Virginia Chapter are mentorship and leadership outreach which are having an impact on our community.

Pictured Left to Right: Cadet Jasma Bailey, Cadet Rachelle Parrish, LTC Agnita Williams, LTC Daphne Dixon-Reed, MAJ Raja Nelson, 2LT Takiah Boyce and Cadet NiAisja Dillon.

We sustain our association partnership with AUSA by contributing to their forums and providing resources for professional development. This translates to growth of our chapter membership and forging new partnerships with like-minded entities. We attended an AUSA breakfast hosted by former AUSA Fort Lee Chapter President, Mike Flanagan and co-host National Defense Industrial Association (NDIA) representative, Rick Shook. The guest speaker was Vice Admiral David Lewis, Director of Defense management Agency (DCMA). Mr, Flanagan spoke about how AUSA is focused on connecting, informing and educating. For example, AUSA connects with association partners to include ROTC/JROTC. It informs with knowledge, forums, classes and white papers, and ultimately educates on Army Sustainment and hot topics. As an association partner, NDIA participates in hot topics, building community and military organizations, and hosts forums and conversations. Vice Admiral Lewis gave insight on the mission of DCMA and what it provides for the Department of Defense. DCMA's mission states that it is the independent eyes and ears of DoD and its partners, enhancing warfighter lethality by ensuring timely delivery of quality products, and providing relevant acquisition insight supporting affordability and readiness. As the director, Admiral Lewis leads about 12,000 civilians and military personnel who execute worldwide contract management responsibilities, covering more than 20,000 contractors and more than $250 billion in unliquidated obligations. During the breakfast, CVC was able to network and build connections with various attendees to include; Weichert Realtors, Brockwell & Portwood, Deidre Portwell and Petersburg Homeless Veterans Program manager, Mike Rogers.

Building community partnerships with Virginia State University, Hopewell High School and Franklin Military Academy has proven to be beneficial to all parties involved. Throughout the year CVC has attended JROTC Military Balls, sporting events, awards ceremonies and banquets and hosted mentoring sessions with Cadets. One Cadet attended the Sustainment Ball and had an opportunity to converse with General Perna, MG Fogg and BG McBride. The promotion ceremony for MAJ Nelson led to an opportunity for three Hopewell High School Cadets to travel to Morgan State University, a Historically Black College and University in Baltimore, Maryland. LTC Daphne Dixon-Reed, President of CVC ROCKS, Inc. officiated the promotion ceremony. It was held at Turner's Armory where MAJ Nelson was commissioned as a 2nd Lieutenant.

Vice Admiral David Lewis standing with CVC President, LTC Daphne Dixon-Reed at the AUSA Breakfast

MAJ Nelson, a Public Affairs Officer and MAJ Agnita Williams, one of our mentors with the CVC ROCKS, Inc. developed a plan to engage the Hopewell High School JROTC Cadets and make the ceremony a leadership outreach experience and campus visit for the Cadets. The Cadets were given the opportunity to tour Morgan State University and the City of Baltimore. For one Cadet, this was her first time leaving the state of Virginia. During the ceremony, the Cadets were charged with the responsibility of being ushers. As an usher, their duties included; greeting guest, assisting with finding seats, escorting family members, and distributing programs. These tasks may seem minor; however, they required the Cadets to stand with self-assurance, speak with certainty, and be overall confident in their ability to represent themselves and the JROTC Program. All three tenth grade Cadets; Jasma Bailey, NiAisja

Dillon and Rachelle Parrish were commended on doing such an outstanding job representing their School and the JROTC Program. At the conclusion of the ceremony, the JROTC Cadets toured the campus and learned about HBCU life chaperoned by 2LT Takiah Boyce and a few other Morgan State University ROTC Cadets. Building, sustaining and strengthening partnerships is the key to having an impact on the community. We look forward to continuing to participate with our professional network and mentoring our youth in this coming year.

Kicking Off a New Year with the Center Virginia Chapter of the ROCKS

Submitted by MAJ Raja Nelson, Public Affairs Officer and Mr. Curtis Hall, Vice President

Dinner with MG Hamilton

On 28 August 2019, the Central Virginia Chapter of the ROCKS, Inc. had the distinct honor of hosting the 8th Theater Sustainment Command Commanding General, Major General Charles R. Hamilton as keynote speaker for their end of summer "Social Meet & Greet". The event was held at Army Logistics University (ALU) with over 100 participants in attendance comprised of Soldiers, DA Civilians, ROTC and JROTC cadets. MG Hamilton honed in on physical fitness, the evolving landscape of warfare and the character of leaders. Physical Fitness should be a challenge. Soldiers should embrace the new fitness test and fitness challenge. MG Hamilton believes the way to start preparing for this new culture on your own is by weightlifting and doing CrossFit. The evolving landscape of warfare of the character of leaders starts with enforcing the standards. He encouraged leaders not baby or coddle your formation. To lead your units to deploy, fight and win. MG Hamilton quoted General Colin Powell stating, "The day the Soldiers stop bringing you their problems, is the day you failed them." Leaders cannot build their organizations around their own moods. Leaders aren't authorized a mood. Subordinates are going to emulate you as a leaders and how you operate.

Hopewell High School and Franklin Military JROTC Cadets and Cadre pictured with LTC Dixon-Reed and MAJ Camacho

MG Hamilton stressed the importance of using constructive criticism to your advantage and making improvements. Making the criticism that you receive a team effort and letting your team know that you hear them. Seeking mentorship is also a part of making improvements and evolving to be a better army professional. Pay attention to where the Army is going and find someone you are comfortable with that you can seek mentorship and guidance from about decisions. Develop a personal reading list and a professional reading list. To conclude, MG Hamilton answered a question about the best criticism that molded him into the leader he is. He stated, "Know your strengths and weaknesses. As an NCO, I was told I was a little too hard on the Soldiers. It made me a better listener. I then realized that if I'm calm, everyone is calm especially in tough situations."

The Central Virginia Chapter of the ROCKS, Inc. was beyond proud to host MG Hamilton and looks forward to listening to him speak again in the near future at his alma mater, Virginia State University (VSU). Community partner, Virginia State University will host their 2nd Annual VSU ROTC Homecoming Leadership Professional Development Panel; senior panelist is MG Hamilton who will also be joined by other senior leaders and alumni BG Alfred Abramson and BG James Moore.

Buffalo Soldier Chapter of ROCKS Inc. Get's the Ball Rolling

Submitted by CPT Eloisa A. Cox, VP, Administration

Greetings All,

We the members of Buffalo Soldiers Chapter are honored and eager to share our recent activities with our fellow ROCKS chapters. We are a growing and learning group of officers establishing Officership and fellowship as well as giving back to our community.

On 30 August 2019, we hosted our first student committee meeting on post at the Strike Zone Bowling Center with family and fun!

CPT Eloisa Cox, Vice-Pres Administration (Middle)

Soon after on 10 September 2019, we hosted a General Interest Meeting to increase our membership by informing officers about ROCKS and to build our team of excellence and begin our networking.

On 12 September 2019, the Buffalo Soldier Chapter of ROCKS Inc., hosted a Leadership Professional Development (LPD) seminar featuring BG (P) David Wilson.

BG (P) Wilson currently serves as the Director of Logistics (J4) at United States Forces Korea, Camp Humphreys, South Korea.

BG(P) David Wilson pictured with Buffalo Soldiers ROCKS members.

BG (P) Wilson spoke to members of ROCKS Inc. and other students attending the Command and General Staff Officer College (CGSOC) about the transition from company grade officers to field grade officers. He spoke about challenges officers may face upon arrival to their units following CGSOC. BG (P) Wilson discussed the importance of managing limited resources and using those resources in innovative ways to succeed during missions. He further discussed the expectation of newly minted field grade officers being value added upon arrival to their units and having the ability to anticipate and recognize change. He emphasized the importance of operating on intent and empowering junior leaders through trust. Finally, he discussed the importance of taking the opportunity at CGSOC to develop professionally, build relationships, and maintain a positive attitude to make the most of the experience. He stated, "in order to maximize the return on investment from CGSOC, leaders must leave prepared to deal with change and written by our Historian, CPT Avery Fulp.

On 14 September 2019, five members attended ARAMARK training for fundraising opportunities by manning concession stands for local football, baseball, and basketball games contributing in achieving our goal of presenting $4,000.00 in scholarships.

On 20 September 2019, MAJ Tawanda Baxter, part of our mentorship committee team, scheduled a mentorship session with MAJ Alvin Cavalier. He conducted a Financial Seminar providing a different perspective of "working towards retirement" and "working from retirement" as well as covering Thrift Saving Plan, short-term rentals, passive assets, and investment platforms.

On 22 September 2019, three members, our President - CPT Roy George, our Social Means Representative, CPT Corey Riddick and our Treasurer, CPT Joy Crenshaw worked during the Kansas Chiefs vs Baltimore Ravens football game raising $300 towards our goal.

CPT Corey Riddick (far left), CPT Roy George (middle) CPT Joy Crenshaw (front bottom)

In conclusion, we are excited about this upcoming year and all the great opportunities we will encounter as a team. We will keep you posted about our events and please share any ideas you think we could use!!

CPT Cox is a Logistics Officer who is Command and General Staff College student and presently serves as the Vice President, Administrative for the Buffalo Soldier Chapter.

Hampton Roads Chapter September Meeting Hosted by Hampton University Pirate Battalion

Submitted by MAJ (Ret) Hubert Becton

The Hampton Roads Chapter (HRC) conducted its September General Membership Meeting at Hampton University (HU), hosted by the HU Pirate Army ROTC Battalion.

The Officer Professional Development (OPD) presentation was on Explosive Ordinance Disposal (EOD). The meeting was held at HU's Student Center at 2 pm. There were three guest speakers, all from Ft. Lee, Virginia: MAJ Thomas N. Shanahan, EOD Proponency Office; CPT Eliot C. Knotts, Commander, B Company, 73rd Ordnance Battalion; and CPT Elizabeth E. Sims, EOD Instructor. Accompanying the presenters was LTC Theodore Davis Jr., Chief of the Ordnance Proponency Office, Ft. Lee.
In attendance were members of the HU ROTC Battalion, escorted by MSG Enick Bostick of the ROTC Department; Norfolk State University ROTC Battalion, escorted by LTC Lisa Abel, PMS; 1LT Anderson Peoples of the Elizabeth City State University ROTC Battalion; and members of the HRC of the Rocks. There were 38 people total in attendance.

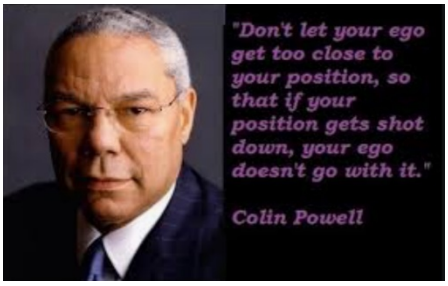
OPD Presenters: CPT Eliot C. Knotts, MAJ Thomas N. Shanahan, and CPT Elizabeth E. Sims

The military has some very unique and dynamic personnel, and EOD is part of the elite. Their jobs are very dangerous, but a must have in our military defense. To become an EOD Officer you must attend a 16 week Ordinance Basic Officer Leadership Course. The next step is phase I of a 7 week course at Ft Lee, Virginia, then a 28 week course at Elgin Air Force Base, Florida. The officer attrition rate is 24 percent, and the enlisted attrition rate is 50 percent. The

Meeting Attendees include HRC Rocks and their Guest, and representative from Hampton University, Norfolk State University, and Elizabeth City State University ROTC Departments.

physical requirement is 250 on the Army Physical Readiness Test, and academically from ROTC, a 3.5 GPA is required.

The course of phase I and II are very demanding. Most of those who do not pass the course is because of academic reasons. They get tested frequently. Once you graduate from the course you must get a top secret security clearance after a thorough background check is conducted. EOD team responsibilities include: being attached to VIPs: disarming and clearing live rounds; clearing mind fields and miss fires from artillery. Their job requires nerves of steel. They are true dare devils. Some of their equipment was displayed at the meeting, such as a robot, and a protective suit which weighs 98 pounds. Some of the Cadets tried on the suit. We also had a demonstration of the robot.
This was a fascinating OPD. The HRC highly recommends other Rocks Chapters consider EOD as a topic for their Chapter's Enlightenment.



The Aloha Chapter of ROCKS Inc. Honors the Military Career and Legacy of LTG(R) Gwen Bingham

by MAJ Tamara A. Da Silva

SCHOFIELD BARRACKS, Hawaii. – On 22 August, The Aloha Chapter of ROCKS, Inc. honored Lt. Gen.(R) Gwen Bingham at the leadership professional development session for Women's Equality Day. Lt. Gen. Bingham was the 51st Quartermaster General of the United States Army and the Commandant of U.S. Army Quartermaster School at Fort Lee, Virginia – the first female to hold that position*. Additionally, the Aloha Chapter of ROCKS, Inc celebrated her 60th birthday with her prior to the LPD hosted at the 25th Infantry Division Post Conference room.

Col. Yulonda Maddox, Chief of Staff, 8th Theater Sustainment Command (TSC) and member of The Aloha Chapter ROCKS, Inc. shared her memories of serving with Lt. Gen.(R) Bingham who took the time to come out of the field to promote her to the rank of Captain. "Lt. Gen. Bingham pulled out a clean pair of boots for the ceremony," Col. Yulonda Maddox said jokingly.

Lt Gen(R) Bingham opened the LPD with a moment of reflection, thanking the leaders in the room for their service and expressing that she had truly enjoyed her 38 years of service and attributed her success in part to her mother's Christian principles of treating people as you would like to be treated. Four years and not a day longer," said Lt Gen Bingham of her plan when she was first commissioned as an officer in the U.S. Army. It was her father, a retired Army First Sergeant and mother, a devoted Christian, who pointed out that she owed the Army four years after receiving her four-year ROTC scholarship. General Bingham, the second youngest out of five siblings had earned her Bachelors in Business Management graduating from the University of Alabama in 1981.

"I was once asked a question 'To what do you attribute your success?' after reflecting I developed Bingham's Top 10 and it grew to Bingham's Top 10 Plus 4," said Lt Gen(R) Bingham. She shared with the audience, her success was something she had never taken for granted and she acknowledged that her success was not achieved alone.

"Recently, the Secretary of the Defense, Dr. Mark T. Esper released a communication asking all of us to reaffirm our commitment to ethical conduct and commit ourselves to an exemplary ethics as a part of a personal creed," said Bingham.

Lt. Gen.(R) Gwen Bingham reflect on the legacy and dedication of Women in the military on Women's Equality Day on Aug 22nd, Schofield Barracks, HI.

"During my visit to the Polynesian Culture Center here in Hawaii they were passing out buttons as you entered. I got one that said, 'Happy Birthday', but I also took one that read 'Mahalo to our military.' The military is riding the wave of enjoying the trust of our nation's citizens and we work hard for that – as a

The Aloha Chapter of ROCKS, Inc. present Lt. Gen.(R) Gwen Bingham with his token of appreciation in an intimate setting celebrating her 60th Birthday.

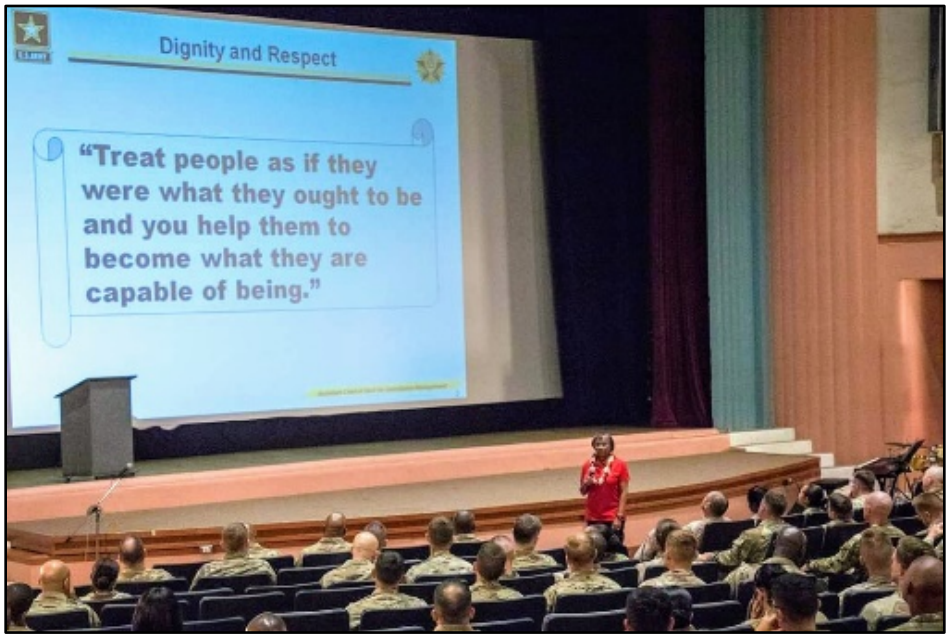
military and an army. It is incumbent that each one of us put our best foot forward. I was proud to wear that button," said Lt Gen(R) Bingham."

During the LPD, Bingham was transparent with the leaders, while sharing her stories of triumph and adversity as a woman and minority as well as how the ROCKS, Inc. had evolved throughout her career as she encouraged others to be authentic. "That is where my faith has helped me over the years. I always leaned on the golden rule, which is to do unto others the way you would have them do unto you and dignity and respect to all. Encourage others, because you can find discouragement anywhere," said Lt Gen(R) Bingham.

As Lt Gen(R) Bingham finished the LPD she was given a standing ovation, and she was presented with a plaque by COL Yulonda Maddox and the executive committee of The Aloha Chapter of ROCKS, Inc. "Despite not wearing the uniform anymore, I will always advocate for the Soldier and be here to give back and to pay it forward," said LTG(R) Bingham during her closing remarks and final days of active duty service to our nation. We are all public servants of our nation. Regardless of gender or race if you keep a positive attitude, live by the golden rule and surround yourself with positive leaders you can define your own success.

Major Tamara DaSilva is the Operation Officer (S3) for the 25th Sustainment Brigade with 25th Infantry Division in Hawaii.

Editors Note: Lieutenant General Bingham was also the first female to command White Sands Missile Range in New Mexico and the Tank Automotive and Armaments Command in Warren, Michigan.



Over 100 leaders from all over Oahu, Hawaii gather for a Leadership Professional Development in honor of Women's Equality Day held on Aug 22nd, Schofield Barracks, HI.

WINTER ROCKET DEADLINE

Articles for the ROCKET Winter Edition are due no later than ***Sunday, December 13, 2019.*** Be sure to refer to the Submission Guidelines for guidance.

Korean War continued from page22

A no-man's-land 10 miles wide opened up between the Communist and UN forces, and Van Fleet had Eighth Army divisions establish patrol bases five or six miles in front of their main lines of resistance. Probing attacks were made to determine enemy intentions, and by May 7, Uijongbu and Chunchon had been retaken. On May 9, the ROK I Corps, operating along the east coast of Korea, sent a tank destroyer battalion many miles north, temporarily occupying Kansong, where the northeast-running Route 24 joined the coastal highway.

For the most part, contact with the enemy during early May was limited, but resistance soon stiffened. Ridgway and Van Fleet considered launching a new general offensive of their own, but intelligence reports indicated that the Communists still had another shoe to drop. Only about half the Communist troop strength in Korea had been committed in their April offensive. Van Fleet believed another attempt by the Chinese to capture Seoul was in the offing. Ridgway later wrote: "General Van Fleet decided then to postpone the offensive and to strengthen his defenses to meet this fresh assault. Over five hundred miles of barbed wire were strung out along No Name Line. Mines were laid and drums of gasoline and napalm, which could be triggered by an electric contact, were added to the minefields. Fields of fire were carefully plotted and we were prepared to feed the enemy a dose of concentrated firepower such as had not been employed in Korea before."

Van Fleet wanted the Eighth Army's artillery to expend five times the normal rate of fire against enemy attacks. This became known as the "Van Fleet load." Intelligence gleaned from prisoners and other sources indicated that by May 13 major Chinese units had begun shifting eastward from the west and west-central sectors. Still, the Eighth Army and X Corps thought that because of logistical difficulties it would be impractical for the Chinese to send a large force into the rugged Taebaek Mountains of eastern Korea. Marshal Peng believed otherwise, and by May 16 he moved five CCF armies into the sector between Chunchon and Inje along the Soyang River, behind the screen of the Chinese 39th Army and the North Korean III Corps. He intended to attack toward the southeast, annihilate the six ROK divisions on the eastern front, and destroy the U.S. 2nd Infantry Division. The Communist forces would then drive either south or west, aiming to capture the U.N.'s main supply depot at Pusan or slice in behind the Eighth Army in a deep envelopment. It was an ambitious plan, and Peng committed 175,000 troops to the initial attack, which struck on the rainy evening of May 16.

Modifying the No Name Line

The Chinese 27th Army began the assault by attacking at the seam between the ROK 5th and ROK 7th Divisions on X Corps' right. Maj. Gen. Edward M. Almond, commanding X Corps, authorized the two divisions to fall back on the No Name Line, but the ROKs pulled out in disarray, opening up the flanks of the U.S. 2nd Division and the ROK III Corps. The 2nd Division, on its 15-mile front to the west, was hit by six CCF divisions. Van Fleet met with Almond at X Corps headquarters on May 17. Almond was grim. He told the Eighth Army commander: "The Chinese are flowing like water around my right flank. The Second Division is holding but the ROK divisions on my right, the Fifth and Seventh, are being disintegrated by this huge attack of the enemy, and this will continue on and be extended to the coast shortly, against the other ROK corps on the [extreme] right flank. I think we are in a very serious situation."

Van Fleet ordered a shift to the right by the 1st Marine Division to enable the 2nd Division to swing its line southeastward toward a junction with the ROK III Corps on Line Waco, 12 to 18 miles south of the No Name Line. The ROK I Corps on the coast was also ordered to fall back to Line Waco. Van Fleet sought to bolster X Corps' position by sending the 15th Regimental Combat Team of the 3rd Division to a threatened sector on the 2nd Division right, with the rest of the 3rd Division to follow shortly. More artillery was also sent to back up the line.

The ROK III Corps proved unable to effect an orderly withdrawal. With two divisions moving down the road from Hyon-ni toward Line Waco, the South Koreans were caught in a squeeze between a Chinese division that held a roadblock to the south and two North Korean divisions attacking from the north. Both ROK divisions broke away in disorder into the heights east of the road, leaving behind all their remaining artillery pieces and more than 300 vehicles. The routed South Koreans streamed toward Soksa-ri, well south of Line Waco.

On the X Corps front, the shifting of units left a deep salient with the 3rd Battalion, 38th Infantry at its apex on Hill 800 northwest of Hangye. To the west, the 1st Marine Division faced toward Chunchon. The 9th Infantry and 23rd Infantry of the 2nd Division held the line east of Hill 800, with positions extending far to the right of Route 24. This alignment became known as the "Modified No Name Line."

The Battle For "Bunker Hill

The battle for Hill 800 proved to be another classic action. The 3rd Battalion, 38th Infantry had worked on the hill's fortifications for a week, constructing nearly two dozen bunkers on top of the hill. The Chinese attacked on the evening of May 17. A small-arms firefight erupted, with Chinese and U.S. troops wandering all over "Bunker Hill," as it became known. Some Americans pulled out prematurely, and Lt. Col. Wallace M. Hanes, the battalion commander, met them at the bottom of the hill. "Get back on the hill," he ordered. "We don't give up a position until we're beaten. And damn it, we're not beaten and won't be if every man does his share!" Chastened, his men drove off the Chinese.

The next night, the enemy attacked again. This time, Company K, on top of the hill, had effective communication with the supporting artillery. The company commander called in fire directly on the hill as his men positioned themselves inside the bunkers. The shells exploded a few feet above the ground, 2,000 rounds of 105mm fire bursting in an eight-minute period. The

Chinese were slaughtered, but more came on. Company K called in still more artillery. During the night, the 38th Field Artillery Battalion alone fired more than 10,000 rounds in support of the 3rd Battalion. Finally, at 4 am on May 19, the Chinese broke off their attack, leaving Company K in sole possession of Bunker Hill. A decision was made at mid-morning of the 19th by the commanding generals of X Corps and the 2nd Division to withdraw the 38th Infantry from its salient in order to straighten and consolidate the X Corps line. Hanes protested, but his battalion abandoned the hill and took up positions to the south.

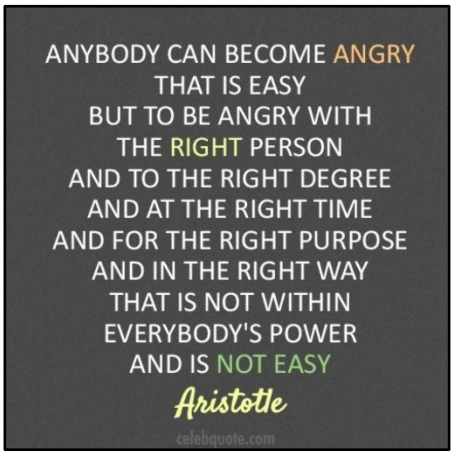
"The X Corps Had Led the CCF Into a Bottomless Pit"

Despite its gains, by May 19, the second step of the Communist spring offensive was running out of steam. The attack on X Corps and the 2nd Division, in particular, had been very costly. As during the April assault, the Eighth Army's infantry and armor had been backed with a prodigious amount of artillery and air support. On May 17, the artillery of X Corps had fired some 38,000 rounds. Air strikes were coming at the rate of three to four an hour. The Communists were ground down. One observer commented, "By swinging wide the door but holding the hinges, the X Corps had led the CCF into a bottomless pit; it rushed into the valleys, ran short of ammunition and supply, and died in windrows under the pounding of UN air, artillery, and armor."

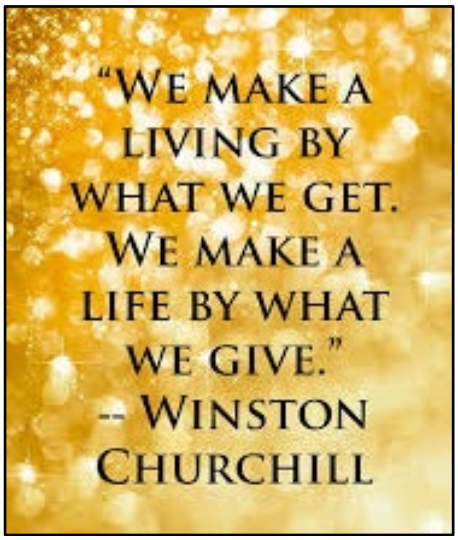
This time, Ridgway and Van Fleet were ready with an immediate counterattack. Unlike in April, the Communist armies did not pull back on May 19. Instead, they were hit by a new Eighth Army offensive all along the line. In the west, I and IX corps moved north on May 20. X Corps and the ROK I Corps attacked three days later. Ridgway reported to the Joint Chiefs of Staff on the night of May 19: "Morale excellent. Confidence high." He later wrote: "It was good sense to threaten and even to seize, if we could, the Iron Triangle, terminus of the formerly one good railroad from Manchuria and center for many good roads that kept the enemy's front fed and supplied. It was also vital to us to control the Hwachon Reservoir, previously the source of water and electricity for Seoul and the heart of the enemy supply route. Consequently, the new offensive was meant to roll on over the 38th Parallel again, without our giving that line any further thought, and to destroy as much as we could of the enemy's potential."

The blunting of the Chinese spring offensive amounted to the most decisive defeat the Communists had yet suffered in the war. The April attack had cost them at least 70,000 casualties, in comparison to UN losses of just 7,000. The Communists lost 90,000 more during the week of May 17-23. Meanwhile, the U.S. 2nd Division reported 900 killed and wounded, while inflicting 35,000 casualties on the Chinese in its battle south of the Soyang River. Van Fleet noted: "In June 1951, we had the Chinese whipped. They were definitely gone. They were in awful shape. During the last week of May we captured more than 10,000 Chinese prisoners."

Despite pleading from Van Fleet and other commanders on the ground to hotly pursue the reeling Communist forces, President Truman decided against risking a wider war. The Soviet Union had begun making noises about intervening, and Truman did not want Korea to turn into World War III. Fighting would continue, but on a much smaller scale, while negotiators sought to wrap up the conflict across the bargaining table. It was now "war by other means."



The National Board of the ROCKS, Inc. would like to wish you and your family a wonderful Holiday Season.



Mark your calendar now. History will be made in 2020! The National Museum of the Army opens at Fort Belvoir, Va. on June 4, 2020. More details to come.

CFC #60959

NATIONAL BOARD OF THE ROCKS INC - CFC# 60959
IS NOW A MEMBER OF THE COMBINED FEDERAL CAMPAIGN

By becoming part of the Combined Federal Campaign, The National Board of the ROCKS INC expands opportunities worldwide for its mentoring and support to local chapters and military servicemembers.
CFC is the world's largest and most successful annual workplace charity campaign, with almost 200 CFC campaigns throughout the country and overseas raising millions of dollars each year for member organizations. Pledges made by Federal civilian, postal and military donors during the campaign season will support eligible non-profit organizations that provide health and human service benefits throughout the world.

On 30 May 2019, the Local Federal Coordinating Committee (LFCC) of the National / International approved National ROCKS, INC to participate as a National Organization in the 2019 Combined Federal Campaign (CFC). Our CFC designation is CFC #60959.

National ROCKS INC is listed in the 2019 CFC charity list under the following three (3) categories: Education, Science and Technology, and Mutual & Membership Benefit. We will appear on the 2019 CFC Charity List to receive monetary and volunteer pledges during the solicitation period.
For the first time, federal employees and military members can pledge their donations to the National ROCKS, INC. Show some love today at the online giving portal: https://opm.gov/ShowSomeLoveCFC

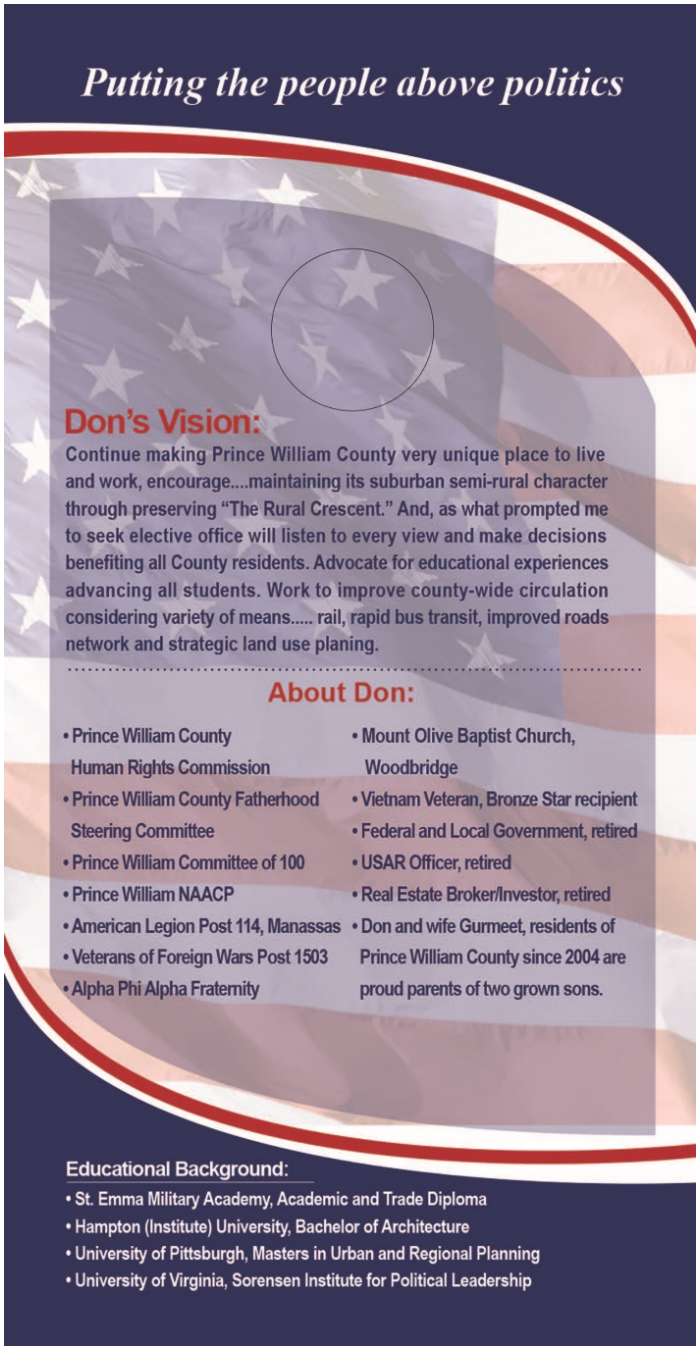
KEY 2019 CAMPAIGN DATES
Sept. 9 – Opening of the Online Pledge Portal

Dec. 3 – Giving Tuesday
Help make this the single largest online donation day of the campaign by making an online gift.

Dec. 5 – International Volunteer Day
Pledge to donate your time by volunteering with a participating charity and share your volunteer experiences.

Jan. 12, 2020 – Last Day to Give

The National Board of the ROCKS does not endorse any political candidate for office.



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