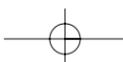




Commemorative Issue: TRADOC 30th Anniversary

1973 – 2003



10 Casemate, June 27, 2003

TRADOC commanders and their contributions

The U.S. Army Training and Doctrine Command has had 11 commanders during its 30 years of activation. Each commander was responsible for providing contributions that helped shape the Army into the world's finest fighting force.

William E. DePuy (1973-1977)



In July 1973, the first commander, Gen. William E. DePuy, announced his conception of the headquarters mission and explained his system of management.

As TRADOC's mission was to get the Army ready to fight the next war, DePuy's primary concerns were improvements in individual training, better support for training in units, and new emphasis and direction for combat developments activities.

While seeking solutions to the problems noted during the war in Southeast Asia, DePuy and the TRADOC staff were heavily influenced by the Israeli War of 1973. Initially DePuy had defined his command's mission as training the Army to win on the modern battlefield of the next war. DePuy developed a doctrine of combat operations that led to his being dubbed "the Father of Airland Battle."

Gen. Donn A. Starry (1977-1981)

When Gen. Donn A. Starry assumed command of TRADOC in 1977, he began a pronounced decentralization of major command projects to the integrating centers and



schools. Starry, who had been commandant of the Armor School and commander of V Corps in Germany, wanted all his subordinate commanders fully involved in TRADOC's major actions.

In line with that approach was his decision to move the three-star TRADOC deputy commander position from the headquarters to Fort Leavenworth, Kan. That move had an impact on the headquarters as well as with the establishment of simpler, more direct staff relationships, resulting in freer and faster flows of communication and staff actions.

During Starry's tenure, TRADOC headquarters established six goals to guide program development and aid management. These were to provide integrated operational concepts; develop organizational and force structure; develop weapon and equipment requirements; develop

training according to operational concepts; maintain an efficient training base expandable in event of mobilization; and provide adequate installation support and maintenance.

In the leader-development arena, probably nothing was more significant than the consequences of Starry's conviction that it was necessary for officers to have an appreciation for and understanding of the history of their profession, characterizing such knowledge as an essential element of their technical competence.

Gen. Glenn K. Otis (1981-1983)

Upon assuming command in August 1981, Gen. Glenn K. Otis, who came to TRADOC from the post of Deputy Chief of Staff for Operations and Plans on the Army Staff, expressed management goals internal to TRADOC as his three Ms: mobilization planning, maintaining the force and modernization of the force.

Mobilization planning involved development of programs of instruction, training base expansion capacity and equipment requirements. Maintenance of the force concentrated on training and maintaining the momentum of the previous command. However, Gen. Otis faced two challenges in force modernization: managing the period of time when both interim and new organizations would be phased in; and support packages for training, spare parts, maintenance and field manuals.

At the TRADOC Commanders' Conference in November 1981, he added to the three Ms a fourth: military history, to signal his intent to continue to fund the military history department (Combat Studies Institute) at Fort Leavenworth, which was founded under his predecessor.

Gen. William R. Richardson (1983-1986)



Gen. William R. Richardson assumed command of TRADOC in 1983, also arriving from the post of Deputy Chief of Staff for Operations and Plans on the Army Staff. In accordance with Secretary of the Army John O. Marsh's "Year of Excellence," he introduced the TRADOC watchword, "Excellence Starts Here."

He reworked TRADOC Pamphlet

5-1, "TRADOC Goals 1984," which formalized 10 TRADOC goals:

- Provide concepts and doctrine that would enhance the opportunity for success;
- Improve effectiveness on the integrated battlefield through analysis of current and projected capabilities and deficiencies;
- Develop and document force design and materiel requirements that would ensure operational and technological superiority;
- Synchronize doctrinal training and organizational and materiel initiatives in tactical forces;
- Validate organizational and materiel system requirements and concepts;
- Develop an effective standardized Army training system;
- Promote effective standardized training in forces;
- Provide quality training support for forces and institutions;
- Develop and provide quality institutional training;
- Efficiently command, support and manage operations of TRADOC installations and activities.

Within the first days of his assumption of command, he decided to require each TRADOC center with a professional development school to establish a command history office, staffed by a professionally trained historian who would teach military history in leader development courses, preserve the corporate memory of the centers and schools and publish military history to support planning and decision making.

Gen. Carl E. Vuono (1986-1987)



Gen. Carl E. Vuono, who had commanded the Combined Arms Center and most recently served on the Army Staff as Deputy Chief of Staff for Operations and Plans, assumed command of TRADOC in June 1986. He soon announced that his mission focus would have two aspects.

Taking a somewhat more restricted view of the concept of preparing the Army for war than had Richardson, Vuono stressed that TRADOC had to not only prepare the Army for war today, but it must look farther ahead in time as the architect of the future.

He stressed that TRADOC must consider the whole spectrum of war, and while addressing current challenges, not neglect the design of the force 10 to 15 years out. He reoriented the 10 TRADOC goals into four major areas of responsibility: doctrine, force modernization, leader development, and leading and caring.

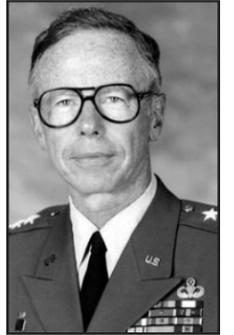
TRADOC's responsibility was to

ensure understanding of what the Army must be to win on the future battlefield. That understanding would provide vision and direction for the Army.

Vuono left TRADOC to become the Army's 38th Chief of Staff.

Gen. Maxwell R. Thurman (1987-1989)

Gen. Maxwell R. Thurman, having served previously as Vice Chief of Staff of the Army, continued Vuono's work when he became TRADOC commander in June 1987. He reaffirmed Vuono's four primary mission elements but broke out the combat developments mission element into two components – force design and equipment requirements – and added mission support as a new element. He stressed the role of TRADOC as the key player in shaping the azimuth for the Army of the future.



Thurman developed a TRADOC planning vision for the coming 30 years titled "TRADOC Long-Range Planning Vision," which solicited subordinate commanders' thoughts on further development of a new TRADOC long-range plan. Significant points of interest included the concept of competitive strategies, the emerging Army missions of nation building, security assistance and counterinsurgency, and the need to develop a flexible responsive force.

Thurman was also responsible for the Army's most recognizable motto: "Be All You Can Be," as the U.S. Army Recruiting Command commander in 1979.

Gen. John W. Foss (1989-1991)

Gen. John W. Foss, who had earlier headed the Infantry School and most recently served as Deputy Chief of Staff for Operations and Plans on the Army Staff, assumed the leadership of TRADOC in 1989 as the Army began a period of downsizing and strategic reorientation.



During Foss' tenure, the concept of the three TRADOC integrating centers, which had traditionally been part of the organization, changed. In 1990 the three centers – combined arms, logistics and soldier support – were replaced by two major subordinate commands: the Combined Arms Command and the Combined Arms Support Command.

Foss addressed doctrinal chal-



Reflections

Gen. Maxwell R. Thurman (second from left) is joined by past TRADOC commanders - retired Gens. William E. DePuy, left, William R. Richardson, second from right, and Donn A. Starry, right - as well as then Army Chief of Staff Gen. Carl E. Vuono on June 29, 1987 when Thurman began his two-year stint as the TRADOC commander. "We have to provide the world's best soldiers with the world's best training and equipment," Thurman said during the ceremony. "The Army is outstanding, and to build on it will be relatively simple." Thurman had served at TRADOC earlier in his career. He was the Deputy Chief of Staff for Resource Management.

Challenges and changes through AirLand Battle-Future studies, doctrinal discussions and map exercises, focusing on the nonlinear battlefield and the doctrine, organization and logistics it would require. AirLand Battle-Future, later termed AirLand Operations, became the driving concept for TRADOC. Further, Foss directed the beginning of a Field Manual 100-5 revision to expand the doctrine into the strategic realm.

In August 1990, the United States launched Operation Desert Shield, and TRADOC shifted a great percentage of its time and effort to going to war.

Gen. Frederick M. Franks Jr. (1991-1994)

Gen. Frederick M. Franks Jr., who had earlier been deputy commandant of the Command and General Staff College, became the eighth TRADOC commander in August 1991.



Concurrent with Foss' command of TRADOC, Franks had commanded VII Corps during Operation Desert Storm, and hence brought with him a distinctive background and experience as a senior commander in combat that would continue to influence his outlook and actions as TRADOC commander.

For instance, Franks began anew the doctrinal revision of FM 100-5. Convinced that doctrine was the basis of change and had to be a centerpiece of TRADOC activity, revision of FM 100-5 became a top priority to lead the Army through the intellectual readjustment from the Cold War to the post Cold War Army.

Franks stressed the need for maintaining the edge of excellence in doctrine, organization, training,

materiel, leader development and in the soldier system. Toward that end, he instituted the battle laboratories as means to develop the capabilities for a force projection Army.

Franks set those ideas down in five points of main effort: lead the Army through intellectual change; sustain excellence and relevance in training and leader development; propose modernization alternatives to maintain the technological edge for soldiers on future battlefields; foster organizational excellence; and focus on soldiers.

In his long-range planning guide for TRADOC, Franks interpreted TRADOC's missions specifically. They were to set training standards and run the Army schoolhouse, provide modernization alternatives while representing the user to allow the Army to retain the battlefield edge, help the Army look to the future in warfighting and foster organizational excellence.

Gen. William W. Hartzog (1994-1997)

Gen. William W. Hartzog became TRADOC's ninth commanding general in October 1994.

Prior to TRADOC command, he served as operations officer for U.S. Southern Command during Operation Just Cause in Panama and deputy commander of U.S. Atlantic Command during Operation Uphold Democracy in Haiti.

Thus, like his predecessor, Hartzog came to TRADOC with recent experience as a senior commander in operational settings.

In his four years as TRADOC commander, Hartzog spearheaded the Force XXI and the Army After Next programs, both revolutionary models for organizational change and materiel development. Hartzog



announced the new heavy division design, the first of several organizational changes intended to prepare the Army for the 21st century.

"Army XXI is the culmination of over six years of study and experimentation. We have created the Digital Division. It's smaller, has smaller and more compact combat elements, is reliant on digital technology and computers, and integrates the active and reserve components. It is the future ... today," he said in a 1998 interview with TRADOC News Service's Jim Caldwell.

Gen. John N. Abrams (1998-2002)

"John Abrams' legacy will be that he took us through the intellectual crucible so we could undertake physical change," Army Chief of Staff Gen. Eric K. Shinseki said during Abrams' retirement ceremony in 2002. "In all things, the intellectual must precede the physical. TRADOC has been paving the way as our architect for the future."

Abrams was TRADOC's commander during the time the Army began its transformation toward the future. Before Abrams became TRADOC commander in 1998, he commanded V Corps in Germany. One of the corps' tasks was training units deploying for peacekeeping duties in Bosnia. Abrams and his staff trained current commander Gen. Kevin P. Byrnes and his soldiers in 1st Cavalry Division.

"TRADOC took on the job of laying the groundwork for Army Transformation to Interim and Objective Forces with no additional resources and a reduction in personnel," Shinseki pointed out during the ceremony.

Most people think the key to

Transformation is technology, Abrams said. "It is about its people and at the core of it, it's the grooming of leaders for today's world, today's problems and, in a complex framework, that is also putting it in a posture for the future."

Gen. Kevin P. Byrnes (2002-)

Gen. Kevin P. Byrnes took over as TRADOC's 11th commander Nov. 7, 2002. Byrnes had previously served as director of the Army staff for Army Chief of Staff Gen. Eric K. Shinseki.



"Over the past month I've taken a close look at TRADOC, and I've gained an appreciation of what a terrific organization it is," Byrnes said at the change-of-command ceremony. "I understand what a great job is being done by TRADOC soldiers every day, preparing this Army to fight and win on any battlefield."

He said the Army's Transformation, led by TRADOC, significantly enhances Army capabilities and its contribution to any joint force commander in any mission.

Recently he reiterated this, saying, "I'm proud to be commanding this organization now when it's celebrating its 30th anniversary. TRADOC continues to carry out the vision of its founder, Gen. Bill DePuy, of a TRADOC that serves as the architect of the Army's future and trains America's soldiers to a standard of military professionalism and combat expertise that we've just seen them demonstrate in Iraq and Afghanistan."

(Editor's Note: Information compiled by Sgt. 1st Class Reginald P. Rogers and Jim Caldwell of the TRADOC News Service and Anne W. Chapman, Carol J. Lilly, John L. Romjue and Susan Canedy of the TRADOC Historian's office.)

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TRADOC's legacy: soldiers fit to fight

BY JIM CALDWELL

TRADOC News Service

Training and Doctrine Command has been the architect of the Army for 30 years; from the beginning on July 1, 1973, its main goal was training soldiers to fight and win on the battlefield.

"In the '60s, Army leadership thought they could solve all the problems of warfare by applying technology," said Jim Stensvaag, TRADOC historian, who has chronicled events in TRADOC since 1985. "When Gen. William DePuy became TRADOC commander, his focus was on the soldier and making sure the soldier was trained so he knew what to do and how to use his equipment.

"The biggest contribution that TRADOC has made to the Army, I think, is to have linked up the training process with combat developments and doctrine."

DePuy led the study that created TRADOC and Forces Command to replace Continental Army Command. CONARC was a huge organization. It was responsible for every installation in the continental United States, and for every mission at those installations.

"The span of control was just enormous," Stensvaag said. "Headquarters didn't have a clue what was going on in the field in a lot of cases."

The functions of writing new doctrine, developing new equipment and organizations were separated from each other. "There was no guarantee that soldiers would be trained in any of it," he said.

DePuy and the second Deputy Chief of Staff for Training, Gen. Paul Gorman, created a "revolution" in training with the now-familiar task, conditions and standard for each job a soldier performs.

"The absolute demand that not only soldiers, but their leaders and units, perform their jobs to standard has made the U.S. Army the most proficient army in the world," Stensvaag said.



(U.S. Army photo)
On Aug. 24, 1973, Gen. William E. DePuy, TRADOC commander, congratulates one of the top finalists in the Drill Sergeant of the Year ceremony at Fort Monroe, while the sergeant's wife looks on.

CONARC also wasn't efficient in supporting field units.

"That was another of the reasons that Gen. DePuy had been interested in changing CONARC," the historian said. "When he was a commander, it wasn't very responsive to his needs. So one of his major intents in standing up the new organization was to make it really serve the rest of the Army.

"That important legacy has lasted all 30 years. Now you hear Gen. (Kevin P.) Byrnes (current TRADOC commander) talk about the Army being TRADOC's client, the client relationship."

Not a lot has changed about TRADOC's mission over the 30 years of its existence, but the organization itself has changed to carry it out.

"TRADOC has been very good all along at changing itself to meet the needs of the Army," Stensvaag said.

"The first really consequential changes came only about four months after TRADOC was organized, and that was because of the '73 Yom Kippur War and the lessons that Gen. DePuy and his staff learned about the new way of warfare.

"They were also already thinking about the post-Vietnam Army when TRADOC came about. The draft was ended, and the all-volunteer Army came about shortly as well."

Today TRADOC is changing again to help Army Transformation make the first Objective Force a reality around 2010. TRADOC's Transformation aims to make all the organization more responsive and efficient in an era of rapid technological and international developments.

"The concern is once again span of control," Stensvaag said. "The issues have become so complex that, again, the headquarters is getting to the point where it can't really know, coordinate and integrate everything that's going on in the command."

The answer is to return to the integrating centers first established by Gen. Donn Starry, TRADOC commander from 1977-81.

Combined Arms Command, Fort Leavenworth, Kan., will be responsible for developing training and doctrine for combat arms. It will also oversee leadership training and education programs for officers, noncommissioned officers and warrant officers.

The Combined Arms Support Center, Fort Lee, Va., refines logistics support, organizational and equipment concepts for future battlefields.

The Maneuver Support Center, Fort Leonard Wood, Mo., provides combat engineer support, chemical and biological protection and military police for the Army.

"TRADOC Transformation officials are calling the headquarters the super integrator, which means taking all the parts and putting them together," Stensvaag said.

While technology has enabled some processes to change, TRADOC military and civilian specialists still perform the basic functions of the command.

"I think that Gen. DePuy's vision that the Army needed some organization to ensure that training is being done well and linked with combat developments and doctrine is as absolutely right now as it was in 1973," he said.

Byrnes credits early leaders for TRADOC's success

BY SFC REGINALD P. ROGERS

TRADOC NEWS SERVICE

FORT MONROE, Va. (June 10, 2003) – The U.S. Army Training and Doctrine Command will celebrate its 30th Anniversary July 1. The Army has undergone many changes during the past three decades, which have helped shape it into the world's greatest fighting force.

According to TRADOC Commanding General Gen. Kevin P. Byrnes, TRADOC and the Army's recent success can be traced back to senior leadership plans that took place 30 years ago.

"I think the leadership of the Army in the early 1970s had a vision, a great vision," he said. "You've got to go back in time to where we were when the recommendation to create a Training and Doctrine Command was first proposed. We were in the latter stages of the Vietnam War as all this was bubbling.

"These guys weren't thinking

months ahead, they were thinking years ahead," he continued. "They were thinking, 'What do we need to do to build an Army for the future?' They studied all the challenges they had and the shortfalls they expected. Gen. (William E.) DePuy held a large stake in that; he became the first commander. The petition was made to create a Training and Doctrine Command."

Mission largely unchanged

Byrnes said the command's mission statement established 30 years ago remains largely unchanged.

"That's the mission of responsibility for all the schoolhouse training, all the leader development and unit support, all the support for the units' training requirements. That's the mission to develop the doctrine, establish the standards and recruit the force, and build the force of the future," he explained.

Byrnes said increased technology and intellectual development have been key factors in establishing the Army as the world's greatest and

most respected fighting force.

Intellectual capabilities

"The significance of this is in our recent success – we won the Cold War, unmistakably. It was because of the power this Army has. It wasn't about numbers; the Soviet Union had us greatly outnumbered. But also look at the coalition we built and at the intellectual capabilities of our force – we had a superior professional development program.

"Our training program, although it was not what it is today, was good," he said. "Combat development, which included determining the equipment soldiers needed and getting it in their hands – all wrapped around a unified doctrine that emerged – set us up to be a wonderful force.

"A force that has been successful in mission after mission after mission," he continued. "Most recently, the American people learned about it every minute of every day watching 'fill in the blank radio or TV sta-



Gen. Kevin P. Byrnes
TRADOC Commander

tion.' The character and confidence of the American soldier came through loud and clear."

Byrnes said he thinks that if someone asks the question, "What's the significance of this anniversary?" again in 30 years, the answer

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TRADOC 'on track' for nation's defense

BY SFC REGINALD P. ROGERS
TRADOC NEWS SERVICE

FORT MONROE, Va. (June 10, 2003) – U.S. Army Training and Doctrine Command Commanding General Kevin P. Byrnes assumed command Nov. 7, 2002. With nearly seven months under his belt, he granted TRADOC News Service its first interview, during which he reflected on current changes and looked forward to the command's future.

Byrnes said the first thing he wanted to tell the TRADOC community is that the command is on schedule as the Army focuses on its future fighting force.

"I would tell them that we're on track," he explained. "We're doing what the Army and the nation needs of us. What we're doing is absolutely critical to the Army and the nation. I think if you look at our most recent success in Operation Enduring Freedom, I think that the value of training – training to standard and training under tough conditions – has proven itself to be the difference between the best Army in the world and others."

Byrnes attributed a lot of the Army's success to leader development and noted that it will continue to play a crucial part in the Army's success in the future.

"We grow leaders everyday in the Officer Education System and Non-commissioned Officer Education System," he said.

"I'll continue training and leader development as my top priority with Training and Doctrine Command ..."

He said his top priorities as TRADOC commander are leader development and ensuring that all soldiers are properly trained.

"I'll continue training and leader development as my top priority with Training and Doctrine Command because the nation won't accept anything less," he said. "We're the greatest Army in the world. We're certainly not the largest, but we are the greatest and the most respected institution in the United States. Why is that?"

"I think it's the value, the character and the confidence of our soldiers," he continued. "Those embedded reporters – we've known it for a while – but the embedded reporters showed the American people what we've been talking about. We've achieved a level of respect and confidence that no Army has in the past."

He vowed that the Army would maintain the standards and confidence the American public expects it to have in the Army of the future.

Byrnes said TRADOC's mission remains largely unchanged from



(Photo by Patrick Buffett)

Gen. Kevin P. Byrnes, TRADOC commanding general, chats with Sergeant Maj. of the Army Jack L. Tilley following the 2003 Army Drill Sergeant of the Year awards ceremony June 20 at Continental Park.

when Gen. William E. Depuy first laid it out 30 years ago. He said TRADOC's mission is to train the Army for war, develop leaders, establish standards, build the Army of the future and recruit the force.

He said his priorities operate within that mission framework.

Byrnes' priorities:

□ **Support Operation Iraqi Freedom and the ongoing Global War on Terrorism** – He said the command would continue to support the current operations with whatever resources are necessary.

□ **Training and leader development to standard** – "I will ensure that we have the right resources in the way of quality instructors and drill sergeants and the dollar resources so we can accomplish our mission as the Army expects us to. Beyond that, everything else is secondary."

□ **Transformation** – "We're going to Transform this Army into an Objective Force. We're going to do it with first units being fielded this decade. We're going to get that right. There has been a lot of hard work during the last three years designing the organization. We've also taken a hard look at the training programs, at the tactics, techniques and procedures, and at types of equipment and technology capabilities we want to put in the hands of our soldiers. But that work will continue as we move into the future."

He said Transforming the Army includes a number of major programs that must be in operation to ensure Transformation.

"The first is a rigorous experimentation program that allows us to take the good ideas and the first pieces of the future combat systems, being developed, put them in the hands of our soldiers and let them

push (the equipment) to failure," Byrnes explained. "(By doing this they can) tell us what works, what doesn't work and let us redesign it, then put it back out. The continuous spiral of the experimentation will get us better. So that when we develop the first force, (it has) been 'soldier-certified' so we have what we believe is the right soldier, the right organization, the right training, the right leader development and the right equipment in the hands of the world's best soldier."

He said there's also an element under Transformation that tells us we will never fight another war alone again. That element is the

"The Army of the future is going to be far more complex, and it's not just about greater technology," he said. "It's going to be about organizations that have a tremendous leap in capabilities."

process of combining all branches of the U.S. armed forces, along with other coalition forces to face a common enemy. That element, referred to as Jointness, is another of Byrnes' priorities.

□ **Joint relationships** – "We've got to include more of a joint force in everything we do," he said. "We have to become fully integrated into Joint warfighting. Our exercises have to be done in a Joint context. Our doctrines have to be developed, keeping in mind that we're going to fight as a member of a Joint team. We should have in mind that we're developing the force to contribute to the joint force commander."

Byrnes said the Objective Force cannot be developed with a narrow view. TRADOC has to consider how the joint force commander will apply the Army as one of his many tools.

"He has an air component, a naval component and a Marine force with expeditionary capabilities," Byrnes said. "How do you get the best out of what each service can offer and achieve a balance (the joint force commander) can apply in places like Iraq, Afghanistan or a number of potential battle places in the future? We've got to contribute to the solution to the joint force commander's challenge."

Byrnes said one of his internal challenges is for the command to figure out how to redesign TRADOC to best support the new mission with the new force. "Today we train individual soldiers and leaders, and we certify them in their skills and push them out to the force," he explained. "When they come back to the schoolhouses at different levels, we'll run them through a training program, recertify them and, push them back out to the force."

"The Army of the future is going to be far more complex, and it's not just about greater technology," he said. "It's going to be about organizations that have a tremendous leap in capabilities. This Objective Force we're designing is built around the soldier, of course, but the main system the soldier will have is called the Future Combat System."

□ **Future Combat Systems** – He explained that the Future Combat Systems comprises 18 hardware systems, with the 19th system as the network on which soldiers operate. The systems will be built to interoperate and leverage off one another, Byrnes said.

"The true strength of that organization will be when everything is

working, everything is in the network," he said. "Information is flowing without any obstructions. Intelligence is collected and available to commanders at all levels on a sensor network. So you have situational understanding of what your forces are doing – those on your left and right and in other areas of your area of responsibility: what the Air Force is doing, what the Navy is doing, what the intelligence pictures."

"When you can operate like that, you can achieve greater capabilities, you can be much more lethal and you can certainly be more survivable; you can take care of your force a lot better."

Byrnes said operations with the new systems would require replacements by unit instead of the current way of individual replacements.

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U.S. Army Photo

A cadet on Slide for Life at Fort Lewis, Wash., learning leadership skills in ROTC program.

TRADOC (Continued from Page 13)

"Since we're going to field those kind of capabilities, we're moving to a system where we're going to replace by units. Right now, for instance, soldiers go to Korea and they fall into individual replacements. That happens everywhere in the Army," he explained. "In the future, if we want to (rotate soldiers) by units, instead of going over (to Korea) individually, we will grow a company, grow a battalion, maybe put them at Fort Hood for six months, rotate them to Europe, bring them back for a year, refill the unit – maybe by platoon or company – send them back to Korea for six months after a couple of years at (Fort) Hood.

"We're not talking about increasing the optempo, we're talking about 'how do you rotate?'" Byrnes continued. "Rotating by unit makes a lot more sense. You have immediate readiness. There are a lot of other benefits."

He noted that Transformation of the force does present another challenge: the schoolhouses.

"If we're going to build far more complicated systems that interoperate and we're going to rotate by units instead of individuals, what does that leave for the schoolhouse?" he said. "I can't just train individuals any longer and send them out to the force. Does TRADOC need to be involved in training units? The first unit of action will be an Objective Force Brigade. In TRADOC, do we pull it together, from the force, build it, get all the individual skills ready, then train crew skills, start to field the equipment, train crew, platoon, company, battalion, brigade and then provide (this unit) to the Army as a certified combat-ready force?"

"That's not how we do it today. But that's just one example of

things we're looking at and how we need to redesign TRADOC to best serve the Army in the period before the Objective Force is fielded."

Byrnes said TRADOC was looking at redesigning the way the schoolhouses operate so all graduating units would be similar to cohort units, which were in operation during the mid-80s. He pointed out, however, that the Department of the Army is the final authority for all plans.

He said it's important for all members of future units that will operate the Future Combat Systems to train together instead of at several different locations. This would result in increased unit cohesion and ensure that all systems within a unit are trained to interoperate properly.

"We've got a very complex training challenge with the technology that is going to be in our systems," he said. "When you've got to have all 19 systems working together to get the full benefit, I can't just train unmanned aerial vehicle operators in one place; train mortar operators at another place; and train communications guys in another place. To get the value, I've got to train them together before they go to the field, before they're deployable. They've got to be able to work together."

□ **Innovation** – "Part of our mission from the Department of the Army is to be the architect of the future," Byrnes said. "We're in charge of designing the organization for the future, for developing the doctrine and standards that future forces will operate under. I've got to have an organization here that is open-minded, that welcomes new ideas, that challenges and helps me weigh new ideas that come into the organization. We need to create a culture of thinkers



U.S. Army Photo

A soldier practices repair skills at the ordnance maintenance school at Fort Gordon, Ga.

and innovators who look at a challenge and input a set of ways of doing it, not just apply band-aids and bailing wire to fix old ways of doing business. If something needs to be changed and it makes sense to do it, I seek collaboration and will collaborate with other services on challenges, and with industry where it makes sense. Any way I can find good ideas and solutions to challenges, I want to work with those people to get it done."

□ **Accessions** – "(Training and Doctrine Command) is responsible for recruiting the force, taking them through initial-entry training and handing them off to their first unit as technically qualified in their MOS field, qualified as a soldier, schooled in all the fundamentals," Byrnes explained. "When their first unit gets them, they will continue learning and grow on to become first contributing members of crews and platoons.

"That's a tough mission," he said. "But it's not just enlisted; I also assess the officer corps. TRADOC is responsible for the Officers Candidate School program and the ROTC program. We have the senior ROTC program, which includes 270 colleges and universities. The view of the Army senior leadership is that soldiers have been and always will be the centerpiece of everything we do. We don't get carried away with equipment. Some folks worry about the caliber of the weapon. The Army worries about the caliber of the person; that's far more important. We equip the man, rather than man the equipment."

Byrnes said it's very important to get the best soldiers and ensure they have the best training to maintain a quality force.

"We have to do everything we can to get the right quality of soldiers in the force and train them properly," he said. "That's my first priority. Once they're in training, we will take no risks at all. We will not take any resource risks – we won't be short people, training aids, or anything else to get that job done we're going to deliver on it."

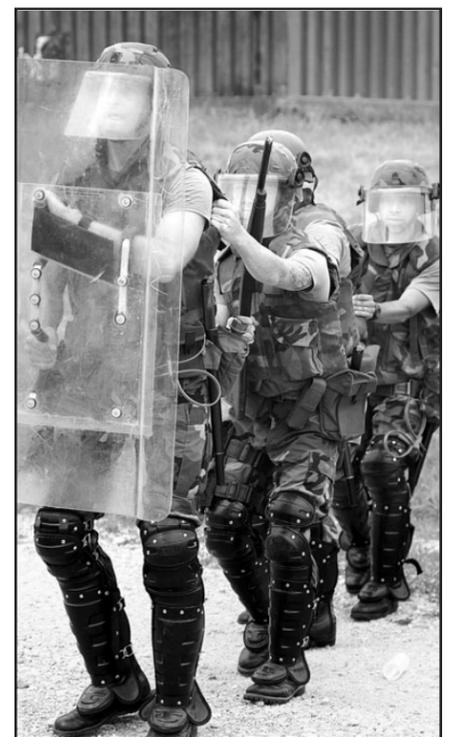
Byrnes said he sent a message to the commandants within TRADOC that the schools, basic training and advanced individual training or one-station unit training will be

fully resourced. He said the commandants will get everything they need so the schools can deliver in providing soldiers to first units with all the necessary training.

He said TRADOC will continue to contribute to the Army Transformation by ensuring the training and leader development programs are exactly what is needed for the future force. He said a crucial part of Transformation will include providing professional development training for the Army's civilian workforce as well.

"It's all about providing the education for quality leaders in the future force," he explained. "We're going through the NCO study right now, and we will be bringing the recommendation into the Pentagon for the senior leadership in the late summer or early fall. We'll also study the warrant officers' program, but the real challenge to all of this will be the civilian education.

"How do we provide for the professional development of our civilians?" he said. "I think we've tried very hard in the past and we've made some progress, but we're not there. We need to do a lot better, and I think that will be the tougher one. I think you'll see TRADOC in the future take responsibility for the education for Department of the Army civilians."



U.S. Army Photo

MPs learn crowd control in riot training.

Son joins father in TRADOC history books

BY JIM CALDWELL
TRADOC NEWS SERVICE

Mike Starry grins when he says that he was mentioned once in the history brief for Training and Doctrine Command's 25th anniversary.

It's a unique twist for him because his father is featured prominently in that overview. His father is retired Gen. Donn A. Starry, TRADOC's second commander from 1977-81.

He recalled when he and his well-known father were on active duty at the same time.

"It was obvious when people I worked with made the connection," Starry said. "I always tried to leave it at home. We tried to stay out of each other's way as much as possible."

Starry, now the assistant deputy chief of staff for Doctrine, Concepts and Strategy (ADCS/DCS), was cited in the history overview for having in 1995 completed TRADOC Pamphlet 525-5, "A Concept for Full Dimensional Operations in the Early 21st Century."

He was a colonel then and had recently been assigned to the DCS Doctrine organization, the forerunner to DCS/DCS, as chief of the Futures Directorate.

When he retired in 1998 he ended three generations of Starrys



Courtesy Photos

A September 1949 photo taken in Kansas City, Kan., shows Mike Starry being held by his father, then 2nd Lt. Donn A. Starry. Also pictured are Mike's aunt Sara, left, and grandparents Edith and retired Col. Don A. Starry.

in Army service covering 82 years.

"Don, with one 'N', Starry, my granddad, enlisted in the tank corps in 1916, and he and his buddies went to Gettysburg, Pa., where the AEF (American Expeditionary Force), that's going to deploy to Europe with Gen. (John) Pershing was training the tank corps," he said.

The training took place at Camp Colt under a commandant named Capt. Dwight D. Eisenhower.

After returning from the Great War, Don Starry joined the National Guard and was commissioned in the Kansas National Guard in the late 20s. In the same ceremony, the Adjutant General of Kansas also commissioned a four-year-old Donn Starry.

Donn Starry later earned his actual commission from West Point

in 1948.

Mike Starry said that the best leadership or career advice his father gave him was just before he was commissioned through the Reserve Office Training Program at the University of Kansas in 1971.

"He told me, 'You've got to know yourself, you've got to know your people and you've got to know your job. The hardest part is knowing yourself. If you can do all that, you're going to be successful, but more importantly your organization is going to be successful and the people that work with you are going to be successful,'" Mike recalled.

But Starry also recalled examples of lead-

ership from his father that he saw as a teenager.

"He was dedicated, intensely so, to preparing soldiers, leaders and units to face the difficult tasks required to survive and be successful in battle," he said. "He was very focused in pursuit of that goal. And he still, today, interacts with soldiers, leaders and units on those important subjects."

"When we had Christmas, Thanksgiving and other holidays, his driver and members of his staff were part of our family. I can remember my Mom baking pies for those young families and those single soldiers."

"It was a really unique bonding, and I think he established quite a reputation, with regard to his relationship with the private soldier, the NCOs and young officers."

Starry said he talked to his father as the fighting in Operation Iraqi Freedom was winding down.

"As always, he was impressed with the courage of the young soldiers there, the quality of the NCO and junior officer leadership and the excellence of the unit preparation and training — and, in the end, the great execution in very demanding operations."



Mike Starry's father, then Gen. Donn A. Starry, and grandfather, Don A. Starry were on hand for his promotion to major in August 1982 at Fort Sill, Okla.



In February 1991, retired Gen. Donn A. Starry promoted his son to colonel at a ceremony in Newport, R.I. Also pictured is Mike Starry's mother, Letty.

BYRNES (Continued from page 12)

would be, "What was accomplished within the 30-year span."

"As Gen. (Dennis J.) Reimer used to say, 'Soldiers are our credentials,'" he said. "I think if you take a look at what we've accomplished, that's the significance of the 30th anniversary."

"Tomorrow's victories start in TRADOC," TRADOC's leader said.

"That's where soldiers first learn the fundamentals; it's where they learn their technical skills; it's where we hone the leaders' skills and push them out to the field for further incorporation into selected levels. A lot has been accomplished in 30 years, and we continue to contribute to the Army — most significantly with the fielding of the

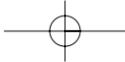
Stryker Brigade. Build now and you'll see the first element of the Objective Force before the end of the decade. It's amazing what this organization has contributed to the Army.

"As I think back on 30 years of contributions, we are the greatest Army in the world, the most respected, and it's all about our soldiers," Byrnes added. "We recruit them, we have the opportunity to train and certify them as individuals as they go into their units. It's a wonderful story, and I think Gen. DePuy and the other senior leaders were exactly right. This is what the Army needed and continues to need as we move forward into the future."



Photo by Roger T. Conroy

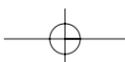
Reflections ... Retired Gen. Maxwell R. Thurman, former TRADOC commander (right), congratulates Gen. William W. Hartzog upon his assumption of command of TRADOC at Continental Park on Oct. 27, 1994.



Reflections



Organization Day TRADOC's 'family tradition'



Reflections



Photo by Kathy Franz

On July 1, 1993, TRADOC CSM Walton E. Woodall (left), and a guest share a moment with Gen. Maxwell R. Thurman (center), at a reception at the Chamberlin Hotel after celebrating TRADOC's 20th Anniversary at Continental Park.



U.S. Army Photo

In the field ... Gen. Frederick M. Franks Jr., TRADOC commander, talks with soldiers during a visit to Fort Sill, Okla., to view the M109A6 Paladin. Circa 1991-94.



Photo by S.H. Kelly

(From left) Mrs. and Gen. John W. Foss, TRADOC commander, and Mrs. and Gen. Carl E. Vuono, Army Chief of Staff, listen as outgoing commander of U.S. Army Cadet Command, Maj. Gen. Robert E. Wagner gives his farewell speech at ceremonies here April 24, 1990. Foss and Vuono participated in the change of command ceremony between Wagner and incoming commander, Maj. Gen. Wallace C. Arnold.



Gen. John M. Shalikashvili, chairman, Joint Chiefs of Staff (left), talks with Gen. William W. Hartzog after Hartzog took command of TRADOC during ceremonies Oct. 27, 1994.

TRADOC JAG fondly recalls command's activation

BY JIM CALDWELL
TRADOC NEWS SERVICE

In the weeks and days leading up to July 1, 1973, there was a great deal of anticipation and excitement at Fort Monroe, recalls Training and Doctrine Command's Staff Judge Advocate.

"You could almost feel the excitement in the air as people waited for this new organization — TRADOC — to be activated to replace CONARC (Continental Army Command)," said Col. Jim Rosenblatt, TRADOC SJA. "The Combat Developments Command was moving here from Fort Belvoir (Va.).

That organization is now the TRADOC Deputy Chief of Staff for Developments.

Rosenblatt was a captain in the CONARC Staff Judge Advocate's office in 1973, one of four officers. The other three were the SJA, a senior colonel, and his deputy, a senior lieutenant colonel, and another captain.

"The TRADOC SJA office went from four lawyers to seven because TRADOC took an active role in installation management," he said.

"One of my most enjoyable staff judge advocate experiences was interacting with the Deputy Chief of Staff for Resource Management, who was a promotable colonel named Max Thurman in the '70s. I worked some significant fiscal law issues with him and his staff."

The colonel eventually became Gen. Thurman and served as TRADOC commander from 1987-89.

"Some great military officers have served in the halls of TRADOC. I have also always been impressed with the dedicated and committed support to TRADOC by its civilian workforce," Rosenblatt said. "To many of them, TRADOC and Fort Monroe were their life.

"Their early work for TRADOC was rewarded because their initiative and planning allowed the command to take root and blossom for the benefit of the Army and the nation."

Fort Monroe and Phoebus, the small community outside the post, have changed in the 30 years TRADOC has been headquartered here, the colonel said.

"There was a hospital here with inpatient care and its own dining facility," he said. "There was a railroad bridge running from Phoebus to the fort. The favorite place to eat in Phoebus was called Fuller's. Its slogan was 'Eat Dirt Cheap,' which could be taken two ways."

The hospital is now a clinic. Soldiers and family members with more complicated ailments are referred to the hospital at Fort Eustis, or another military hospital in the surrounding area. The railroad bridge and tracks on the post are also gone. Fuller's closed in the late 1980s.

"I have always regarded Fort Monroe as a historical jewel and will have spent over 10 years of my military career here, and this will always be a special spot for me," Rosenblatt said.

He said when he and his wife, Lauren, walk the seawall in the evenings, the water always seems to be presented in a different appearance.

The Rosenblatts have four sons. Frank, the oldest, is a military intelligence captain with the 82nd Airborne Division deployed with his battalion to Baghdad.

John is a sergeant at Fort Meade, Md., where he is an electronics technician, and was deployed to Uzbekistan following 9/11. Andrew is a senior at Virginia Commonwealth University in Richmond. Their youngest son, Paul, is a sophomore at Longwood University in Farmville, Va.

Rosenblatt shares a similar experience with the late Gen. Thurman. The general was recalled to active duty shortly after his retirement to lead Southern Command during Operation Just Cause in Panama in 1990. Rosenblatt retired as the TRADOC SJA in December after 30 years of Army service. He was recalled in January to continue as TRADOC's lead lawyer until September.

When he leaves the Army a second time, Rosenblatt will become Dean of the Mississippi College School of Law in Jackson.