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UNITED STATES ARMY WARRANT OFFICERS ASSOCIATION

REPRESENTING WARRANT OFFICERS & THEIR FAMILIES SINCE 1972



“The Quiet Professional”

Artist: Don Stivers



By CW5 (Ret) Jim White
National Vice President

“THE QUIET PROFESSIONAL(S)”

“*The Quiet Professional*” print by Don Stivers (now deceased) was produced and sold to members beginning in 1993. This popular print has been sold out for many years. Mr. Stiver’s painting is set in the 1920s era of the U.S. Army’s historic Fort Myer, Virginia. A warrant officer is instructing soldiers in the proper preparation for conduct of a military ceremony. This portrayal captures the confidence and professionalism of a warrant officer in the performance of routine duties.

Since June 1920, the U.S. Army has been well served by a select group of quiet professional soldiers known as “Warrant Officers.” From the original small group of the “dough boy” era who dealt with mine sweeping, leading the band, and paying the troops, today’s Warrant Officers epitomize professionalism in a diverse range of technical specialties spanning the entire spectrum of sophisticated equipment essential to the modern Army. They hold the Army’s institutional knowledge and are the masters of today’s technological frontier serving as leaders, trainers, and maintainers of the systems and the soldiers entrusted to their care. They continue to quietly and carefully build on the reputation of professional excellence established by the warrant officers of years past.

If you are one of our longtime members, please remember that our younger warrant officers may not be aware of more recent history leading to the title of the print. Please travel with me as we walk back in time to 1993 leading to the origin of the term, “*The Quiet Professional*.” This article has been drawn, in part, from information provided previously in several different NEWSLINER and other articles over the years. I thank those individuals who have provided information upon which this article was written, specifically CW5 (Ret) Ray Bell, Past USAWOA Executive Director.

The actual term for the title of the “*Quiet Professional*” print was first spoken by Major General Jack Keane, Commander 101st Division (Air Assault) when he addressed the USAWOA membership at the meeting held in October 1993 at Fort Campbell, Kentucky. General Keane used the words “*quiet professional*” as he talked about warrant officers, and specifically applied that title to a warrant officer with whom he was very well acquainted.

The referenced Warrant Officer served in the 160th Special Operations Aviation Regiment and displayed daily “quiet professionalism”. Through his performance and demeanor, this warrant officer established a reputation of excellence and set a standard for other warrant officers. He was a Master Army Aviator who had excelled in many demanding positions throughout his career. He received a Broken Wing Award for superb handling of a mechanical failure in an MH-60 saving the lives of eight soldiers, but this action resulted in severely fractured vertebrae and a shattered knee. He quietly overcame medical odds that he would never fly again and achieved full mission qualification. He had served as Instructor Pilot, Safety Officer, and Maintenance Officer. He was qualified on several Army aircraft, but his love was the Utility helicopter, UH1 and UH 60 in its various configurations. This warrant officer was highly skilled and well

respected by his contemporaries, and many friends for his professionalism and belief in personal responsibility and equity.

The Warrant Officer, of whom General Keane spoke, was **CW4 Raymond A. Frank**, a pilot in command of a MH-60 on October 3, 1993 in Mogadishu, Somalia. In performance of the mission and his duties that warrant officer was shot down and died, paying the ultimate price in service to our Nation. He received the Silver Star (posthumously)



for his gallantry at the crash site along with his second Purple Heart and other awards. He was inducted into the AAAA Hall of Fame and continues to serve as an inspiration to Army aviators and all Warrant Officers regardless of Branch. Some of our old-time members will remember CW4 Ray Frank as the European Region Vice President and a member of the European Region Board of Directors in the early years of the Association. CW4 Frank epitomized the spirit of “*The Quiet Professional*” throughout his career and set the professional and personal example for all warrant officers to emulate.

In the next issue we will continue this article and announce the launching of our new brand.

Warrant Officers - “The Quiet Professionals”! 🇺🇸

Too Busy to Learn

Editor's Note: *General Scales is currently President of Colgen, Inc., a consulting firm specializing in issues relating to Landpower, war gaming, and strategic leadership. Prior to joining the private sector MG Scales served over thirty years in the Army, retiring as a Major General. He commanded two units in Vietnam, winning the Silver Star for action during the battles around Dong AP BIA (Hamburger Hill) during the summer of 1969. He ended his military career as Commandant of the United States Army War College and is a strong advocate for professional Military Education (PME).*

The Warrant Officer Career College (WOCC) trains warrant officers from commissioning as W1s to senior staff training for CW5s with continued emphasis on officer leadership and PME. USAWOA has been a strong proponent of PME from our inception. We share MG Scales emphasis on reforming PME and as the officer corps focuses on the learning gap existing today, the WO Corps must fight to remain relevant and inclusive in this transition.

When I started my PhD dissertation at Duke University in the mid-1970s, Dr. Ted Ropp, my faculty adviser, asked me to do research on how the post-Napoleonic industrial revolution affected the evolution of doctrine in the British Army. Much had been written by that time about the transition from sail to steam in the British Navy. He presupposed that the introduction of smokeless powder, rifled quick-firing artillery, and the machine gun would have had a similar impact on the perceptions of British Army officers during the interval between the heyday of Victorian small wars and the beginning of World War I.

I remember the day I had to tell Professor Ropp that his hypothesis was wrong. I discovered that the issue wasn't the ability or inability of the army to embrace the technologies. Actually, I learned that the British Army had become an institution that ignored most everything that characterized modernity because it had become an army too busy to learn.

Success, promotion, and public acclaim came with active service in a series of popular and not terribly stressful imperial campaigns

against native peoples throughout the empire. Time spent in the staff college was time wasted. Publishing was bad form and was best done under a pseudonym. Talk in the mess was about sport, not the art and science of war. The great names of that era; Wolseley, Roberts, Napier, Robertson, Kitchener, and Haig all gained public adulation from a press that worshiped the colorful deeds of these men of action.

The reckoning came at the battles of Mons and Le Cateau in 1914, when this army disappeared under the guns of a force that had spent the last half-century studying war rather than practicing it. The cultural bias toward action rather than reflection so permeated the British Army in World War I that the deaths of more than a million failed to erase it. Some scholars contend that this tragic obsession still left its dulling mark until well after World War II. My great fear is that we are suffering a similar fate for a similar reason.

Circling the X

Units whose operational tempo causes a backlog in maintenance routinely "circle X" minor faults to keep their equipment moving. All of us know that deferring maintenance too long eventually leads to catastrophic materiel failure. My sense is that the military has begun to circle X its officer seed corn. A bias toward active service in our protracted small wars is making our military an institution too busy to learn.

The evidence is disturbing. Throughout the services officers are avoiding attendance in schools, and school lengths are being shortened. The Army's full-term staff college is now attended by fewer and fewer officers. The best and brightest are avoiding the war colleges in favor of service in Iraq and Afghanistan. The average age of war college students has increased from 41 to 45, making this institution a preparation for retirement rather than a launching platform for strategic leadership.

Most disturbing is the disappearance of experienced officers as instructors. Service schools produce two classes: students and instructors. Students graduate with knowledge, valuable to be sure. But instructors return to the force with the wisdom accumulated

from long-term immersion in a subject and an amplified appreciation of the art and science of war that comes from time to reflect, teach, research, and think. Perhaps that's why 31 of the 35 most successful corps commanders in World War II served at least one tour as an instructor in a service school. Arguably the most successful, Lieutenant General Troy Middleton, taught at a series of schools for ten years.

Today, the condensed wisdom that comes from teaching and research is increasingly being contracted out to civilians. Ask any upwardly mobile major or lieutenant colonel what he thinks about his career prospects after being assigned as a service school instructor today.

Action versus Intellect

Equally troubling is the sense that our growing intellectual backlog is not causing much of a stir in the halls of power. Our culture has changed to value and solely reward men and women of action. Just like their British antecedents, the personnel system rewards active service, not demonstrated intellectual merit. Spend too much time thinking and reflecting and the rewards system denies promotion and opportunities to command. Don't get me wrong. Combat service is important, particularly at the junior grades. War is our profession, and every self-respecting young warrior needs to "pet the elephant" to prove he or she has the right stuff.

This bias toward action has caused our learning system to atrophy and become obsolescent. Thirty years ago the Department of Defense led the world in progressive learning. The case-study method was invented at the Army War College. The services pioneered distance learning and the use of diagnostics, as well as objective means for assessment and measurement. Business schools today slavishly copy our method of wargaming and the use of the after-action review. But sadly, atrophy has gripped the school house, and what was once the shining light of progressivism has become an intellectual backwater, lagging far behind the corporate and civilian institutions of higher learning.

Virtually all attempts to reform professional military education have failed princi-

continued on page 14.

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**President &
 Vice President's
 Perspective**
Page 6



Executive Director
Page 7



2	<i>The Quiet Professional</i>
9	<i>VA Report</i>
10-11	<i>Chapter News</i>
12	<i>Recognition</i>
13	<i>Scholarship Foundation</i>
17	<i>Continuous Service</i>
18	<i>WO Honor & Distinguished Grads</i>

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By CW4 (Ret) Don Hess



Professionalism

CW5 (Ret) VP Jim White's article relates to the Don Stiver's painting on our cover and focuses on the origin of the term, "The Quiet Professional." This first of a two part article, continued next month, takes us back in history to remind us of the origin of the term, referring to a specific Warrant Officer, and introduces a possible future expanded use of the term by the Association.

MG Robert Scales provides a powerful message to the Army leadership on Too Busy to Learn. The emphasis on continuing and improving professional military education (PME) may be worse after the war is over. The WO Corps has fought hard for continued PME and the end of conflict will bring pressure to reduce rather than increase the funds necessary to enhance WO PME. MG Scales asserts that real PME reform can only happen through the blunt instrument of legislative action. It is a message the Army leadership needs to address, including the PME for the WO Corps if we are to continue to maintain our relevance as commissioned officers.

Recognition

Another first at WOCS occurred when the Army's first Chemical, Biological, Radiological Nuclear (CBRN) Warrant Officer (MOS 740A) graduated from the course. Also, the last graduates of the Warrant Officer missile training at Redstone Arsenal, AL were recognized as future training will be done at Ft. Lee, VA.

Representation

CW5 Charlie Wigglesworth (Ret), Executive Director, reports on his visits with congressional leaders to address the critical legislative issue of the DOD Health Care Plan (TRICARE) and our inclusion in testimony to the House Armed Services Military Personnel Subcommittee. He also addresses our Association's efforts in ensuring that key legislative issues affecting the military community also include have a Warrant Officer representation. Veterans Administration

Admiral Mike Mullen, Chairman of the Joint Chiefs of Staff urges local communities to embrace returning vets. CW4 (Ret) Percy Butler, Asst VP for Veterans Affairs encourages members and chapters to be pro-active in embracing these returning warriors and their families within their respective communities.

USAWOA National News

President CW4 (Ret) Pete Hill and VP CW5 Jim White (Ret) combine on a joint article to emphasize support for our Annual Fund Raiser. Membership dues provide 70% of our income and these annual fund raisers help us to accomplish many of the tasks which they have listed in the article. Please help us to continue and expand our voice of the Warrant Officer Corps by participating once a year to your Association.

CW4 (Ret) Bob Scott, Chairman of the USAWOA Scholarship Foundation provides some suggestions on how members can assist the Foundation by donating in a variety of ways to help our members and families achieve a formal advanced education through Foundation scholarships.

Because of space limitations we do not regularly publish a membership application, complete list of memorabilia, benefits available, or other internal activities. This information is available on our USAWOA website or by calling the national office at 1-800-5-USAWOA.

Until next month... 🇺🇸

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From The President & Vice President



By CW4 (Ret)
Kenneth "Pete" Hill
.....

& CW5 (Ret) Jim White
.....



USAWOA Annual Fund Raiser


Since 1997 USAWOA has conducted an Annual Fund Raising program emphasizing USAWOA members support by purchasing tickets for U.S. Savings Bonds. You recently received a separate letter from our office, with tickets, encouraging your participation in this fund raising effort. The revenue from this Annual Fund Raiser allows USAWOA to further represent and serve all Warrant Officers and their families within the Active, Guard, Reserve and Retiree community. Dues income is inadequate to sustain all of our USAWOA programs and initiatives. Successful fund raisers permit us to allocate additional funds to provide the best service that our members deserve and want. Each member is asked to purchase or sell a minimum of four books of tickets. Prizes listed below:

- Grand Prize: \$7,500 U.S. Savings Bond
- Second Place: \$5,000 U.S. Savings Bond
- Third Place: \$2,500 U.S. Savings Bond
- *Seven other prizes: \$500 U.S. Savings Bond

*Three "early bird" drawings will be held on April 24th, May 22nd and June 19th. Four drawings will be held at the Annual Meeting of the Members. The "early bird" drawings will remain eligible for all future drawings."

Membership dues provide 70% of our income. Our Annual Fund Raiser is the next largest income source. Our goal is \$30,000 for this year. Your financial support of our fund raiser allows us to accomplish the following:

- Conduct/provide Professional Development opportunities/announcements in conjunction with the Annual Meeting.
- Upgrade computer hardware and software as necessary to allow in-office production and Inter active Portal, new membership cards; tri-folds; awards; special certificates and more.
- Provide compensation for home office staff to recruit and retain highly qualified personnel; improve the professional appearance of the home office and create a professional, efficient work environment.
- Travel by USAWOA officials to present and discuss the USAWOA story.
- Speak to the warrant officer population and stay "in touch" with the Corps and their concerns.
- Expand USAWOA's Awards program.
- Expand USAWOA's memorabilia program.
- Expand the color printing in the NEWSLINER.
- Provide educational outreach on warrant officer unique issues.
- Enhance the USAWOA Online web site.

Since 1972 USAWOA has been the strong and independent voice of the Warrant Officer Corps in dealing with officials at Department of the Army, Department of Defense, Congress and other agencies. Remember that USAWOA has only one Annual Fund Raiser. USAWOA is the ONLY military association BY, OF AND FOR Warrant Officers and their families! 

From the Executive Director

By CW5 (Ret) Charlie Wigglesworth



Last month, I promised to report on the meetings I have been attending on the DOD Health Care Plan (TRICARE).

Health care is critical to all of us. I agreed with other members of the TMC and signed off on the TRICARE testimony which was subsequently presented to the House Armed Services Military Personnel Subcommittee on March 16. An extract of the TMC testimony on TRICARE is available on our website at "Hot Topics" at <https://usawoa.net>.

Normally, I would provide a summary of the entire TRICARE testimony that I have approved as your representative on the TMC, but it is too lengthy. TRICARE is such a critical issue that you need to read the entire TRICARE testimony on the USAWOA website. I urge you to go to our website, read the testimony on Hot Topics and follow up by writing your representative in Congress to let him/her know where you stand on this issue. We must speak with ONE voice.

As a note on the TRICARE issue, one of several proposals put forward by DoD would increase your fees for TRICARE Prime for 6.2% per year. If this increase is allowed to move forward, by 2046, your purchasing power will be reduced by \$2600 a year!

In other Legislative news from your USAWOA Headquarters.

Another important legislative issue, hot off the press, is the Early Reserve Retirement which is getting major publicity. This article has also been posted in our Hot Topics.

During the past month I attended a roundtable discussion with Representative Pelosi and members of the Democratic Party in which they expressed their support for our Soldiers. Their top issues: (1) Creating jobs for Veterans, and (2) Ensuring adequate oversight of VA funding protecting the mental health of all Veterans. I also attended a hearing with the House Armed Services Committee. The budget is the hottest issue in town

right now. With all of the new Representatives in town, over 150 amendments have been introduced to reduce the budget. They are serious about getting our Country back on the right track, financially. I represented the Association at the Jewish War Veterans Association reception with Don Hess on Capitol Hill. I attended the Personnel/Compensation/Commissary Committee meeting and participated in the discussion on the 2012 budget and the Tax Increase Prevention and Reconciliation Act (Public law 10-222), in which Section 511 mandates federal, state and local governments withhold three percent (3%) from payment for goods and services purchased from government contractors. This will go into effect on January 1, 2012. One of the adverse impacts of this law is it will cause the prices of items in the commissaries and exchanges to increase.

The annual get-together of the National Guard/Reserve Caucus took place on March 15, 2011. All of the Guard and Reserve Service Chiefs spoke. Readiness, Funding, and People were the top three issues by all the components. Congressman Duncan Hunter (California, a USMC Reserve CPT, 3 combat tours) and Congressman Tim Walz (Minnesota, the highest ranking former enlisted Soldier in Congress, (CSM, NG), co-chaired the meeting.

Many members often ask, "What does being a member of the USAWOA do for me?" Your "Representation" as part of the TMC is one of the most important things that the USAWOA does for you. Without the Association, we lose our voice. We must all be engaged, both at the local level (you the member) and the national level (your Executive Director on your behalf). Together, we can ensure that the benefits you earned are protected.

If you have questions on the above issues, please call me at 1-800-587-2962 or email me at usawoahq@verizon.net. If I don't have the answer, I will find it.

At your service, Charlie 



Former AG Regimental Chief Warrant Officers attend the Change of Responsibility for CW5 Coral Jones, newly selected Regimental Warrant Officer of the AG Corps. (L to R) -CW5 (Ret) Charles Wigglesworth; CW5 (Ret) Gerald Simms; CW5 Ronald Galloway; CW5 Scott Hagar (outgoing Regimental WO). Not pictured is CW5 Coral Jones, (incoming Regimental WO).

"The Decoder Ring"

WARRANT OER's: Senior rater comments are the most important aspect of an evaluation. AR 623-3 (Evaluation Reporting System) outlines that the Senior Rater evaluation is "the link between the day-to-day observation of the rated Soldier and the longer term evaluation of the rated Soldier's potential by HQDA selection boards." Although rater comments are important to the evaluation process, the Senior Rater's comments are where most selection boards look first. The most valuable thing you can do to positively influence evaluation comments is to educate your rating officials about who you are, what you do, your performance goals and where you would like to go in your career.

To ensure that your rating officials are apprised of the above information, you can provide them with the following information:

1. Excerpts from DA Pam 600-3 (Commissioned Officer Professional Development and Career Management) highlighting the "Critical WO Developmental Assignments" for your branch and the "WO Developmental Model" for your MOS.

2. Excerpts from DA Pam 611-21 (Military Occupational Classification and Structure) highlighting the job description for your MOS and grade, and the MTOE/TDA Standards of Grade list for your MOS.

3. OER Support Form.

Presenting this information to rating officials helps to immediately establish a professional and trusting relationship. When presenting this information, capitalize on the opportunity to show your rater/senior rater what to expect from you in your current assignment as well as what to expect from you as far as "where you go from here." You should be confident in your professional goals and work to forge a good working relationship with your rating chain.

Above Center Mass (ACM): In October 2004, the Army eliminated ACM box checks for company grade OERs to allow more focus on developing leaders and fostering closer unit cohesion. Additionally, developmental plans and counseling requirements were expanded to include

officers in the grades of CPT and CW2. The elimination of ACM box checks for company grade officers increased the overall importance of the narrative for company grade OERs. As a result, selection boards will carefully review the OER narrative to determine whether the narrative is equivalent to a Center of Mass (CM) rating or an ACM rating.

The narrative also receives more emphasis from selection boards during reviews of senior WO (CW3-CW5) OERs that receive a Center of Mass box check. Both Aviators and Technicians seek to receive ACM marks on their OER. However, regulatory guidance limits the number of ACM checks allowed to each senior rater when comparing senior officers with their peers. The number of ACMs given by a senior rater to officers at each rated grade is tracked by the Senior Rater Profile. Senior Raters are sometimes presented with a dilemma when they wish to render an ACM report for an officer, but have reached the maximum number of ACM ratings allowed in the senior rater profile. In these instances, the senior rater is prohibited from using narrative that discusses his or her lack of having any ACMs left. Instead, the senior rater can render a narrative that is equivalent to an ACM rating. This will send as strong a message to selection boards with the same weight as an ACM box check.

Through the narrative, senior raters can easily lead someone to read ACM, provided the right words are used in relation to promotion and schools. What is helpful is a "Senior Rater Decoder Ring" that explains the marks and narratives that selection board members understand. The "decoder ring" is intended to assist raters with creating a word picture that best conveys his or her assessment of the rated officer's performance. It is not intended as a mandate for what should be written. Strong performance is still the key to earning the strongest ratings from your rating chain.

WORDS DEALING WITH PROMOTION:

Promote Immediately/Now = ACM
Promote Ahead of Peers = CM
Promote With Peers = Below Center Mass (BCM)

Promote if Available = Way BCM
Retain at Current Rank = Separate from Service

WORDS DEALING WITH SCHOOLING:

Send to School Immediately/Now = ACM
Send to School Ahead of Peers = CM
Send to School w/Peers = Below Center Mass (BCM)
Send to School if Available = Way BCM
Send to School/Retain = Separate from Service

Since the publishing of the first "OER Decoder Ring" article in 2003, selection for attendance at Warrant Officer Education System (WOES) courses has undergone a few changes. Fighting the Global War on Terrorism, while simultaneously transforming the Army, led to the de-linking of warrant officer training and education from promotion in 2005. In other words, warrant officers no longer have to be on a standing promotion list to attend their next level of education. However, there are still minimum grade requirements for attendance at the various levels of WOES. Below is an excerpt from ALARACT 116/2005, Selection and Scheduling of Warrant Officers for Attendance at the Warrant Officer Advanced Course (WOAC), Warrant Officer Staff Course (WOSC), and Warrant Officer Senior Staff Course (WOSSC):

"Active Duty List (ADL) Warrant Officers, who have successfully completed the Phase I prerequisite of the WOAC and meet all of their respective branch proponent requirements for attendance to Phase II of their WOAC, may request attendance to Phase II of their WOAC following promotion to CW2. ADL Warrant Officers should attend Phase II of their WOAC prior to consideration for promotion to CW3. ADL Warrant Officers may request to attend the WOSC after promotion to CW3, but should attend the WOSC prior to consideration for promotion to CW4. ADL Warrant Officers may request to attend the WOSSC after promotion to CW4, but should attend the WOSSC prior to consideration for promotion to CW5."

ALARACT 116/2005 serves as a professional development guideline for WOES attendance and does not serve as a regula-

continued on page 16.

By CW4 (Ret) Percy Butler



On March 10, 2011, The American Forces Press Service released the following article by Admiral Mike Mullen, Chairman of the Joint Chiefs of Staff. The article encourages communities to help former combat veterans transition after returning from wartime service. Our members and chapters, particularly in the communities of Reserve and National Guard units, as well as at active duty installations, have a wonderful opportunity to be pro-active and in the forefront of such an important endeavor. All are encouraged to become deeply involved in the efforts and programs in their communities to help the returning warriors as well as their families. Above and beyond the humanitarian aspects of helping these veterans are the recruiting opportunities for USAWOA when warrant officers are among those being helped.

“UNDER NO CIRCUMSTANCES SHOULD WE PERMIT THE LACK OF SUPPORT THAT THE VIETNAM VETERANS WERE FORCED TO ENDURE.”

ADM Mullen Urges Communities to Embrace Returning Vets

By Donna Miles

American Forces Press Service WASHINGTON, March 11, 2011 - The top U.S. military officer continued his campaign yesterday to encourage communities to help combat veterans transition after returning home and to embrace the attributes they bring to the nation. “This is a generation that is wired to serve,” whether at the local, state, national or international level, Navy Adm. Mike Mullen told an assembly at Arizona State University’s Phoenix campus. “They will make a difference in other people’s lives.” Mullen recognized the “extraordinary sacrifices” combat veterans have made, and the fact that many have returned with physical wounds or unseen emotional scars. They’ve been “to hell and back” and have “seen things nobody else could have imagined,” performing exceptionally well on the battlefield, he said. “Hands down, they are the best military” the United States or the world has ever seen, he added. Now, as they settle into civilian communities and attempt to find jobs in a difficult economy, the chairman urged Americans to recognize all they have to offer. “They bring home a potential that is unimaginable for the future of our country,” he said. “This is an exceptional group, and they will make a difference for a long time to come.” Mullen recognized the Post-9/11 GI Bill as a big step in helping tens of thousands of veterans get the training and education many seek. But he also called communities a key part of helping combat veterans make a smooth transition following wartime service. “If we can just open up our lens to be inclusive of them as they return home, with that little boost, I really believe they will take off and make a huge difference for the future,” he said. Mullen also acknowledged the sacrifices military family members have made as their loved ones served repeated combat deployments. The chairman recognized the support Americans have shown their men and women in uniform during the past decade of conflict. That support “makes all the differ-

ence in the world,” he said, contrasting it to the Vietnam War days, when the public didn’t support its military members. Mullen blamed that abandonment, in part, for the high rates of homelessness among veterans. “We are better than that,” he said. “We can get at this problem.” He pointed to the decades-old “disconnect” between the time, effort and money the military spends recruiting and training its service members and how it has handled their departure from the military. “When their time comes up and they have made the decision to leave the military, I hand them a duffle bag and say, ‘Have a nice life,’” he said. “That’s not an operative model for the world we are living in.” A coordinated effort to help in smoothing veterans’ transition to civilian life will make them more likely to share positive stories about their experience, Mullen said, and in doing so, will inspire the next generation of military members. “If we get this right,” he said, “they’ll essentially become our recruiters.” Following his address, Mullen fielded a wide range of questions from the audience on international as well as personnel issues. The chairman emphasized the importance of strong U.S.-Pakistani relations and international cooperation in addressing the crisis in Libya. Asked about the Supreme Court’s decision that upholds the right of protestors to demonstrate at military funerals, Mullen said he recognizes it as a freedom protected under the First Amendment. But “it appalls me to the depth of my soul that anybody would do this,” he said. Mullen also reiterated his support for the decision to repeal the “Don’t Ask, Don’t Tell” law that has banned gays and lesbians from serving openly in the military. He said he has been “unable to reconcile” between asking some people to serve and possibly even die for their country and demanding that they “live a lie every day.” “This is not about changing anybody’s views,” he said. “It is about a policy I think is in complete conflict with our values.” ■■■

Chapter News

Ft. Lewis, WA.

CW5 Charles "Chip" Dowd, acting on behalf of the Warrant Officer Heritage Foundation, awarded the Northwest Chapter with a streamer in recognition of their donation of \$250 to the Foundation.



Aberdeen, MD.

The Aberdeen-Edgewood Chapter present a \$400.00 donation to Community of Love Lutheran Church for a ramp project. Left to Right: National President CW4 (Ret) Pete Hill and Bob Milley, President of the Church Counsel.

Ft Leavenworth, KS.

CW3 (Ret) Kurt Behrman, outgoing Heart of America chapter secretary is presented a USAWOA Certificate of Appreciation in recognition of his outstanding professional support and personal efforts for the chapter and the Corps. Chapter President Darren Lester presented the award on behalf of Mid-Northern Region Director CW5 Robert Lamphear. Also receiving a Certificate of Appreciation was CW2 Takiyah Tanner. (photo not available).





Helena, MT.

CW3 Teresa Purpuro, member of the Big Sky Chapter, was awarded the Meritorious Service Medal and Adjutant General's Corps Regimental Association Achievement Medal for outstanding service. CW3 Purpuro's husband, CW5 John Purpuro (Montana Command Chief Warrant Officer) presented the awards. CW3 Purpuro has served over 32 years in the Adjutant General's Corps.

MARINE CORPS BASE CAMP PENDLETON, CA.

A Certificate of Special Recognition was presented to Angel Aviles, president of the Military Officers Association of America Pendleton Chapter, and a member of the USAWOA Southern California Chapter. CW02, Aviles, USCG (Ret) was selected as Camp Pendleton's 2010 Veteran of the Year for his outstanding and invaluable service to the community in various associations. Aviles has served this nation since 1953 as a soldier, a coast guardsman, a U.S. Custom Service Inspector and an Intelligence officer.

Photo by Lance Cpl. Michelle S. Mattei.



Fort Leonard Wood, MO.

Members of the United States Army Warrant Officer Association (USAWOA), Show-Me Chapter, Fort Leonard Wood, conducted their Polla Road Clean up on March 19, 2011 as stewards of community service and the MO-DOT Adopt-A-Highway Program. The USAWOA Show-Me Chapter has been cleaning a one-mile section of Polla Road for almost six years. Pictured from Left to Right are: Scott Potter, Mrs. Roxy Potter, Philip Tackett, Bob Lamphear, Lee Lamphear, Lonny Mosby, Alvina Butler, Tino Singh, John Smith, Zenia Roell, Daniel Billups, Mrs. Mary Bienusa, Darrin Weakley, Nicky Titre, Jackie Fitch, Brandon Gibbs, Jason Killoran, Jay Hutchins, Dorothy Stroud, George Annan, Dean Cook, Christopher Wade, Franciso Leca, Brandon Gibbs, and Marco Molina.

Photo by Dale Bienusa



Recognition

End of line for warrant officer missile training here - *By Skip Vaughn*

REDSTONE ARSENAL, Ala. -- These Soldiers represented the end of more than 40 years of warrant officer missile training at Redstone Arsenal.

This graduating class of 12 warrant officers marked the end of the line for the training here because it's going to Fort Lee, Va., as part of the Ordnance school's move under base realignment and closure.

"It's closing that chapter of the Warrant Officer Corps," Chief Warrant Officer 4 Miguel Santiagorodriguez, chief of the Warrant Officer Training Division, said.

The 12-member graduating class was also the largest ever for the course, which normally averages 8-9 students.

The March 10 graduation ceremony for the 948-Delta Missile Systems Technician course culminated 17 weeks of training.

"That's the last class of missile maintenance warrant officers that will be training at Redstone Arsenal," Santiagorodriguez said. "That's over 40 years. It started around the late 1960s."

Dr. Harry Hobbs, communications relations officer for the Hunts-

ville Police Department and a retired chief warrant officer 5, was the ceremony's guest speaker.

"You've already received the finest technical training you can attain in your field," Hobbs told the graduates.

He gave them advice from his 30-year military career.

"When providing information to your Soldiers or your superiors, provide it accurately," he said. "We want you to give good accurate information."

"Never ever forget to take care of your Soldiers or where you came from -- which is "NCO Corps" the backbone of our nation's Army," Hobbs advised. "Please remember, everything you do and say is going to impact someone."

The graduates, all warrant officers 1, included Angelo Alarcon, Antonio Alcocer, Wesley Brown, Jose Cruz, Michael Guisby, Randall Hebb, Marcus McMillian, Carlton Neal, Joshua Nunley, John Pesta, Ryan Torres and Christopher Werth. ■■■

Some of the 12 graduates -- all WO1s -- include from left, Christopher Werth, Ryan Torres, John Pesta, Joshua Nunley and Carlton Neal.

Photo by Skip Vaughn



WO1 Steven E. Whittle, Jr

The Army's first Chemical, Biological, Radiological, Nuclear (CBRN) Warrant Officer (MOS 740A) graduated from Warrant Officer Candidate School (WOCS) Class 11-09 at Fort Rucker, Alabama on March 16, 2011.

As a civilian, he is employed as a contractor that trains the military. With the US Army Reserves, he is assigned to the 468th Chemical Battalion in Little Rock, Arkansas.

WO1 Whittle has been in the Chemical Corps since 1999, but originally enlisted in the Army as a tanker, MOS 19K, in 1988. He graduated high school in Gilbert, Arizona and earned a BA Degree from the University of Phoenix in 2009.

He also deployed in support of Operation Iraqi Freedom in 2006-07 with the 373rd Military Intelligence Battalion out of Tumwater, Washington.

In November 2010, he was one of four Army Reserve Soldiers selected to attend WOCS as a future CBRN warrant officer.

His next step is to attend and complete the Warrant Officer Basic Course for his MOS in Fort Leonard Wood, Missouri.

His decision to become a warrant officer was driven by a desire to move forward in his career and the history of the warrant officer.

"I was nervous going through WOCS. It was exciting in the last week. I felt a little pressure as the Army's first 740A to graduate from WOCS."

He says, "I want to thank my wife and family for all of their support."

He also thanks his previous unit, the 3rd Brigade/104th Training

Division (Leader Training), Vancouver, Washington where he served as an instructor for Army Reserve and National Guard Soldiers reclassifying into a Chemical MOS. ■■■



CW5 Thomas Elder, WOCC Deputy Commandant for USAR (left), WO1 Steven Whittle (middle), and CW5 Michael Funk, WOCC Deputy Commandant (right) after WO1 Whittle's graduation.

By CW4 (Ret) Robert D. Scott
President & Chairman, Scholarship Foundation



How Can I Help the Foundation?

The USAWOA Scholarship Foundation (USAWOASF) is your organization, formed to help our members and their families achieve a formal advanced education. We need your help. Over the past few years the donations received have decreased each year, but the demand for assistance has stayed the same or increased. There are many ways you can assist, and without your assistance we cannot carry out our mission.

How can I make a gift to the Scholarship Foundation?

You can make out a check payable to the USAWOASF and mail it to the Foundation at USAWOA Headquarters. You can pledge through the annual Combined Federal Campaign (CFC) using the USAWOASF organization number 11871. You can have your financial institution set up an Automatic Clearing House Transaction (ACH) to automatically deduct from your account and send that amount to the USAWOASF on a weekly or monthly basis.

If you are thinking I could donate more if I could spread the payments over the whole year. You can do that. Again either through the CFC or the ACH approach addressed above allows you to spread out your donation over an extended period of time, and could allow you to make a larger contribution.

What other ways can I donate?

You can donate cash, IRA distributions; make memorial gifts in the name of a relative, a friend, a chapter member or the chapter itself. You can make Legacy gifts such as bequests, charitable gift annuities, life insurance, charitable remainder trusts, etc. Through a legacy gift, you can make a difference that will benefit applicants for generations to come. Just a reminder that a donation to the USAWOASF, as a separate entity, is exclusively for scholarships and has no connection with the USAWOA raffle conducted to raise funds for

the Association's operating expenses.

Planning is important in gift giving. The annual Combined Federal Campaign begins on 15 September. If you plan to utilize this avenue through the workplace, be sure you have the USAWOASF organization number (11871) with you so you can quickly fill out the pledge form when you receive it. We frequently hear, "Yes, I donated to CFC", but I forgot about the USAWOASF when I was completing the pledge form. This can be anonymous if you wish. Donations of \$100.00 get you listed on the USAWOASF Honor Roll on our web site. A donation of \$1,000.00 gives you naming privileges for that scholarship award for that year.

My company or organization would like to make a donation, how can we do that?

Your organization or company can make a \$1,000.00 donation and have naming rights, as stated above.

If you can make a single \$25,000.00 donation you have both naming rights and the right to select the type of student that receives the award each year in perpetuity. For example, you may be a corporate member of the USAWOA and your company markets aviation products. You decide to sponsor a scholarship. You could state that the scholarship would be named the Amelia Earhart Memorial Scholarship and be awarded only to students who have a major in an aviation related field.

The USAWOASF is a 501 C (3) IRS approved organization so your donations are tax deductible. This tax preparation season is about over, but start planning now for this year's gift giving. It is time to consider making those donations that will lower your taxes next year and at the same time provide financial assistance to our members and their families striving to achieve higher education. 🇺🇸

New Life Members

CW5R ARTHUR F KILPATRICK 01249L

CW4R MICHAEL J SACIA 01250L

CW2R JACK L KIME 01251L

CW3R JIM E NORRIS 01252L

CW2 MICHEL J WALSH 01253L

CW4 WILLIAM B HALL 01259L

CW2 BRIAN S CURRY 01254L

CW4 NICHOLAS J ATWOOD 01255L

CW3 ALMONTE L SMITH 01256L

CW5 JANIE M DIAMOND 01257L

CW4 DAVID S HULTEEN 01258L

New Chapter Presidents

ABOVE THE BEST CHAPTER

CW5 JULIA L MOSMAN PAST PRESIDENT

CW4 BRIAN M TAYLOR NEW PRESIDENT

SOONER PLAINS CHAPTER

CW3 DAWN M BROWN PAST PRESIDENT

CW2 MATTHEW J CHASE NEW PRESIDENT

Too Busy to Learn (cont.)

continued from page 3.

pally because these efforts have been driven by academics who focus reform on curricula and faculty hiring. The truth is, PME reform is not a pedagogical problem. It's a personnel problem that can be addressed only by changing the military's reward system to favor those with the intellectual right stuff. All is not lost. Sandwiched inside past failures are some real demonstrable successes. Perhaps we can build on them. So far I've found five. It's instructive to note that all five at their inception were strenuously resisted by service personnel bureaucracies, in part because of their success.

Five Successes

The first PME success is the "Petraeus Model" of strategic preparation for higher command. This includes attendance at a top-tier civilian graduate school to study history or social and behavioral science followed by a teaching assignment at a service academy. Petraeus is joined by a remarkably successful cadre of leaders who have demonstrated exceptional talent in the chaotic environments in Iraq and Afghanistan.

Some names are familiar because they reached three or four stars: Chiarelli, Stavridis, Dempsey, Ward, and Dubik. All of these leaders (along with fellow intellectual travelers such as Admiral Mike Mullen, Marine General Jim Mattis, and Army General Stanley McChrystal) share a lifelong obsession with

reading history and studying the art of war. At some time in their careers, they ignored the caution of personnel officers about spending too much time in school while under scrutiny for command selection.

The second successful innovation is the Foreign Area Officer (FAO) Program. The services' personnel reward systems liked this idea even less than the Petraeus Model. With the exception of a few survivors like Karl Eikenberry, the system has habitually ground off even the most successful and well-regarded FAOs at the colonel level with few if any opportunities for command. Yet the very four stars who routinely advised subordinates not to become FAOs (and, sadly, routinely ranked them below their operational brethren in fitness reports) discover once in command that officers who understand alien cultures and speak their languages fluently are essential multipliers when fighting irregular wars at the strategic level.

The third reform was so sweeping and threatening that only the legislative hammer could have driven it through the service personnel systems. In the mid-1980s, Representative Ike Skelton (D-MO), as part of the Goldwater-Nichols legislation, forced the services to learn how to operate efficiently—the essence of "jointness." Skelton's effort gained traction because of the services' failure to fight together as a team during the invasion

of Grenada in 1983. Skelton leveraged the law to hold the services' reward systems for promotion and command hostage unless they made a meaningful commitment to jointness. To ensure that his reforms would last, Skelton legislated that staff and war colleges bring together student officers from all services to study joint as well as service-specific subjects. The fourth reform was born during the Cold War and only survived the personnelist's ax by the fortuitous arrival of war. Prior to Operation Desert Storm, General Norman Schwarzkopf created a small cell of four majors and a colonel to act as his intimate brain trust to plan his campaign. The group became known as the "Jedi Knights." All were graduates of the School of Advanced Military Studies (SAMS), essentially the Army staff college's second-year honors program. SAMS sought to create true operational artists by a strenuous year-long immersion in military history using the proven casestudy approach to learning. The school's success spawned parallel programs within all service staff colleges.

In 1998 the Army War College created the fifth pedagogical reform with the Advanced Strategic Art Program, basically a strategic-level SAMS that used the same history-based case-study methodology to produce world-class strategists at the lieutenant colonel level. ■■■

Part 2 available in May 2011 issue.

In Memoriam



CW2 Hugh T Earhart
Desert Hills, AZ

CW3 John Glennon Kriegshauser
Truth or Consequences, NM



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Some Troops Qualify for Extended Tax Filing Deadline

Some Troops Qualify for Extended Tax Filing Deadline - Service members serving outside of the United States -- including those supporting operations in Libya and Japan -- will receive an automatic two-month tax filing extension this year, officials said. This extension is in addition to the nation's already extended deadline.

Due to Emancipation Day, a holiday recognized by the District of Columbia, government officials have pushed the nation's tax filing deadline from April 15 to April 18. See more information including provisions applying to deployed service members at www.defense.gov/news/newsarticle.aspx?id=63395. ■■

DOD to Drop Social Security Numbers from ID Cards

Beginning June 1, Social Security numbers on military identification cards will begin to disappear, said a Pentagon spokeswoman on April 1, 2011. The effort is part of a larger plan to protect service members and other DOD identification card holders from identity theft, officials said. Currently, the Social Security number is printed on the back of common access cards, and on the front of cards issued to dependents and retirees. Beginning in June, when current cards expire, they will be replaced with new cards having a DOD identification number replacing the Social Security number,

officials said. The DOD identification number is a unique 10-digit number that is assigned to every person with a direct relationship with the department. The new number also will be the service member's Geneva Convention identification number. An 11-digit DOD benefits number will appear on the cards of those people eligible for DOD benefits. The first nine digits are common to a sponsor, the official said, and the last two digits will identify a specific person within the sponsor's family. See more information at www.defense.gov/news/newsarticle.aspx?id=63409. ■■

WO OER's (cont.)

continued from page 8.

tory mandate for attendance. National Guard and Reserve Warrant Officers are required to attend the appropriate level of WOES prior to promotion to the next grade. Below is a list of schooling by rank for Warrant Officers as well as the equivalent level of education for O-grade officers. This will give rating officials, who are not familiar with WOES, a better picture of warrant officer education and training requirements.

SCHOOLING BY RANK:

CW2 to WOAC = Captain Career Course
CW3 to WOSC = Command General Staff College (CGSC)

CW4 to WOSSC = War College

PROMOTION & POTENTIAL NARRATIVES: As a general rule of thumb, raters should avoid generic narratives such as "unlimited potential." Generic narratives such as this do not quantify performance or potential, and send a weak message to selection board members. Raters should strive to quantify the officer's standing for promotion and potential, as compared to that of other officers rated by the same rating chain. Below are other general guidelines for WO Evaluations.

WO1 EVALUATIONS: Be sure your

Senior Rater points your evals towards the CW3 promotion board. As a WO1 your evals should say: Promote immediately to CW2. There is no reason a WO1 should not receive this verbiage if he/she is performing to expectations. It would also be beneficial if you could get your senior rater to say something about your potential to become a CW3 and your attendance to WOAC "as soon as possible," "ahead of peers" or something to this affect. Remember, both your rater and senior rater MUST address matters of promotion potential and schooling. Your future assignments listed should be at the CW3 grade and lifted directly out of DA Pam 611-21 or DA Pam 600-3. This is because there are no WO1 coded positions on manning documents; all junior warrant officer positions are coded CW2 and are inclusive of both WO1 and CW2.

CW2 EVALUATIONS: Same as above with a great deal of emphasis on CW3 with glimpses of promotion to CW4 and/or CW5. It is important to encourage your Senior Rater to not only account for your next immediate promotion, but two promotions ahead.

It's hard not to promote someone when the senior rater says, "Possesses the qualities the Army is looking for in its CW5's." You should try to get the verbiage to include words like "immediately" or "now" for promotion and schools. Future assignments should be at the CW3 grade and lifted directly out of DA Pam 611-21 or DA Pam 600-3.

CW3-CW4 EVALUATIONS: Same as above with a lot of focus on CW5 promotion, schools and assignments. Future assignments should be at the next higher grade and lifted directly out of DA Pam 611-21 or DA Pam 600-3.

CW5 EVALUATIONS: Although CW5 is the highest grade for a Warrant Officer, CW5 files are still reviewed annually for selective retirement consideration. As a result, senior rater comments should be directed at the rated officer's potential for continued service. Senior raters should also comment on the officer's potential to serve in three- and four-star nominative positions. OERs are not required, but are optional, for CW5s serving in three- and four-star nominative positions, except for Relief-for-Cause reports. ■■

Continuous Membership March 2011

Your continuous dedication and financial support of USAWOA over the years has been a driving force in the success of our Association.



RNK	LAST NAME	FIRST NAME	BR	TM	RNK	LAST NAME	FIRST NAME	BR	TM
35 YEARS					15 YEARS				
CW4R	BOWLES	ROBERT	MI	#	CW5R	RODRIGUEZ-MARTINEZ	RAFAEL	MI	*
CW3R	BUCKLEY	BRADFORD	OD	*	CW4R	SOUSA	DOUGLAS	AV	#
CW4	WOODS	JAMES	MI	*	CW4R	WAHL	ROBERT	OD	#
30 YEARS					10 YEARS				
CW5R	DIETZ	WALTER	AV	*	CW4*	GLASS	URIE	XX	*
CW4	FRAZER	EDWARD	OD		CW4	HERNANDEZ-AYALA	GERSON	AV	
CW3R	FRUAUFF	GUSTAVE	AG	*	CW3	MOLCHAN	ANDREW	MI	
CW5R	GIBSON	LEO	QM		CW5	SILVERMAN	PAUL	AG	*
CW3R	KOUSOULAS	JAMES	MP	*	CW4	SIMPKINS	DARRYLL	OD	
CW4R	LOFFREDO	MICHAEL	MP	#	CW3R	TEDESCO	CHRISTOPHER	XX	
CW4R	MCWATERS	JOHN	AV	*	CW3	THOMAS	MICHELE	AG	
25 YEARS					CW4R	THOMPSON	JOHN	AD	*
CW2R	ELLIOTT	LYNDA	QM	#	CW4	WOODY	CHARLES	AD	#
CW4R	GARST	JAMES	AV	*	5 YEARS				
CW5R	JACKSON	HARVEY	OD	*	CW4	ALSTON	RICHARD	OD	#
CW5	STUDIVANT	WILLIAM	OD	#	CW2	BURGESS	WARREN	SC	
CW5R	TEITELBAUM	BRADLEY	AG		CW5	COOPER	DAVID	AV	#
20 YEARS					CW2	COTTO	JUAN	QM	#
CW4R	BLAND	ROY	AV	#	CW3	FRANKLIN	EDWARD	SC	*
CW5R	FRIDLUND	LYLE	QM		CW3	GOLDEN	DAVID	MP	*
CW4R	MEYERS	JOHN	AV	*	CW3R	HARDY	JOHN	AV	*
CW3R	PENDLETON	JAMES	MI	#	CW5R	KAYS	JOHN	MI	#
CW5R	TOWNSEND	JAMES	QM	#	CW2	MICHITSCH	WILLIAM	QM	
15 YEARS					CW5	MISSILDINE	JAMES	AG	#
CW4R	COURTNEY	DONALD	QM	*	CW3	NOLAN	GERALD	QM	#
CW4R	DOROTHY	ALAN	OD	#	CW2	ORLANDI	ANTHONY	OD	*
CW4	ERVIN	MARTHA	AG	*	CW4	PERDUE	HOWARD	AG	
CW5	FORRESTER	LARRY	OD	*	CW3R	PRICE	ALBERT	SC	*
CW5	HASTINGS	DAVID	MI		CW2	SHEPARD	DALE	QM	
CW4R	LIPSON	IRA	MS		CW4R	STEPHENSON	CHARLES	OD	#
CW5R	McELROY	LEE	AG		CW2	WEEKLEY	WILLIAM	MI	*
CW5R	MIX	ROBERT	MI		CW3	WHITE	DANIEL	OD	#
					CW2	WILLIAMS	GERRY	MI	

* Indicates Life Member
Indicates Multi Year Member

Congratulations



WOCS Class 11-09

Fort Rucker, AL.

WO1 Johnathan W. Short is presented the USAWOA Distinguished Honor Graduate award for WOCS Class 11-09 by CW3 Michael Langille.



Fort Rucker, AL.

WO1 Justin K. Crick is presented the USAWOA Leadership award for WOCS Class 11-09 by CW3 Michael Langille.



WOCS Class 11-10

Fort Rucker, AL.

WO1 Christopher D. Tait is presented the USAWOA Distinguished Honor Graduate award for WOCS Class 11-10 by CW4 Jimmie James.



Fort Rucker, AL.

WO1 Anthony J. Wozniak is presented the USAWOA Leadership award for WOCS Class 11-10 by CW3 Michael Langille.

"Let Go" Print By Don Stivers



We encourage you to visit the Warrant Officers Heritage Foundation's living history of the Warrant Officer and a plethora of WO historical information. Visit their website at www.usawoa.org/WOHERITAGE. For a complete listing of information available on the website click on the Site Map at the top of the home page. Pictured above is a copy of the limited edition print, "Let GO," by the late military artist Don Stivers, commemorating the birth of the Warrant Officer Corps in July 1918, in the Mine Planters Service of the Coast Artillery. Information on purchasing a copy of the print can be found at:

www.usawoa.org/memorab.htm

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