

UNITED STATES MILITARY ENTRANCE PROCESSING COMMAND

Messenger

SHARING INFORMATION TO REACH A VISION

VOL. 24, No. 3

Reflections on

Leadership



Commander's Commentary

First – it's great to be here. As the USMEPCOM commander, my initial focus has been forward in the field. I've met many of you during more than 25 visits to MEPS, and look forward to meeting all of you in the next few months. Along with these visits, I intend to continually provide my command philosophy in this column.

Until now, my view of MEPS was formed based on the positions I served in with the two other factions of the accession triad – recruiting and training. I have experience from the U.S. Army Training Command, where I had the opportunity to see first hand the new enlistees who passed through "Freedom's Front Door." I also served in Army recruiting at the company, battalion, brigade, and headquarters level.

Of all of these positions, the best was being a Recruiting Area Commander – what would now be referred to as a company commander. We were close to the fight, and working relationships were personal and genuine. Each day, we knew we made a difference in the Army of the future. Here, at USMEPCOM, the same holds true – we are the gatekeepers; we are an integral part of the process that mans the future U.S. military.

In this regard, during my first visits to MEPS, I looked at everything from applicant hotels, what we feed them, to the buses used for shippers. Bottom line — I must understand every aspect of MEPS operations and the intricacies of processing in order to direct our transformation.

Like the Department of Defense and all the services, USMEPCOM must transform to meet the emerging challenges of the 21st Century. With the recruiting services moving toward a virtual, self-recruiting environment, we must be properly postured to support their new concepts with best business practices and comparable processing systems.

Consequently, during my time as the commander, I will strive to acquire the necessary resources to ensure that we enhance readiness, leverage technology, and apply best business practices, in order to remain the cornerstone of the Department of Defense accession community.

Transformation is not easy, it requires strong leaders, flexibility, tenacity, and hard work. My command philosophy is simple and clear – do what's right, use common sense, and be part of the team. It should serve to keep you "on the right azimuth."



Col. David L. Slotwinski

"Doing what's right" is the foundation. It's a straightforward mindset, with no hidden meaning. I simply ask and expect you to do the right things for the right reasons. We must stay focused on mission accomplishment, ethics, training, managing resources, and taking care of people. Doing what's right means getting things done and not shunning the tough, "dirty" jobs.

The second cornerstone – using common sense – requires exercising judgment and trusting intuition. If it doesn't make sense to us, it won't make sense to the rest of the accession community, or the applicants.

The third cornerstone is teamwork. We're part of a huge team – the Department of Defense – and for the success of the team, there's no room for pronouns like "I, me, or my." We must substitute them with "we, us and ours." MEPS, Sectors, and Headquarters make up our internal team and the recruiting services and training centers are part of our external team. With this in mind, we must commit ourselves to building a winning team of teams.

My only "non-negotiable" is integrity. We must set and enforce standards, develop subordinates, allow room to grow, and most importantly, build character with integrity. The results of doing what's right are strong leaders, and trained, motivated, and disciplined personnel – the makings of a winning team.

Again, it's great to be here and I truly look forward to this great opportunity to command.

A handwritten signature in black ink, appearing to read "David L. Slotwinski".

DAVID L. SLOTWINSKI
Colonel, U.S. Army
Commanding

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Leadership

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Col. David L. Slotwinski, USMEPCOM Commander

by **Christine Parker**
Messenger Editor

Leadership is one of those topics that lacks a precise, explicit set of hard and fast rules. There are books, seminars, lectures, and videos on the topic, but — truth be told — there’s more than one set of guidelines. We choose a “style,” based on our own good and bad role models, experience, education, friends and co-workers.

Regardless of its ambiguity, leadership is an ever-present part of any work force, integral to any military command. According to USMEPCOM Commander, Col. David Slotwinski, the components of good leadership are straightforward. He believes the greatest leaders have what the poorest ones lack most. “The best leaders have integrity, serve selflessly, and have the fortitude to execute the tough decisions,” he said. Also important, “leaders must provide a vision for an organization.”

In his own life, Slotwinski has lived a personal vision. He grew up and graduated high school in Martins Ferry, Ohio. He always wanted to be a soldier. Now, when visiting the Ohio Valley, he helps local recruiters reach youth who’ve had little exposure to the military. A recent hometown newspaper article stated Slotwinski enjoys showing these youth that “the son of a blue-collar

worker, with education as his means, can leave the valley and excel.”

The colonel earned a bachelor’s degree in International Relations from Widener University, but, according to him, the degree could have easily been in another field, since he has a wide variety of interests. He was commissioned as a field artillery officer through the ROTC program. He holds a master’s degree in Business from Webster University. His professional military education includes airborne training, Field Artillery Basic and Advanced Courses, Combined Arms Services Staff School, Command and General Staff College and the Army War College.

In mid-2001, Slotwinski submitted his retirement paperwork. Following the events of Sept. 11, he didn’t feel it was the “right time” to retire. So, he withdrew his papers and accepted his next assignment as the commander of USMEPCOM in North Chicago, Ill., beginning in July 2002.

Before beginning this assignment, he worked in Army recruiting for nine-plus years of his 28-year career. His last position was chief of staff of the U.S. Army Recruiting Command. In that job, he had plenty of opportunity to hone his leadership skills. “Every day was conflict resolution,” he said. “In an environment as fast-paced and mission-

focused as recruiting, the chief of staff’s job can be incredibly challenging.”

From this experience and many others, the colonel believes people get their leadership “style” from a number of sources. He said we learn it from observing the success and errors of other people — both our peers and leaders — and from our own experience and education.

“When you serve for 28 years, you have both positive and negative role models — you see lots of people do things right and you see others who don’t,” he said.

Also, one must take what they’ve learned and put it into practice, according to Slotwinski. “Training gets lost in the big picture — you don’t just go to one class and ‘learn’ leadership. It’s the follow-up, the practice, the execution.

Along with doing all the right things, there are also pitfalls. “Too often than not, in the current environment, I think advocacy takes the place of leadership.” In this, he refers to leaders acting as advocates — those who support — rather than those who “take a leadership stance.”

Taking this stance is clear in his eyes. It includes focusing on three basic principles — do what’s right, use common sense, and be a part of the team.

The commander’s view of leadership

In USMEPCOM, many people are role models for these principles. Slotwinski identified several key leadership positions in a command with 65 geographically dispersed MEPS, two sectors and a headquarters. He views the chief of staff/deputy commander as the command's chief operating officer.

"He runs the command on a day-to-day basis," Slotwinski said. As the deputy, he can speak for me and has that line of command authority. This stability is important because the new USMEPCOM commander has visited 23 MEPS since August, and plans to see the other 42 in the next few months.

Slotwinski also sees the USMEPCOM senior enlisted advisor — currently Marine Sgt. Maj. Alfonso Villa (*see article on page 6*) as a key leader. So important, he defined the SEA's role in a recently published memorandum. "He goes anywhere he wants to go. He is an absolute extension of my command," Slotwinski said.

In addition to these roles, the sector commanders and sergeants major are a vital layer as well. As the USMEPCOM commander, Slotwinski sees his role as strategic and operational, the sectors as operational and tactical and the MEPS as purely tactical.

"I'm looking strategically — setting the vision for the command, where we should expect the command to be in 2010, 2015. To do this, Slotwinski said we need to challenge ourselves and ask the tough questions — like whether the processes and policies we have in place will successfully move us into the 21st century.

As he sets the vision, sector commanders must maintain a further outlook than MEPS commanders, but remain in the tactical fight — resolving the day-to-day issues of processing and recruiting.

As tactical agents, MEPS commanders should focus on standards and training. "It's simple when you reach the tactical level because it's about execution. MEPS commanders must know the standards and requirements and ensure folks are trained and cross-trained. MEPS commanders must also be consistent in the application of standards."

And although there are 65 MEPS commanders in 65 unique locations, Slotwinski is adamant they're not flying alone. "They're performing their mission in a distributive environment but the application of their standards and training should be uniform throughout the command. Their role is in the resolution of tactical nuances of day-to-day operations. They have the authority to make decisions and uniformly operate inside a standard set of command guidelines." One of the colonel's primary areas of interest is establishing this standard framework for the command.

In addition to increasing consistency within the command, he often repeats one key to leadership at any level. Slotwinski doesn't budge on the issue of integrity.

"The one thing every leader must have is integrity. Also, I think that you have to be selfless. And you must have the courage to stand by your convictions.

Slotwinski said we can take a lesson in the recent woes of some major corpora-



"... do what's right, use common sense, work as a team — and do it with integrity."

tions. "I think that's a great example of the lack of integrity, lack of selfless service, and lack of looking out for the overall organizational climate.

He adds that successful organizations have begun teaching values and ethics, and "getting folks to understand that it's more than just the bottom line.

And, how can every person in USMEPCOM be a leader? Again, his view is straightforward and clear.

"Very simple — do what's right, use common sense, teamwork — and do it with integrity."

You know the name of the top enlisted person at USMEPCOM, now meet the man

A grizzled Marine reflects ...

on life, leadership and living in America

by Tech. Sgt. Gary J. Kunich
Messenger Associate Editor

The first thing that strikes you when you enter the dark wood-paneled office of Sgt. Maj. Alfonso Villa is the smell.

The scent of one of those plug-in potpourri air fresheners wafts through the air, and if you sit a little too close to the outlet, it almost smells too strong, and too sweet, and decidedly un-Marine-like.

“That’s so the office can be aesthetically pleasing to a joint environment,” Villa said with a sly grin. “If I had my choice, it would smell like canvas and sandbags in here.”

An interview with Villa is like a talk with Minnesota Gov. Jesse Ventura. He doesn’t hold back, and you may disagree or agree, think he’s blowing smoke or making sense, but it makes for some good reading.

“I am not bashful about anything,” he said. “So ask me, and I will tell you.”

Villa’s a bit of a throw-back to the old school Marine

— someone who demands high standards, thinks today’s military might be growing soft, and isn’t afraid to speak his mind and pepper his conversation with some colorful words ... even if his office smells April spring fresh.

He has occupied this sparsely decorated office since September 2000 and will leave it in February if his paperwork to stay in uniform past 30 years isn’t approved.

Whenever the imminent retirement occurs, he’s not worried. Maybe it’s the Marine Corps that gave him that confidence. Maybe it’s the hard work ethic his grandfather instilled after his parents were killed in a car accident. Maybe it’s because he’s always been looking forward, ever since running away from home at 15.

All of these have formed the 48-year-old man today, and helped shape his views on life, leadership, and living in America. It’s the country he was born into, but quickly left at six months of life.



An NCO’s most important tool “is a full-length mirror,” said USMEPCOM’s senior enlisted adviser, Sgt. Maj. Alfonso Villa.

“I grew up with my grandparents in Mexico. My brother and I went to live with them when our parents passed on,” he said. “We kind of lucked out, although it might sound morbid and strange. My dad was an alcoholic and uneducated,

and spending our formative years with our grandparents was the best thing that could happen to us – culturally, from a work ethic, and from an educational interest.”

Villa and his older brother, Albert, lived with

Grizzled

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their grandparents for about 14 years, and lived better than most in that country.

“My grandparents, for living in Mexico, were pretty wealthy,” Villa said. “He was the superintendent of schools (in that area), and he ran the tax collections, and raised live stock. He had a giant mansion. No one else did. He had a car, we had shoes, we had books. Most kids went to school on horses and barefoot.”

But there was always a plan for the boys to return to the United States where family members believed they’d get the most benefit.

“Since we were U.S. citizens, they always wanted us to take advantage of that,” said Villa. “The idea was the younger we came back, the better off we would be. We fought it like crazy. The U.S. was a strange country. We didn’t speak English. We had visited once or twice because we had relatives, but I certainly didn’t want to live with relatives.

“It was an assumption on my part that it wouldn’t be the same, and it wasn’t. It was just uncomfortable. I felt

adopted and like I was in a third wheel situation, so that lasted about a year, and I ran away.”

Villa made his way to a friends’ home, where he felt welcome. But after his relatives found where he was, they called the police.

“They came and arrested me for being a runaway,” Villa said.

A Catholic priest got him out of jail, and took him in until Villa — and later his brother — could get permanently placed with his friends’ family.

“Those people are my parents,” Villa said of that family. “I still keep in touch with them.”

His brother did a stint in the Marines, and joined before him. But Villa knew people in the Army, and that’s where he wanted to go.

“It’s the Army’s fault that I’m in the Marines today,” Villa said. “I didn’t know anything except the Army and when I graduated high school in ’73, I was in a hurry. Getting out of Dodge was important to me. As comfortable as I was in that community, if I had stayed there, I was going to end up like my friends — unemployed, living in a double wide.

“So I went to the Army recruiter with my diploma, birth certificate and social security card and said, ‘I want to leave now.’”

“We can’t do that,” the recruiter replied.

The Army had just started the delayed enlistment program, and told the wannabe soldier it would take at least 90 days, but he pointed across the street to the Marine recruiter.

“So I went across the street May 16, 1973, and May 20, I was at Marine Corps Recruit Training Depot in San Diego,” Villa said. “So I’m in boot camp, and I’m miserable. I’m thinking, ‘I could’ve gone to jail and been better off.’ I thought drill instructors were the funniest thing on the planet. They yelled and screamed when I thought there was no necessity. They called us names we had never even dreamed of. I thought it was funny. I was always getting in trouble because I would laugh.”

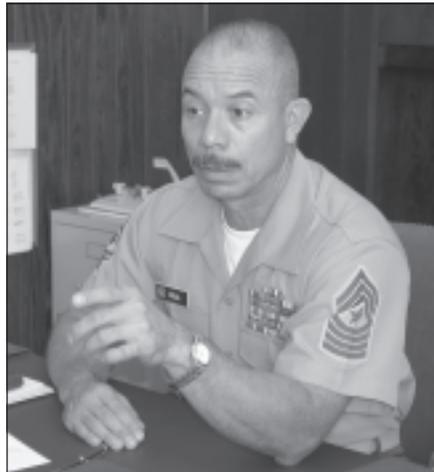
The night before graduation, his senior drill instructor, Staff Sgt. Lonnie Long — someone he still remembers but doesn’t particularly like — divided the platoon into three groups.

“He went to the back group and said, ‘You guys are gonna go to Vietnam, and not come back,’ he went to the second group and said, ‘You guys are going to have auto accidents, drunk driving, and will never make it through your first

See ‘Grizzled,’ page 8



“When you no longer represent — physically, personally, or emotionally — the individual that you should be ... you need to retire, get out, or whatever it takes to not be in front of your men.”



“I don’t want to hear, ‘I’m big boned’ or ‘I’m a country boy’ if you can’t meet (military) standards. No, you’re just fat and you eat more than you burn, period.”



“As comfortable as I was in that community, if I had stayed there, I was going to end up like my friends — unemployed, living in a double wide.”

Grizzled

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tour,' and then he went to the last group, 'You guys will probably make the Marine Corps a career.'"

Was that the eye-opening epiphany that would inspire a young Villa to Marine Corps greatness? Not exactly.

"I was in the 'You're-going-to-Vietnam-and-not-coming-back' group because of my last name, I was at the bottom group," he chuckled.

Although Villa was meritoriously promoted to private first class because of his rifle scores in basic training, he said his drill instructor didn't cut him slack, and leaned on him harder than others.



"When we graduated (boot camp), this guy took me aside and said, 'Villa, you're a scumbag and you are not going to make it in the Marine Corps.'"

"The senior drill instructor enjoyed picking on me," he said. "When we graduated, this guy took me aside and said, 'Villa, you're a scumbag and you are not going to make it in the Marine Corps. You don't have what it takes. I give you two years and they're gonna throw you out."

"I'll tell you what," Villa replied to the drill instructor. "I can come back as a D.I. and do as good a job as you, or better."

Three years later, Villa returned to San Diego as a sergeant to become a drill instructor, and Staff Sgt. Lonnie Long was still on the job.

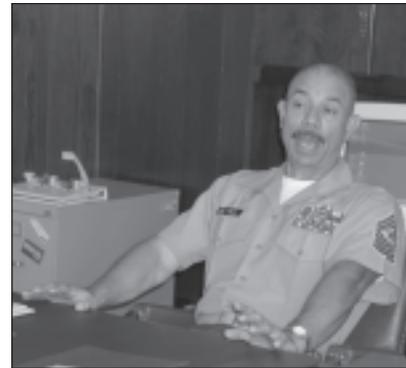
"A year after I got there, I got meritoriously promoted to staff sergeant," Villa said. "Now we're the same grade. He specifically came up to my platoon when that happened and said, 'The last person I thought they would promote in the Marine Corps is *you*,' and then he walked away."

Villa followed Long's career, and knew he retired as a sergeant major. Even as their careers and locations crossed paths from time to time, Long never said another word to him, good or otherwise.

"I don't think the way he talked to me was done on purpose, to inspire me, though that's probably what he'd claim," Villa said.

"I didn't care what he had to say. I couldn't stand him. He just didn't like me and it seemed personal to me. But his approach made me want to prove him wrong."

Villa's career continued an upward spiral to Marine Corps



"I was in the 'You're-going-to-Vietnam-and-not-coming-back' group because of my last name."

Air Station in Yuma, Ariz, which included two six-month deployments throughout the Pacific, but he never gave thought to making it a career. He even decided to chuck it at one point for a career with the border patrol.

"I was actually out of the Marine Corps for a day," Villa said as he stroked his chin. "I was still single, and everything I owned fit in the trunk of my Thunderbird, and I was towing my motorcycle. That last day, I checked out, and got out the gate about 100 yards down the road and said, 'Man, this is stupid. Why am I doing this?' So I turned around, put my (stuff) back in my room and re-enlisted, and stayed ever since."

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Then in 1982 he was moving to Cleveland, Ohio, to become a recruiter when he made a stop at his hometown, and ran into the woman he would later marry. He had always been friends with Bertha Romero's older brother, and knew her for more than 20 years.

"She was always just an annoying little girl when I hung out with her brother," he remembered. "But now she was 21, and she looked good!"

The two briefly continued a long-distance relationship over the phone when Villa told her, "You need to move to Cleveland."

"What am I going to tell my father?" she replied.

"I'll tell him," he answered.

And after a brief talk on the phone, her father gave his blessing.

"He told me, 'If that's what she wants to do, that's fine. You know who we are, and we know who you are, and we only ask that you don't leave her stranded.'"

The two married seven months later. They now have two children — Andrea, who just turned 18 and started her freshman year of college at the University of Arizona, and Christopher, 22, a lance corporal in the Marine Corps, stationed at Quantico, Va.

There were more assignments and more deployments following recruiter duty. Villa got orders to Marine Corps Security Forces in Norfolk, Va., but he told the military it would be a waste of time.

"I told them not to send me," he said. "I was a senior E-7 and told them I was going to get promoted to first sergeant, and there's no billet there, and I'd have to be shipped back."

"You don't know what you're talking about. You'll never be a first sergeant, you're an admin clerk," came the reply.

"So I went to Virginia Beach and on the next promotion board, I got selected for first sergeant, and left 14 months later," Villa said.

He didn't spend too long at his next assignment — the 3rd Light Armored Infantry Battalion at 29 Palms, Calif., — until he was on the road again. Villa and his family arrived to their new home on June 16, 1990, "and by the 16th

of August, 1990, I was in Saudi Arabia."

Saddam Hussein invaded Kuwait, the United States built up its forces for Operation Desert Shield, and Villa and his company found themselves preparing for war.

"It was kind of weird because we were flying over there in a commercial airliner, to go to a war," he said. "If it was a C-141 or C-5 it might have seemed more realistic. We thought we were going to run out of the airplane, jumping out and digging our fighting positions. We landed and the Air Force is running around in T-shirts and drinking Cokes ..."

"Not that there is anything wrong with running around in T-shirts and drinking Cokes," he said with a grin after a slight pause. "It's just not what we expected."

The first few days he and his men slept in a warehouse where the Navy mistakenly chlorinated the water twice.

"It was like drinking water out of a swimming pool. There was no bottled water at that time, so we had to drink that stuff, which wasn't bad. It smelled nasty and tasted nasty, but it was water."

Four days later, they were sent to the middle of the desert without cots, tents, or many other amenities. But Marines being Marines, they made do.

"I was the first sergeant so I had my own humvee," Villa recalled. "I slept on the hood, and it was cold at night, so I would lay in my sleeping bag, and stick my hand through the window to start it up, and it would warm up the bag before I had to get up."

His Marines were in position Jan. 29, only two weeks after the war started, when they got a call from a reconnaissance unit that was about to be overrun by an Iraqi armored unit, and needed help.

"They engaged an armored column with M-16s, and so the tanks start firing back," Villa said. "We fought the whole night from 8 in the evening until 2 or 3 in the morning."

When the fighting was done, 11 of Villa's men were dead.

"The ugly thing was that of those 11, eight were killed with friendly fire when an A-10 came in and hit the vehicle. It was tough. It was an ugly thing, but you have to keep going."



"It was kind of weird because we were flying over there in a commercial airliner, to go to a war. We thought we were going to run out of the airplane, jumping out and digging our fighting positions. We landed and the Air Force is running around in T-shirts and drinking Cokes ..."

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Within six months of returning back to the United States, he was deployed again to Okinawa, Japan, for six more months.

“You know, my wife raised our kids,” he said of his frequent absences. “I should have spent more time with them, but I was always deployed. She did a damn good job.”

By 1998, the Villa family got official orders to move to Okinawa for a permanent assignment, and someone had to make a decision — his son was 18 and had just graduated high school.

“This was on a Thursday or Friday and his mother said, ‘You have a choice, and you have until Monday. Go with us to Okinawa or join the Marine Corps.’”

Dad said he only gave his son one piece of advice.

“I told him, ‘I don’t care whether you ship or not, but if you ship to boot camp, you’re gonna stick it out.’ And that was it.”

Christopher is now a military policeman stationed at Quantico, Va. A photograph of his daughter — Madesyne — wearing her father’s camouflage hat, is one of the few in the sergeant major’s office at USMEPCOM.

Point out the picture, and the grizzled Marine starts to beam.

“Her dad’s a Marine, her grandfather is a Marine, and her grandfather on her mother’s side is a Marine, so she’s next.”

With Villa’s own experiences in Desert Storm, he said he knows his son is in a dangerous profession, but it doesn’t scare or worry him that his son, too, could some day go into combat.

“First of all,” he said, “I think all citizens — male or female — owe this nation something. I am not saying that we owe our lives, but if that’s what it calls for, then it’s not a tremendous sacrifice. On the same note, as Marines, we don’t teach our Marines to die for their country. We teach them to kill somebody else for theirs.”

The interview is cut short when Villa eyes the clock and realizes it’s time for his physical training. He exercises five days a week — usually hitting weights

“I’ve worked with people I didn’t agree with. If I had a serious disagreement, I would talk about it behind doors. But as a subordinate leader, I need to support the leader. I always want to be on the record as saying ‘I agree,’ or ‘I disagree.’ If it’s not illegal, immoral, or ... dangerous to my personnel, I will carry it out.”

for three days and running or doing some other kind of cardio work the other two days. At previous assignments, he said, he used to run back and forth from work — 10 miles both ways — but these days that’s getting hard on his body. At 186, Villa weighs eight pounds more than when he first enlisted, and he bench presses 275.

“I only started lifting weights when I was about 38. I started that because it was getting more and more difficult for me to maintain my weight without lifting,” he said.

Body weight is a big issue for the life-long Marine, who said the military is getting too soft for loosening some of those restrictions.



Sgt. Maj. Alfonso Villa relaxes in his spare time by creating artwork out of metal, like this piece that hangs in his home.

“I’ll give you an example,” he said. “We just changed our body fat standards (in the Marines). I’ve had 29 years of 18 percent body fat. But now, if you run a first-class (physical fitness test), you can go up to 24 percent. Well I’ve been running a first-class PFT for 29 years and I’m at 18 percent, so I don’t want to hear, ‘I’m big boned’ or ‘I’m a country boy’ if you can’t meet those standards. No, you’re not big boned, you’re just fat and you eat more than you burn, period.”

Looking fit, the sergeant major said, is a big part of the leadership equation, and it irks him to see people who have forgotten that.

“You have to look like you’re in the military. If you’re not physically fit, you can’t do it. The best tool a senior NCO has is a full-length mirror. When you no longer represent — physically, personally, or emotionally — the individual that you should be in your specific branch of service, you need to retire, get out, whatever it takes to not be in front of your men.”

That hard look doesn’t stop with self-reflection, either. He said too many military troops are afraid to correct others when there is a uniform violation, and rank shouldn’t play a part.

“I can walk around here all day looking like an idiot and someone won’t correct me. That’s wrong. I won’t hesitate to correct someone else.”

Villa said the military needs more leaders who aren’t afraid to speak up to do the right thing, even when it means going against the position of someone higher ranking.

“You lead by example, you lead by professionalism. I’ve worked with people I didn’t agree with. If I had a serious disagreement, I would talk about it behind doors. But as a subordinate leader, I need to support the leader. I always want to be on the record as saying ‘I agree,’ or ‘I disagree.’ If it’s not illegal, immoral, or unnecessarily dangerous to my personnel, I will carry it out. We will discuss it before, and (if it doesn’t work) I’ll come back and say, ‘See, I told you it wasn’t going to work, and here are the results.’ But if not, I’ll also stand up and say, ‘I was wrong.’”

Grizzled

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It's important to re-evaluate and move on."

And his advice for those stuck in similar situations who might have to carry out an order with which they don't agree?

"Take it professionally, and not personally. If you do the professional thing, you'll do the right thing for the right reason at the right time."

When Villa first arrived at USMEPCOM — a job for which he volunteered — he knew it would be different. There has been a learning curve with the other services, but he said he's become well adjusted.

"I would like to think that I give all the credit and all the respect to all the other services that they're due. If you're a scumbag, I don't care what service you're in. You can be a Marine and be a scumbag. You can be a sailor and be a scumbag. What I had to do was educate myself to the cultures, so I wouldn't mistake culture with attitude and aptitude. Because the Air Force doesn't run (for physical training tests), I shouldn't expect the Air Force to be out pounding the street. Same thing with the award stuff. I had to learn this because I want to do the right thing. If it doesn't say the right thing — and if it's the writer's fault — I'm adamant about sending it back to be fixed. But if it doesn't meet the standards, I'll say it should be an achievement, or it should be a commendation medal (instead of a higher award)."

Although Villa has almost reached the 30-year point of his career, his office is noticeably absent of most knick knacks, plaques, and other mementoes. There are a few things — a World War II Japanese flag that he'll give to the Marine Corps museum when he retires; some Japanese swords; and an oversized wooden name plate from the Philippines.

"That's the only thing I bought," he said of the nameplate. "I didn't buy a lot of stuff overseas. Everything else was a gift."

Then there's the Harley-Davidson picture that was given to him as a going away present when he left Okinawa. The handwritten inscription on the other side, written by his then-commander, says, "Thanks for all your help and great advice! You are a true Sgt. Maj. Of Marines."

"He told me, 'Sergeant major, if I give you a plaque, you'll never hang it on your wall, so I'm giving you this because I know you'll hang this up.'"

He owns a 1949 Harley-Davidson Panhead he picked up at an auction in Mexico 30 years ago for \$200, which he has since restored. He also bought a 1989 Harley-Davidson Sportster that he bought "in pieces," which he put together and sold.

He doesn't just work on bikes in his spare time. Not a big television watcher — and when he does it's normally The Learning Channel or The Discovery Channel — Villa said he prefers metalwork and woodwork, then shows off photos of some of his accomplishments. There's a wood cabinet he made for his wife after she bought some China, and there's a silhouette of a mountain scene, wolves, and coyotes cut from metal, but he doesn't sell the work.

"Nah, that's basically what I do to relax," he said. "I don't watch TV a lot. I don't watch a lot of organized sports because I didn't grow up doing it in Mexico, I do watch Star Trek. I'm a big, big Trekki."

"My objective as a Marine has always been that some day, somebody will look back and say, 'If it wasn't for him, I would have lost my career, my life, whatever.' If I have contributed in that way, it's been worthwhile ... If you're not contributing, then you're just sucking up oxygen."

Although the children are grown and gone, his routine hasn't changed at all.

"I read like a maniac — 25 to 30 books a year — so I still take time in the evening to read. I might watch a program on TV, or my wife and I will sit outside, talk, and have a glass of wine — merlot, anything merlot."

When it does come time to finally pack up this office, Villa said he'll pass his NCO sword to his son and head to Tucson, Ariz., or maybe Las Vegas, Nev.

"I'm not a gambler," he said. "I just like the high desert."

Although he hasn't settled on a new profession, he is interested in the Army's new civilian recruiter program.

"I can sell anything to anybody if I believe in the product," he said. "I wished the Marines had a similar program."

Despite any outer gruff appearance, Villa seems to have a desire to help others. He sits on the North Chicago school board and volunteers his time with the Navy's Junior Reserve Officer Training Corps Program at Great Lakes. It's one small way, he said, where he can pass on standards he learned in the Marines to another generation that may some day fill his combat boots.

When Villa walks out the door of his office one last time, he said he'd like to be remembered for three things: fairness, firmness, and standards.

"My objective as a Marine has always been that some day, somebody will look back and say, 'If it wasn't for him, I would have lost my career, my life, whatever.' That I contributed something to their lives that was significant enough to remember. One person would be satisfactory to me. You know, 'I was a financial nightmare, and he squared me away. I was a physical nightmare, he squared me away. I would have lost my family if he hadn't slapped me around and told me this is the way to go.' If I have contributed in that way, it's been worthwhile, and that's what I tell others. Because if you're not contributing, then you're just sucking up oxygen, and you're wasting your time, my time, their time, and everyone else's time."



Secrets of his Success Part I

Overseas life, hitting the books when others hit the town does a better soldier make

by Tech. Sgt. Gary J. Kunich
Messenger Associate Editor

“(Back in Korea) when a bunch of people were going downtown, doing Thunder Runs to the ‘ville, or playing on their unit softball team, I was in class. I took classes at lunchtime for one hour each week, on weekends. You learn to take classes Mondays, Wednesdays, and Thursdays ...”

—Eastern Sector Command Sgt. Maj. J. Kelly Fain on one of the secrets of his success

Anyone wanting information about J. Kelly Fain’s last 20 or so years, need only look around the Eastern Sector command sergeant major’s office.

There’s a picture of him in Army boot camp – circa 1980 – the second time he went through, and another of him from current day — stripes and all, with three others from the USMEPCOM building from other branches of the service who hold the same pay grade. In between are plaques and collectibles from most of the places he’s stopped on his career. There’s a rake a grounds keeping crew gave him when he left Germany because he always wanted the mowed grass to be raked. There’s a picture of his wife and kids, nestled in a frame that says, “World’s Greatest Father.” There’s a diploma – one of three that he’s earned — and countless pictures of generals with personal notes thanking him for his hard work.

This wanderlust military life is something he grew used to at an early age, what with a warrant officer father in the U.S. Air Force who took him all over the world.

“Oh yeah, we were stationed at every (Strategic Air Command) base you can think of,” he said. “That’s the life of a

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Secrets of his Success Part II

Never stop learning from your mistakes and never stop caring about those in your command

by Tech. Sgt. Gary J. Kunich
Messenger Associate Editor

Command Sgt. Maj. Robert Coté isn't above admitting his mistakes. The Western Sector's highest-ranking enlisted man said it's all part of the learning curve of becoming a better leader.

"Leadership is not something you just wake up and get," he said. "I've learned my lessons from my past mistakes. I wished I could take back some of those mistakes back when I was a young soldier and thought I was God, but you learn from all your experiences."

These days, he said, the most important leadership trait he has learned is to take care of the people, and it's a point he hammers again and again.

"I've seen soldiers (in my career) on their second field grade Article 15, getting ready to be chaptered out, and another approach is taken. The guy is given one more chance. It might take another swift kick. I've seen it happen, where a soldier was in that situation and went on to become a distinguished graduate (in training school) and go on to become a good soldier. Some soldiers, you can't help them because it always comes to the point that they have to want to help themselves and they



"Leadership is not something you just wake up and get. I've learned from my past mistakes. I wished I could take back some of those mistakes back when I was a young soldier and thought I was God, but you learn from all your experiences."

—Western Sector Command Sgt. Maj. Robert Coté on one of the secrets of his success.

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"If you go to Korea, you're going to learn what it's like to be a soldier. There's a lot of regimentation and formations. There's a lot of discipline."

— Eastern Sector Command Sgt. Maj. J. Kelly Fain, describing one way to become a better leader. He has spent five tours in Korea.

Eastern Sector

Continued from page 12

military dependent. You lose friends, you make new friends, you lose friends. You get accustomed to it.

"(My father) probably wanted me to (join the Air Force), but I guess that was the rebellious youth in me. I had to do it my way. The Army offered more than everybody else — fewer years and a better job selection. I wanted to go to Vietnam, but they sent me to Germany instead.

"I got out in '74," he said. "Back then, the military was a hard place to get along. There were a lot of drugs, a lot of racial problems."

After six years in the Reserve, Fain decided the grass was greener in a green uniform, and he went to see a recruiter in 1980.

"I had to go through basic training again because I had been out too long, but the instructors appreciated that, because I knew what I was doing."

From there he saw a lot of the world, particularly a lot of Korea, where he met his wife, Sunny, in 1982, and married her in 1983.

"I've been to so many places in Korea, I couldn't name them all."

Time overseas helps make better soldiers, he said.

"I don't care who you are. If you go to Korea, you're going to learn what it's like to be a soldier. There's a lot of regimentation and formations. There's a lot of discipline."

He and his wife have two children, Kimberly, 19, and Jay Jr., 17. If he wants them to follow in his footsteps, it doesn't show.

"I want them to complete college, and after that, they can do what they want."

Going to school is something Fain has done quite a bit of in his many years in the Army. He has three bachelor's degrees, and said that's one big secret to becoming a good leader.

"Get as much education as you can," he said. "When you have so many tours in Korea, and places like that, you can

appreciate a tour like MEPCOM where you have the time to go to college and get that education."

A degree in hand doesn't elevate someone to a higher social status or turn an everyday human into a genius, but, he said, "it rounds a person out. A higher level of education opens a lot of doors. It opens doors for promotions, for officer programs, and helps you to lead and manage with a different perspective."

He earned all of his degrees — one in government, another in history, and another in Asian studies — from 1986 to 1992.

Snapshot

Hometown: Shreveport, La.

Age: 50

Date entered active duty:
April 1, 1971

Favorite leadership quote:
"Fight the good fight"

Best lesson he learned from a leader: "Don't fear the consequences. Do the right thing"

Worst lesson he learned from a leader: Not thinking things through

Favorite U.S. president and why: Ronald Reagan for the pride he instilled in the military

"I did it on weekends. I did it at night. (Back in Korea) when a bunch of people were going downtown, doing Thunder Runs to the 'ville, or playing on their unit softball team, I was in class. I took classes at lunchtime for one hour each week, on weekends. You learn to take classes Mondays, Wednesdays, and Thursdays ..."

Then he stops for a second.

"Except not on Tuesdays in Korea because that's when Monday Night Football came on."

The benefits?

"Hell, I wouldn't be a sergeant major without it. It's a huge boost."

While college might open leadership doors, it's working leadership positions that make you a better leader, he said, and also leads to extra stripes.

"You have to get leadership assignments, and you can get them here. Seek out the NCOIC positions, get a job where you are in charge of troops, and the most overriding key is a good eval that is properly written. You must insist on it."

Those coming up through the ranks at USMEPCOM are meeting those requirements, he added, as evidenced by the results of a recent sergeant first class promotion board.

"We had 10 selects out of 140. That's damn good. If you're a staff sergeant doing field work at the MEPS, that's good duty."

This is Fain's second go-round in the command. He was a first sergeant at the Jacksonville MEPS from 1996 to 1998. He was stationed at Bamberg, Germany, when he got a call from his predecessor to see if he was interested in his current job.

"It was hard at first, but not anymore. My major function has more to do with training the new first sergeants, giving them guidance on the different services and the personnel issues. When you have 34 MEPS spread all over the U.S., you're going to run into every possible situation. People are isolated, there are family issues, finance issues, whatever."

Despite the generation gap between himself and the younger troops, he said today's NCOs can count on the younger troops coming behind them.

"I think they're an impressive story. They've got a strong will, they're educated, and they have minds of their own. There was a famous Marine, Chesty Puller, who said, 'New breed, old breed, all that matters is the Marine breed.' It's the same for all the services. They're no different than we were at that age. They all have the same basic heart, and they'll do well if we lead by good examples and by giving them the necessary guidance."

Western Sector

Continued from page 13

don't. But until that happens, you have to do everything you can."

A few minutes later, he hits on the subject again.

"What I've learned is I have to take care of my people. Everything is because of them and nothing gets done without them."

And then a few minutes later again.

"The real leaders are the ones out in the field. I'm only the plastic wrap and they're the guts."

Though Coté will retire from the Army next August, don't call it the end of a career.

"This is my life," he said. "I don't look at it as a career. It's not a job. It's a calling. It's something internal. Something pulled me into it. It's something I've wanted ever since I was a child."

Coté grew up in an Air Force family, and his father retired from the service in 1972 as a technical sergeant. The Army seemed a better choice for him, though.

"The Army seemed more disciplined to me than the Air Force, and I saw from my father how hard it was for rank progression in the Air Force," he said.

While he set sites on the Army, some of his friends set sites on the border.

"A lot of my friends were anti-military, and they went to Canada (to avoid the draft). I always wanted to join the military. That's my duty. It's something I believed. It would be one thing if people were protesting the Vietnam War because we were not winning, but many of them were protesting because they were just scared for their own skin. But there were people who did the right thing."

Despite the differences in philosophies between him and his friends, there are no hard feelings.

"It's forgive and forget," Coté said. "These are all my friends. I don't hold anything against them. It's a decision they made. It's a decision I made. We were young and they were decisions based on a different time. Some of those decisions were rash and were made because of age."

That "forgive and forget" mentality carries over to the military, "to a point," Coté said.

Snapshot

Hometown: Newport News, Va.

Age: 48

Date entered active duty: March 3, 1976

Favorite leadership quote: "Always do the hard right over the easy wrong!"

Worst lesson he learned from a leader: Set standards and then don't follow them. Kind of like "do as I say, not as I do."

Favorite U.S. president and why: Ronald Reagan. Because of him, we won the Cold War!

"There's no such thing as 'one strike and you're out.' Do everything to help that soldier help himself. A lot of people are young and learn the hard way. We all did that when we were younger. I did, and I had good NCOs kick me in the butt and set me on my way."

Though Coté sounds like he bleeds Army green, he's gotten a pretty good grasp of the joint service purple environment, first learned as the Buffalo, New York, MEPS first sergeant from 1993 to 1996.

"I enjoyed that experience. I enjoyed the learning. What I learned back then

is what I preach now. Some people think we're going to come in and think Army, or we're going to think Marines. But it's really one team, and that includes civilians."

That's why during his tour of the various Western Sector MEPS — he's on the road at least once a week and hits each MEPS every eight to 12 months — he speaks with everyone.

"My All Hands include all the civilians, and all branches. I always get plenty of questions. I get plenty of questions (from civilians). I've never had a problem with that. Maybe it's the way I talk to folks. I don't like talking down to folks. Maybe they pick up on that. As a team, we're only as good as they are."

And though Coté talks like a man who has seen it all, he admits there are still some things he hasn't seen, and it's important to continue learning.

"You need to get as much knowledge as you can because that's what makes you successful. There's never a magic formula for everything. But through experience, through networking, through working with fellow NCOs, you learn what to do in different situations. Even older NCOs at the E-8 and E-9 level bounce stuff off each other. It's always a constant learning experience. Always a new situation. I think I've seen everything, but every so often I'm surprised by something new. You have to keep an open mind."

His career will end soon, but the Coté military tradition has already established a foothold in the future. His son, Robert III, is a specialist assigned to Fort Irwin, Calif., and his youngest, William, age 18, is in basic training.

And it sounds like they're a lot like him.

"It was their decision. I never encouraged them to join the Army. They told me they joined because it was the right thing to do."

"My All Hands include all the civilians, and all branches. I always get plenty of questions. I get plenty of questions (from civilians). I've never had a problem with that. Maybe it's the way I talk to folks. I don't like talking down to folks. Maybe they pick up on that. As a team, we're only as good as they are."

—Western Sector Command Sgt. Maj. Robert Coté on how everyone — military and civilian — makes up the USMEPCOM team. He said it's important to work together, whether you wear Air Force blue, Army green, or civilian suit and tie.

A senior NCO reflects on leadership attributes ... and sunglasses

by Senior Master Sgt. Michael Smith
El Paso MEPS

Recently while having lunch with a few Army counterparts, first sergeants and other senior NCOs, at a local dining facility, a young soldier approached us wearing a pair of sunglasses on top of his head.

Yes, he was promptly stopped and asked to remove them.

Very forcefully, someone shouted, "What is wrong with these young troops today?" After returning to the office, I couldn't stop thinking about what happened.

What is wrong with these young troops today?

The question wouldn't leave me. My first thought was a lack of leadership. As a senior enlisted advisor at a MEPS, I've learned it takes more than one approach to being a successful leader. Working in a joint service environment, dealing with many different rules and regulations, it is very important to involve everyone in the process to decide the best approach.

I surveyed a few NCOs in our MEPS to see what they thought. The first soldier said, "Leadership means being able to direct troops and lead them with no questions asked."

A Navy NCO stated, "Leadership means staying on top of those individuals you are responsible for, making sure to correct their mistakes as you go."

Those are good answers, but leadership requires more than that. True leadership happens when you have a good leader. That being said, how many people out

*the need
to motivate
others ...*

there who aspire to higher leadership positions are actually motivated to lead?

Sure, many are motivated to earn higher salaries and to attain higher status,

but they are not motivated to get effective results through the actions of others. They expect to gain great satisfaction from the income and prestige associated with leadership. They do not, however, gain much satisfaction from the achievements of their subordinates. Although their aspirations are high, their motivation to supervise and mentor others is very low.

Outstanding individual performance reveals how able and willing an individual is to perform tasks. It does not indicate that a person is able or willing to get others to excel at the same tasks. Outstanding individual performers are sometimes unable to supervise and train others.

Some who are outstanding individual performers often become "do-it-yourself" leaders. They are able and willing to do the job themselves, but they lack the motivation and temperament to get it done by others. Although they excel as individual performers, they rarely become effective leaders.

No matter how hard they try, they cannot make up, through their own efforts, for mediocre or poor performance by large numbers of subordinates. These people may get satisfaction from their own outstanding performance, but unless they are able to improve the performance of others, they are not likely to become effective leaders.

Being a leader doesn't necessarily mean being the most intelligent or well-educated. There are many ambitious and well-educated people who aren't great leaders. Being a good leader is part desire and part willingness to share the knowledge you have with others in order to accomplish a goal.

If the genuine desire exists to become an effective leader, most will exert the effort required to become one. However, people who lack the desire will not devote the time, energy, and effort to achieve skills needed to become a good leader. It would be difficult to sustain the energy and focus needed to get the best performance from others unless there's a strong psychological need to influence their behavior.

Since leaders are primarily concerned with influencing others, it seems obvious

that some are characterized by a high need for power. Power seekers can be counted on to strive hard to reach positions in which they can exercise authority. Individual performers who lack this drive are not likely to act in ways that will enable them to achieve results through others. They usually devote their energy to other types of activities more satisfying to them. To prevail in the struggle to hold leadership positions, a person's desire for prestige and high income must be balanced by the satisfaction they get, or expect to get, from exercising the authority of their position, to get others to produce.

What leaders should be taught is how to exercise their authority in a way that is appropriate to the situation and the people involved. Above all, they need to know

*the need
for power*

the real source of their power is their own knowledge and the strength of their own personalities, not the authority conferred on them by their positions. They need to know that over reliance on the traditional authority of their position is likely to be fatal to their career aspirations.

To be effective, leaders must possess the authority that comes with knowledge and skill. They must be able to exercise the charismatic authority that is derived from their own personality. When they lack the knowledge or skill required to perform the work, they need to know how to share their traditional authority with those who know what has to be done to get results. When they lack the charisma needed to get the willing cooperation of those on whom they depend for performance, they must be able to share their traditional authority with the informal leaders of the organization.

A leader knows what has to be done and when it has to be done. They have the

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by Tech. Sgt. Gary J. Kunich
 Messenger Associate Editor

Conventional Wisdom says most awards with words like “Leadership” in the title, named after this person or that, are reserved for those who have done heroic deeds on the battlefield, or perhaps are no longer of this earth.

Conventional Wisdom can be wrong.

Meet Dalmyra Price Jessamy — Army first lieutenant, former enlisted soldier, Jacksonville MEPS test control officer ... and namesake for her alma mater’s Dalmyra Price Student Leadership Award.

She said she didn’t know why a leadership award was created in her name.

School officials from Georgia Southern University said it’s awarded to the student who “demonstrates exemplary student service through their involvement with campus life, student organizations, and extracurricular activities,” according to George Lewis, director of GSU’s multicultural student center. His organization cosponsors the award along with the NAACP, and Black Student Alliance.

“The individuals who get this award are committed, loyal, diligent, unselfish, dedicated and are true leaders,” he said.

Jessamy said she was shocked when she first heard of the award in her honor last year, just as one of the recipients was shocked to see her at the award ceremony.

Someone approached her and said, ‘No disrespect, I thought you were dead. Normally when they name something after someone, the person is deceased.’

Jessamy laughed at the thought. Even now, she said, she’s not sure why, exactly she was honored with the award. It was created in 1996, a year after she graduated and enlisted in the Army. She found

Soldier receives namesake award from alma mater

out about the honor upon her return from Germany.

“My girlfriend said, ‘Did you know about this?’ I thought it was just a joke until I talked to one of the counselors and they invited me to present the award. I’m crazy. I didn’t even ask why there was an award. I’m just very honored.”

And very modest, too.

Jessamy did a lot more than just show up for classes, as it turns out.

The Blakely, Ga., native’s collegiate career began at a two-year school nearby her hometown. But after getting her associate’s in accounting, she wanted something more, and transferred to Georgia Southern University.

“Going from a small school to a big school, that was a big shock for me,” she said.

To meet people, she entered a pageant and joined a few organizations. She worked in the university bookstore during school hours, and then juggled a retail job and one at McDonald’s. She joined the student government, the drama organization, and became a pageant coordinator. Oh yeah, she went to school, too.

“It was hard. I had to drop the McDonald’s job after some time because I didn’t have time to rest,” Jessamy said. “But I wanted to meet different people, and join organizations that suited me, my values, and my morals. I had seen so many people filling leadership positions, not trying to make a difference. I want to be able to make a difference in this world.”

In between all her schoolwork, she also established the Essence Awards, which has become a yearly event at the school. The award show — which is put together by the multicultural center, Black Student Alliance, and NAACP — has grown into a campus-wide event.

“It was originally created to recognize those students who contributed to improving the campus climate for underrepresented students on campus,” Lewis said. “It’s a big deal, and we give out about 25 different awards.”

One might think someone who accomplished so much in college might go to high-level executive position, but after graduation, Jessamy was looking for a way to repay her college debts.

“The Army had a loan repayment program, but you have to come in enlisted. You can’t be an officer,” she said. “For four years, they were going to pay back the \$17,000. That’s a lot of money when you don’t have it.”

She became a finance clerk and went to Germany, and kept pushing to better herself.

“I’m not bragging,” she said, “I was just always trying to make a difference as an enlisted soldier. I wanted to be everything the Army wanted, and I wanted to get put in for boards. To succeed, you have to be determined.”

That, Jessamy said, paid off when she applied to become an officer.

“That was hard,” she said. “It’s like they take you back to basic. They’re trying to separate the weak from the strong, so the first six weeks, they grill you really hard. But I knew I wanted to be there. Leaving wasn’t an option. I was not going back.”

And now that she wears bars instead of stripes, Jessamy said it has helped make her a better leader, but she doesn’t want to rest on her accomplishments.

“I remember when I was enlisted, and there were two of us staying very busy at crunch time, and we looked over at two officers who were just chilling. I don’t ever want to be like that. I remember when I was enlisted that I didn’t want officers stepping in my lane, and I don’t want to do that now, but I’m going to work hard like everyone else.”

That isn’t lost on Cmdr. Elizabeth Froslee, who commands the Jacksonville MEPS. She said Jessamy’s prior enlisted service isn’t the reason she is such a good leader.

“I’m not sure the prior enlisted thing necessarily makes you a better leader,” she

Commentary: Quotes define leadership

by Lt. Col. John Sieverling
308th Fighter Squadron commander

LUKE AIR FORCE BASE, Ariz. (AFP) — What better way to explain what leadership means than by sharing several quotes that have left a lasting impression on me during 10 assignments spanning 18 years of military service.

10
“Take care of your people, and they’ll take care of you.”

I’m not sure who came up with this early version of “putting people first.” It should be rather obvious, but too many superiors, myself included at times, spend too much time passing e-mail back and forth instead of getting out of the office and personally interacting with people. Loyalty and trust work both ways.

9
“If Mama ain’t happy, ain’t nobody happy.”

Yes, this is a leadership quote, even if I read it on my mother-in-law’s potholder. The obligations of military duty often conflict with achieving marital bliss, but take every opportunity to make sure your significant other is enjoying the ride. Also, a quick “How’s it going?” phone call to that deployed member’s spouse will do more for retention than you will ever know.

8
“A good plan, violently executed now, is better than a perfect plan next week.”

General Patton was obviously speaking in terms of land combat, but I contend this certainly applies in peacetime as well. Nothing can be more frustrating than waiting days or weeks for the boss to make that perfect decision. Get the best information available, make the call and move ahead.

7
“Treat others like you want to be treated.”

A very famous Jewish carpenter said this more than 2000 years ago, but the “Golden Rule” holds true in leadership situations as well. When you think that your rank permits you to be rude or disrespectful, please seek alternative employment — you are now demanding respect instead of commanding it. That sucking sound was your departing credibility.

6
“Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity.”

This is General Patton’s ultimate anti-micromanagement quote. Although it’s often easier to tell your subordinates exactly how to do a particular task, who says you know the smartest way to do it? Micromanagement stifles initiative and kills motivation. The folks in the trenches know the best way, so practice “centralized control and decentralized execution” and get out of the way.

5
“You don’t get promoted; your records do.”

I’m not sure when I first heard this one, but it makes enormous sense. Your subordinate may, in fact, be the sharpest officer or NCO meeting that board, but if his or her records don’t say so, too bad. Individually, make sure your records are error-free months before that board convenes.

4
“You catch more flies with honey than vinegar.”

I’ve seen too many junior NCOs and officers try to use their rank to solve problems instead of using kindergarten basics like courtesy and respect. While you don’t have to “sell” your guidance, there is no

reason to immediately pull rank or talk down to a subordinate. Always reach for the carrot first; use the stick only as a last resort.

3
“When the eagles are silent, the parrots will begin to jabber.”

Winston Churchill offered some great advice to those in leadership positions: glaring problems in your unit won’t go away by ignoring them and get worse as the rumor mill cranks up. Know what your airmen are concerned about and confront those issues head-on, however unpleasant it may be.

2
“Be an example to your men in your duty and in private life. Never spare yourself, and let the troops see that you don’t in your endurance of fatigue and privation. Always be tactful and well-mannered, and teach your subordinates to be the same. Avoid excessive sharpness or harshness of voice, which usually indicates the man who has shortcomings of his own to hide.”

I wasn’t too fond of this long quote I had to memorize 22 years ago at the Air Force Academy, but Field Marshall Erwin Rommel puts leadership by example in a nutshell. Enough said.

1
“The three Fs of priorities: Faith, Family, and Air Force.”

Not many commanders will say your job comes in third place behind your relatives and your spiritual health, but I contend this is the proper priority for a successful Air Force career of any length. Ask any former POW what carried them through their ordeal. If you are not actively growing in your faith, please visit your local chaplain or place of worship as soon as possible — there is nothing more important. (Courtesy of Air Education and Training Command News Service)

MEPS View: *What is the one negative trait that would cause you to not follow a leader, and why?*



Sgt. Everest Mims
New York MEPS

“One negative trait is lack of confidence. Why? A leader must be confident in his or her abilities to lead, in order for me to follow their orders. I — or other soldiers, airmen, sailors, or Marines — will not follow a leader if the leader is not confident in what they are doing. If the leader is in doubt, then, their soldiers will also have doubt. A leader must be a consummate professional who is confident of their tactical and technical skills in order to accomplish the mission.”



Sgt. Charlotte Carroll
Portland, Maine
MEPS

“When a leader lies to you and their leaders it is hard to trust them and follow them. This leader already has a lack of integrity during peacetime, so what says they wouldn't deceive you during a time of war? I would not follow a leader that lacks integrity unless I knew for sure that we were doing the right thing.”



Staff Sgt.
Maurita Parks
Pittsburgh MEPS

“I would not follow a leader who lacks integrity. A leader who lacks integrity, in my opinion, is morally deficient. That leader may request you misrepresent the truth or commit an ethics violation, which goes against military policy.”



Sgt. Louis Lipzinski
Des Moines MEPS

“Lack of integrity, because, if a leader is not going to take responsibility for their actions or they are not willing to admit they are wrong, they shouldn't be a leader. Someone who is willing to make decisions in the absence of orders and taking all the responsibilities that come with it shows signs of being a good leader.”

Namesake Leadership Award

Continued from page 17

said. “That doesn't guarantee anything. I've seen some who (have become officers) or gotten promoted who rest on their laurels. They think they've made a certain program so the world owes them. But Lieutenant Jessamy isn't someone who has let success go to her head.

“She just has tremendous personal energy and an exceptional drive to be professional — not only in her career duties, but to any commitments she makes toward any goals.”

She compared Jessamy's leadership skills to a flock of birds where the lead bird does a lot of work, but it makes the flying easier for birds in the rear who are caught in the wind stream.

“The path is easier for those in the back because of the direction,” Froslee said.

“I know this sounds corny, but there is a sense of nobility about her.”

Jessamy, she added, is headed for much bigger things down the road.

“Ten or 20 years from now, I'm going to read about this lieutenant colonel or colonel and I'm going to say, ‘I knew her back then ...’ She'll have her PhD completed, she'll probably have

other awards named after her, and she'll be the one the Army goes to for important year-long projects.”

Then Froslee stops herself for a second.

“I hope I'm not putting too much pressure on her when she reads this, but she really is a selfless individual. I am fortunate to have a wonderful collection of enormously talented and dedicated professionals working here. And having a leader who is also of the highest caliber helps us achieve that last level of excellence.”

Despite her modesty about her actual accomplishments, Jessamy said one perk of her job is the chance to inspire others when she reads the enlistment oath to new troops.

“I always try to remind them that when they think they can't do it, they can. When I was in college, with no money, working two jobs, I was going to pull it off. When you have a whole lot of odds against you, obviously the fear creeps in.

“You have to go into any situation believing you can do it. No matter what your circumstances are, remember the reasons you are doing something, put it in your heart, and nothing and nobody will take it away.”

Dalmyra Price Jessamy said she didn't know why a leadership award was given in her name. But the answer is all over these pages.

Atlanta MEPS Maj. Evelyn Tirado

Took command: July 2002

Background: “I was born and raised in New York City, but went to school (after high school graduation) in Puerto Rico because that’s where my parents retired. It was a change of pace from what I was used to, but we were always visiting family there, so I got used to it.”

Civilian education: Bachelor’s degree in education from the University of Puerto Rico in 1986 and a master’s degree in 1992 from Central Michigan



Maj. Evelyn Tirado

University, in Mount Pleasant, Mich.

Time in service: 16 years

Last position: Operations officer for casualty operations at Army Personnel Command.

“I was deeply involved with the Pentagon (terrorist attack),” she said.

“In that job, you’re used to handling casualties on a daily basis, but that really hit home. We lost the Army’s chief personnel (officer). We lost our big boss and some of his staff, so it became a little harder than normal. We had to deal not only with casualties, but with casualties we knew. We kept going and kept going until the last notification because we not only have to take care of the soldier, but the ones left behind. We did not see Thanks-

giving, we did not see Christ-mas, and we did not want to. We had work to do and families who depended on us. I’m 5 feet tall, but after that experience, I feel 10-feet tall. Spiritually, emotionally, and professionally, I feel I’ve grown 50 years.”

Something people might not know about her: “I’m a mother and my two kids are my pride and joy. My spare time is spent in quality time with them. We go to the movies a lot. We watch whatever the kids can watch. Lately it’s been a lot of Monsters, Inc. My kids collect all those movies.”

Her favorite assignment and why: Commander of Advanced Individual Training at Fort Jackson, S.C.

“I was able to mold civilians into soldiers within a couple weeks. Being a commander is unique. It’s like nothing else. You face so many challenges. Every kid has his own stories, his own problems. But the bottom line is you want to make them into one — an Army of one. It’s not always an easy chore, but it’s a great feeling when you are able to give someone another way of life.”

Leadership motto: “In all my e-mails, I have: ‘Proudly serving tomorrow’s military today.’ Everything we do is impacting the world and the future military. We may not be in the war, but we’re still playing a significant role.”

Buffalo MEPS Lt. Cmdr. Chris Harris

Took Command: July 2002

Background: His father was an air defense officer in the Army, enabling Harris to grow up in Okinawa, Japan. Despite the change in service, he said his dad was supportive when he decided to become an aviator in the Navy.

Time in service: 13 years

Civilian Education: Bachelor’s degree in journalism from the University of New Mexico, 1988 and master’s degree in operations research from Naval Postgraduate School in 2000.

Last position: The plans division of the operations analysis



Lt. Cmdr. Chris Harris

branch at U.S. Forces Korea at the Yongsan Army Garrison, Korea.

Something people might not know about him: “I feel a good way to start the work day is by cross country skiing in to the office. When I was recruiting in Denver I got the chance to do it, but there’s got to be some significant snow.”

“Buffalo gets a bad rap with snow,” he said. “That was really their only significant snowfall and in some areas it was only four feet.”

His favorite assignment and why: Yongsan in Seoul, Korea.

“The opportunity to work in not only a joint but combined environment in my area of education was the most rewarding way to spend two years. Add the excitement of living in the middle of Seoul and it doesn’t get much better than that.”

Leadership motto: “Do what’s right for the people you work with and for and always apply common sense while doing it.”

Chicago MEPS Lt. Col. Sharon Wisniewski

Took command: July 2002

Background: She’s from southern California, but is quick to add she doesn’t surf. Does she get a bad rap for hailing from that part of the world? “Oh yeah, and being blonde makes it even worse. But the color of my hair doesn’t determine my intelligence.”

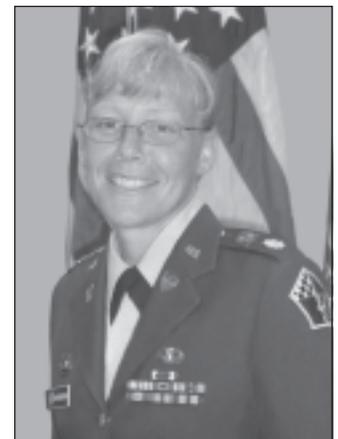
Time in service: 18 years

Last position: Chief of the Operations Group at Eastern Sector, USMEPCOM.

Civilian education: “I had absolutely no desire to go to college,” she said, “until a teacher sat us all down and made us apply. I was the first one in my family to go to school. I graduated, which was an even bigger shock, and I joined the Army in college because I wanted to be exposed to different things, plus I enjoyed the physical challenge.”

Wisniewski has a bachelor’s degree in history from California Polytechnic University in San Luis Obispo, Calif., and a master’s degree in administration from Central Michigan University.

Something people might not know about her: She attends all of her children’s sports games and admits, “I’m a horrible soccer mom. The refs hate to



Lt. Col. Sharon Wisniewski

see me coming. I've tried, and I've gotten better, but I can't help but get angry when I see stupid things."

Her favorite assignment and why: "Professionally it was Fort Hood, Texas. It's so big, and they have every job possible there, so you do a little bit of everything. Personally, both my tours in Europe."

Her first Army assignment was to Augsburg, Germany, and she was stationed at Heidelberg, Germany, before coming to USMEPCOM.

Leadership motto: "Attitude is everything."

Columbus MEPS Maj. Michael Liechty

Took command: August 2002
Background: He grew up in Provo, Utah, went to Provo High School, and then college "right next door" at Brigham Young University. "My hometown has a nickname — Happy Valley. It's a typical, middle town America. I should have taken to skiing because Utah has the best snow in the world, but I leaned more toward basketball, baseball and the playground sports."

Civilian education: Bachelor's degree in psychology from Brigham Young, and a master's in counseling from Boston University.

"They go hand in hand," he said. "The are basically people skills training, and as a commander, you need plenty of that."

Time in service: 14 years

Last position: Secretary to the joint staff at USMEPCOM — or executive officer, in Air Force speak.

"It was interesting and it gave me an interesting background as to what this command does because I was sitting next to the commander watching the decisions getting made."

The man he replaced, Maj.

Robert Urmetz, took over his job at USMEPCOM.

Something people might not know about him: Don't let the clean-cut talk of Happy Valley fool you. "I played lead guitar in rock n roll bands for 20 years," he said. "Mostly we were a Top 40 rock band in the 70s and 80s, but we put together a band when I was sta-



Maj. Michael Liechty

tioned at Shaw Air Force Base, S.C., and when we went to the Gulf War, our band played in the desert.

His favorite assignment and why: ROTC instructor at MIT, Harvard, Tufts, and Wellsley College ("Where Hillary Clinton went.") from 1997 to 2000. "It was great teaching leadership to some of the best, young minds in the country. I had kids in my class with perfect 1,600 SATs. These kids are great engineers, and they were going to be in the military some day, and it was interesting that they didn't often have a clue about leadership skills. I got to instill some of those values and match up those skills with great minds."

Leadership motto: "I've got a few that are more politically correct than others. I'll give you one to print: flexibility is the key. That's my No. 1 rule. That, and be where you're supposed to be when you're supposed to be there."

Des Moines MEPS Maj. Jon Dallman

Took command: July 2002

Background: Originally from Wisconsin and went to high school near the Dells. After college, he enlisted in the Navy, where he was a deep-sea diver aboard the submarine tender USS Fulton where he did underwater welding. "I wanted to work, and I knew that I could do that as an enlisted diver, wearing a hard hat."

He separated from the service in 1989 in hopes of getting a teaching job, but when that didn't work out, and when he realized he missed the service, he became an officer in the Marine Corps. He said his enlisted service has helped him, but it's not a prerequisite for being a good officer.

"You have to be careful with blanket statements like that. There are many fine officers in history who weren't enlisted. Me, personally, it helped me because I tend to do better with more experience."

Civilian education:

Bachelor's degree in physical education and health from Carthage College in Kenosha, Wi., in 1985.

Previous assignment:

Reserve Center in Ebensburg, Pa.



Maj. Jon Dallman

Time in service: 16 years

Something people might not know about him: "I've been racing motorcycles — off road racing, trails in the woods — the last five years. I taught myself and went at it. I'm not going to end up in any magazines, but I race maybe three or four times a summer."

His favorite assignment and why: The Marine Expeditionary Unit Service Support Group 22 at Camp LeJeune, N.C. "Although we were at LeJeune, we did six months floating around the Mediterranean, on the forward edge, ready to go in somewhere on a moment's notice. Plus, I like being on a ship."

Leadership motto: "My favorite one is, 'You're responsible for everything your unit does or fails to do.' I've always tried to look at things that way when I can."

Indianapolis MEPS Lt. Cmdr. Carl Klotzsche

Took command: July 2002

Background: "I grew up just south of where I'm assigned in Indiana. It's nice to be back home amongst family and friends. That's a treat. Next summer I'll be able to attend my high school's 20-year reunion. I've always been gone and unable to attend."

Klotzsche first became a radar intercept officer and flew in the back seat of the F-14 when he first came into the service. He deployed aboard the USS Roosevelt during Desert Storm and flew several combat missions during Desert Storm and Provide Comfort.

"That seems like a lifetime ago," he said. "So much has happened, and now it's like déjà vu. I had just finished training when I joined the squadron. It was exciting, intimidating, scary, thrilling — a combination of emotions."



Lt. Cmdr. Carl Klotzsche

Civilian education: Bachelor's degree in industrial engineering and was commissioned through Navy ROTC at Purdue University. He also holds a master's degree in management from Troy State University.

Time in service: 15 years

Last position: Naval Space Command in Dahlgren, Va.

Something people might not know about him: He doesn't have a lot of time for television, but Thursday nights you can find him and his family gathered around the tube for Survivor. "I don't care for any of the other reality shows, but we like this one. It would be nice to be picked to be on the show. I think it would be fun, but I don't think I'm exciting enough to get picked."

His favorite assignment and why: "Flying F-14s in my initial assignment. My favorite thing is flying off the point of an aircraft carrier."

Leadership motto: "Applicants first, last, and always. That served me well in recruiting, and it fits here. We need to think about being in the shoes of the applicant, and we need to treat them like we would want our own brothers, sons, and daughters to be treated."

Jackson MEPS Maj. Daniel Kelly

Took command: June 2002

Background: "I'm originally from St. Louis, Mo. I was an average kid. No sports, I'm not the athletic type. I got myself an ROTC scholarship and it paid for school. When you're 22 years old, you don't think too much about your future, but I liked it, and stuck around."

Civilian education: Bachelor's degree in political science from Saint Louis University in May 1988 and was commissioned as a field artillery officer through the ROTC program.



Maj. Daniel Kelly

He later earned a master's degree in human resource education from Boston University.

Time in service: 14 years

Last position: Officer strength manager for the U.S. Army Forces Command in Atlanta, Ga.

Something people might not know about him: "I honestly can't think of anything, that's out of the ordinary. I read this section (in the Messenger) and I knew you were going to ask. I meant to ask my wife. I honestly can't think of anything."
His favorite assignment and why: "My favorite was my first — field artillery officer in Bamberg, Germany."

He enjoyed the smoked beer — a specialty from the region

where he was stationed — and it was also the place where he met his wife, the daughter of a teacher at Bamberg High School. "I went to Germany," he said, "and found an American wife."

Leadership motto: "My biggest thing is I'm a communication guy — up and down. I think we need to communicate. In any organization, if you don't talk, things get lost. Everyone has a voice and you can resolve all things if you can get people engaged."

Nashville MEPS Maj. Donald Bachler

Took command: July 2002

Background: He grew up in the town of Murfreesboro, and is now stationed within 30 miles of his hometown. "I'm loving it, but it's changed a lot. We moved away in 1980. I drove through my old neighborhood. There was only one family there that was there when I was a kid, and Opryland (Amusement Park) is gone. It's a mall now."

Civilian education: Bachelor's degree in political science from Berry College, and a master's degree in international relations from the University of Denver.

Time in service: 14 years

Last position: 2nd Aviation Brigade, 2nd Infantry Division, at Camp Stanley, Korea, 20 kilometers from the demilitarized zone and North Korea. "It was



Maj. Donald Bachler

kind of tense, especially when Sept. 11 hit. We drew a lot of ammo that day."

Something people might not know about him: "I play drums. My grandfather gave me a snare drum when I was 12 years old and that got me hooked. In high school I got a used drum set, taught myself, and moved up from there. One of these days I might learn how to read music."

His favorite assignment and why: Defense Courier Service at Rhein-Main Air Base, Germany, from 1995 to 1998. "Because of the mission we were doing, it was command where I really felt like we had an impact. All the things history books, we at least played a minor role. We did exchange of maps at Dayton Peace Accords, (transferred) U-2 film stuff, and a few things like that.
Leadership motto: "It's a twist on the Golden Rule — don't be a butt-head. I've learned to modify my leadership style through the years. People don't respond well to threats, and if you do that, you're only going to get them to do the bare minimum. If you show them the job is important and has a huge impact, that will lead them to better and better things."

Raleigh MEPS Maj. Tangela Spencer

Took command: July 2002

Background: She grew up in Miami, Fla., learned several different musical instruments, and can play most of the woodwinds, and the saxophone. "I have to be careful," she said. "I don't want to have to play at any retirements."

Civilian education: Bachelor's degree in business administration from Grambling State University and a master's in public administration from Troy State University. "I started out in Army ROTC and decided I didn't want to be in the Army." She received her



Maj. Tangela Spencer

commission through the Air Force ROTC in 1987.

Time in service: 15 years. "I'll stay 20 and then retire, because I want to teach music at the junior high level."

Last position: Air Force Personnel Center at Randolph Air Force Base, Texas.

Something people might not know about her: "That's a hard one. Let's see, I like listening to all kinds of music and can probably tell you the names of the classical music they play on cartoons."

Her favorite assignment and why: Instructor at Officer Training School. "It gave me such a fresh perspective. You get people who are hungry to be in the military, and they call it the blue line, where they cross over from civilians to military life. I'm still running into students who are captains now, and thankfully, they're glad to see me."

Leadership motto: "If you hadn't asked me that, I'd flat out tell you. Take care of people. You have to do that, then the people take care of the mission, and that's the bottom line. I'm a firm believer if you treat people the way they should be treated then you never have to worry about anything. I could go back to my first assignment and get respect, and it has nothing to do with being the boss. It's about treating people right."

Springfield MEPS Lt. Cmdr. Eric Cheney

Took command: September 2002

Background: He grew up in the small town of Jordan Elbridge outside of Syracuse, N.Y., before enlisting in the service. "Our high school was made up of seven small towns, and our graduating class was still under 100. We're a bunch of farmers. I joined the Navy because my mom said you have to see what is outside of New York state. I grew up in the sticks and was really sheltered.



Lt. Cmdr. Eric Cheney

I had no idea about the officer community and no idea about the difference between enlisted and officer. A good chief took care of me when I was in nuclear power school. He said, 'I think you have the aptitude to continue your education.' I figured if I'm going to do this, I'm going to do it right." Cheney went to the Naval Preparatory School and then the Naval Academy.

Any relation to the vice president?: "Uncle Dick ... no, no, no relation, actually," he said. "Everywhere I go I get that question. I can have some fun with it, especially with new commanders."

Civilian education: Bachelor's in economics from the U.S.

Naval Academy, and a master's in financial management from the U.S. Naval post graduate school.

Last position: Post graduate school in Monterey, Calif.

Time in service: "16 years because my four at Annapolis don't count. But I'm going to stay long past 20 if it's this much fun."

Something people might not know about him: "I'm an avid NASCAR fan. I worked at a race track from the 6th grade through the 12th grade. It gets in your blood like JP-5 on the flight deck."

His favorite assignment and why: "Flying an A-6 Intruder off the USS America. We did a lot of operations in Iraq, Bosnia, and Somalia."

Leadership motto: "People first, mission always. In order for the mission to get accomplished, your people have to be willing and able to get the job done. And in order to do that, you have to take care of them."

Tampa MEPS Lt. Cmdr. Johnna Marchant

Took command: July 2002

Background: Born in St. Helens, Ore. "I grew up in a small town. I'm a small town girl. I grew up on a farm. Everybody knew everybody. But I was ready for adventure and I wanted to see the world."

Time in service: 14 years

Last position: Student at Air University at Maxwell Air Force Base, Ala.

Civilian education: Bachelor's degree in biology from Portland State University, Ore.; a master's degree in operations research from the Naval Postgraduate School; and another master's in military operational art and science from the Air Command and Staff College at Maxwell Air Force Base, Ala. "That was a very good experience. It gave me the bigger pic-



Lt. Cmdr. Johnna Marchant

ture because it was at the Air Force school, so I was out of the Navy environment. It gave me a good overview of the entire military service. If I had stayed in the Navy War College I wouldn't have learned as much."

Something people don't know about her: She was in *Muscle and Fitness Magazine*. "They had a military muscle competition and since I do fitness competitions and have pictures for that, I sent it in and got accepted."

She started her fitness program while in postgraduate school and regularly lifts weights (she benches 135) and does cardio. She enjoys the fitness competition. "There's an obstacle course and it's based on looking fit, while still looking feminine, not like the female bodybuilding competitions."

Her favorite assignment and why: "The U.S. Naval Academy in Annapolis, Md. Being able to develop and train the midshipmen was a very rewarding experience."

Leadership motto: "It comes from a quote from an English historian: 'If we wish to think clearly, we must cease imitating; if we wish to cease imitating, we must make use of our imagination. We must train ourselves for the unexpected in place of training others for the cut and dried. Audacity, and not caution must be our watchword.' "

Lieutenant suggests we take time to reflect on:

Why we do what we do

by Navy Lt. Brandon Cornett
Baltimore MEPS

I want to take a moment on this quiet afternoon to remind everyone how important our job is, and more specifically, how what you do each day pertains to the “big picture.” It’s difficult to get everyone together on a whim (and sometimes downright disruptive to productivity), so here it is in a convenient, portable format ...

Let’s face it — our work can be repetitive. That’s just the nature of it, and there’s little we can do about it. But what we can do is remind ourselves, constantly, just how important that job is.

The United States has soldiers and Marines on the ground in Afghanistan. Though it doesn’t make the front pages or CNN every night, they’re still fighting tooth-and-nail over there. We also have sailors from the Coast Guard and Navy protecting our coastline, searching ships that enter our ports for potential terrorists and weapons of mass destruction. We have pilots on ready alert, protecting our skies from airborne threats. Closer to home, National Guardsmen watch our immediate backs. They have provided extra security at airports and border checkpoints, and even deployed overseas. In addition to all this, we have our other forces deployed all over the world — in places like the Korean demilitarized zone, the jungles of the Philippines, Bosnia, Kosovo, and many other places.

What’s my point?

The point is the vast majority of these soldiers, Marines, sailors, airmen and coast guardsmen (all the enlisted and many of the officers) started their careers at a MEPS. The applicants we process today will serve as their replacements tomorrow. The support we provide is never-ending, and you have a direct hand in this. Whether you are drawing blood, watching some teenager take an ASVAB test, capturing fingerprints, or filing records, you are directly responsible for the strength of this country. And how many people can say that?

Foreign policy is irrelevant. You may agree or not with decisions made on Capitol Hill. But one thing is certain beyond all political beliefs — with the current state of the world and our place in it, the United States — and the way of life we love so much — could not possibly survive without a strong defense. And you are the starting point for that defense!

So thank you for everything you do, day in and day out. Sometimes we get buried under our workloads (especially when hit by staff shortages, increased numbers during summer, etc.). Sometimes we’re likely to forget the role we play in the preservation of this country. It is a big role, and I’m proud to have all of you as “shipmates.”



Sioux Falls MEPS’ Marine Sgt. Kirby Pulliam is also a graduate of the city’s Reserve Police Officer Academy and volunteers his time helping the police department there.

Marine, police officer, or both?

There’s a Marine at the Sioux Falls MEPS who hangs two types of uniforms in his closet.

This summer, Sgt. Kirby Pulliam graduated from the Sioux Falls Reserve Police Officer Academy. Pulliam, who already possessed police officer experience prior to joining the Marine Corps wanted to continue his law enforcement training and volunteer some of his off duty time to the community.

The course began in January with more than 100 applicants applying for 25 positions in the Sioux Falls Police Reserve Force. The training, which covered 22 weeks, met twice a week for four hours in the evening. Training topics included criminal law, vehicle pull over procedures, K-9, firearms, communications, domestic violence, evidence collection, felony pullover, defense tactics, and radar procedures.

Since his graduation, Pulliam has volunteered his personal time to assist the Sioux Falls Police Department during routine patrols and special events.

“I wanted to be involved with the community, but I also wanted to do something I enjoyed. This allows me to enjoy what I am doing, get some really good training and contribute to the community.”

CHICAGO

School outreach gives teachers helping hand

When civilians and military troops from the Chicago MEPS aren't busy processing applicants, they're back in the schoolhouse — the elementary schoolhouse that is.

Picking up a program started — last year, about 15 people from the MEPS will volunteer their time in different classrooms at the nearby Forest Elementary School.

"Each person gives at least an hour, and we work as teacher's assistants," said Chicago MEPS 1st Sgt. Tammy Shaver-Perry. "Some of the teachers are overwhelmed, and they appreciated our help."

The community outreach is just one more thing the MEPS does around the area, which also includes working with the Boy Scouts, cleaning up highways, and volunteering at blood drives.

"Volunteering at the school always put people in a good mood last year," said the first sergeant who worked in a kindergarten class. "I'm not a parent, so it really opened my eyes, when you would see a child accomplish something for the first time and they were so enthusiastic, and they would yell, 'I did it! I did it!' It was just a lot of fun."

The school principal, Patti Waldo, said the men and women of the MEPS are a welcome sight at the school.

"The kids are awestruck by people in the Armed Forces, and it just helps having them come in uniform. The MEPS volunteers are excited to be here, and that excitement carries over to the kids."

HARRISBURG

Big hills for a good cause

What do Mother's Day and Father's Day baskets, meatball subs, and really big hills have in common? Ummmm, nothing really ... unless you're talking about the men and women from the Harrisburg MEPS who did that and more to raise \$600 for the Diabetes Association earlier in the year. That money was part of \$78,000 raised by Harrisburg residents.

"It was just something we had heard of and thought it would be really good for the community," said Tech. Sgt. Christine Cromwell, from the MEPS medical section. She said the MEPS did a similar driver earlier for breast cancer research.

The MEPS had a variety of fundraisers, from auctioning off a basket of goodies for Mother's Day and Father's Day, to selling chicken tacos and meatball subs.

"The meatball subs were good," Cromwell said. "We sold them at \$3 a pop and raised \$200 at one time."

The fundraising culminated with an April 8 15-mile bike ride to support diabetes research. MEPS participants included Cromwell, Tech. Sgt. Cammie Scott-Donohue, Petty Officer 2nd Class Brandon Brisentine, Petty Officer 1st Class Jennifer Smith, and Sgt. Ernest Bensen.

There was only one slight complaint, Cromwell said.

"We brought our kids and there are a lot of hills in Harrisburg. Going down them was nice, but going up was very painful."

MIAMI



Eight MEPS personnel took part in a tour onboard the USS Harry S. Truman (CVN - 75), while the ship was visiting South Florida during Fleet Week. For most of those participating in the tour, this was their first time stepping onboard such an impressive piece of weaponry. Each member left the aircraft carrier with a unique insight into its operations and a renewed more genuine respect for the United States Naval Service and all it does to protect and service our wonderful country.

Military members meet Truman during Fleet Week

by Lt. Tanya Cook
Miami MEPS

When the USS Harry S. Truman pulled into port in south Florida in May to attract new recruits during Fleet Week, it also got some visitors already in uniform — eight troops from the Miami MEPS.

Tickets to tour the boat were hard to come by, said Lt. Cmdr. David Allen, the Miami MEPS commander, but he was able to get some for his troops.

"We sold them on the idea that it would be good for some of our people from the other services, plus (we have a sailor) who hasn't been on a ship in awhile."

The eight participants for the May 1 visit included: Sgt. 1st Class Linda Morgan, Marine Master Sgt. Fernando Gabrazio, Coast Guard Petty Officer 2nd Class Rodney Copeland, Marine Sgt. Mark Kennedy, Army Capt. Tiana Williams, Army Staff Sgt. Rafael Miranda and Sgt. Gordon Stewart, and the Navy's Petty Officer 2nd Class Sam Obeng-Dompreh.

"I had never been on a ship of that caliber and it was very educational," said Williams. "I wanted to see how they operate, how they live ... and it was different to say the least."

The one memorable part of the tour was the sleeping quarters.

"I tried comparing it to us going into the field, but it wasn't even close. The quarters were tiny and I don't think I could get used to the three-bunk-high thing. My first question was, 'What do the tall people do?'"

 SAN JOSE

Bay to Breakers Run

Army Maj. Kenneth Breiten, the San Jose MEPS commander, had his troops gunning for him and the weather working against him for the 7.5 miles of the San Francisco Bay to Breakers Run.

Despite the competition, and the driving rain, he beat all others from the MEPS with a time of 1:09:15, placing 2,816 out of 75,000 participants.

Other runners from the MEPS included Marine Sgt. Carlos Davila, Air Force Master Sgt. Larry Pearson, Howard Miller, and Megan Robertson, a friend of a MEPS employee.

“(Davila) was my closest competition,” the major said, “but, actually, they were all gunning for me. I just outlasted them in the last mile.”

It didn’t help much when the weather turned to a typical San Francisco day, he said.

“It was nasty,” Breiten said. “It was cold, rainy, and nasty. The last part of it was under a drenching rain, which made it even more fun.”

If the Marine was Breiten’s closest competition, no one told Robertson, who finished right behind him at 1:09:18 (placing 2,828). She was followed by Davila at 1:09:32 (placing 2,892); Williams at 1:31:31 (placing 10,165); and Pearson at 1:31:49 (placing 10,266).



Final time going ashore

Chief Petty Officer Dana Williams, a machinist’s mate, “goes ashore” one final time, flanked by fellow chief petty officers from the Baltimore MEPS. Williams’ assignments included USS Independence, Naval Air Station, Pensacola, Fla., USS Forrestal, and USS Santa Barbara. Since his arrival at Baltimore MEPS in 1997, he worked in the Operations Section, as Testing NCOIC, and as the command chief.



Congratulations to the following MEPS personnel on the birth of their children:

BALTIMORE MEPS

Sgt. Broderick Wooten and his wife, **Nikki**, a girl, **Bryana**, 7 pounds, 14 ounces.

FARGO MEPS

Capt. Dawn Fick and her husband, **St Clair**, a boy, **St Clair IV**, 7 pounds, 6 ounces and 20.5 inches long.

FORT DIX MEPS

Petty Officer 2nd Class Richard Waldemarson and his wife, **Sherri**, a boy, **Cody**, 9 pounds, 4 ounces.

PORTLAND, MAINE MEPS

Capt. Gregory Leiphart and his wife, **Susan**, a girl, **Isabelle Catherine**, 7 pounds, 2 ounces and 21 inches long.

LOUISVILLE MEPS

Correction!

We apologize that, in the last issue, we congratulated **Sgt. Barbara Robinson** and her husband **Kurt** on the birth of their son **Malik Jaheim Jeleel**, of *Oklahoma City MEPS*, rather than Louisville MEPS.

Attributes

Continued from page 16

skill and personality to get it done. They must exercise their traditional authority in every way possible to get the desired results. Since leaders cannot avoid the exercising of authority, they must understand the nature and limitations of it, and be able to use it appropriately. Equally important, they must avoid trying to exercise authority they do not possess.

President Harry Truman once stated, “Leadership is the ability to get people to do what they don’t want to do and like it.”

Peter F. Drucker, the father of modern management, claimed leadership is not magnetic personality — that can just as well be a glib tongue. It is not making friends and influencing a person — that is flattery. Leadership, he said, “is lifting a person’s vision to higher sights, the raising of a person’s performance to a higher standard, the building of a personality beyond its normal limitations.”

As you can see, the difficulty in discussing this question is there is no single, commonly accepted definition of leadership. A combination of many different leadership styles must be employed to make a place like the MEPS achieve the monumental goal of maintaining our Armed Forces.

And what of the young soldier with sunglasses on his head?

Let’s not ask what is wrong with young troops today. Any failure on the part of a young troop, could be a reflection on the leadership. Let us take a look at our leadership skills, strive to improve upon them, and set our own leadership goals. The more we learn about actual leadership, and the better we become at executing true leadership, the better we can lead all of our troops — the better we can teach them how to correct their mistakes, perhaps learn from our mistakes, and be great leaders when they are the ones in charge.

An extra-special enlistment in Pittsburgh

by Janet Heyl
U.S. Army Recruiting Battalion Pittsburgh

Charles Edwell estimates he's probably processed thousands of applicants during his seven years at the Pittsburgh MEPS.

But no information packet meant more to him than the one for Shawn Edwell, his 23-year old grandson. He is the first of Edwell's seven grandchildren to join the Army.

"I let him make up his own mind, but I'm from the Air Force," Edwell said smiling.

Edwell, a data clerk, said Shawn came in on a Saturday for processing and the seasoned clerk admitted he was just as nervous and anxious as his grandson.

"I kept calling the guidance shop on Saturday ... I probably got on their nerves," he said. "The first thing on Monday, I went to Sgt. 1st Class Sgt. Michael Bell and said 'OK, what did he get?'"

Later that day, Edwell met with his coworkers in the Army's guidance section.

"I sat in with Bell and Sergeant Michael Springle to make sure he (Shawn) got everything he could," Edwell explained.

Shawn Edwell, who holds an associate's degree in accounting from the Bradford School of Business, enlisted as a 91K or medical laboratory specialist. He said he chose the Army because they had the best promotions and salesmanship.

"They really had the best money and career choices," he explained.

The senior Edwell was not the only family member involved in Shawn's military career choice. Twelve extended family members came to the Pittsburgh MEPS to witness the Oath of Enlistment, after throwing a surprise goodbye party for the new soldier the previous weekend.

"It made me so happy that they were here for me," Shawn Edwell said. "I'm mom's baby and yesterday was the fifth anniversary of my brother's death. For me to be leaving and her to be here was unbelievable ... it feels like a dream to me."



Many members of his family witnessed Shawn Edwell's Oath of Enlistment ceremony, including his proud grandfather, Pittsburgh MEPS' Charles Edwell.

The young Edwell will have plenty of continued family support, as the dozen family members who witnessed the enlistment plan to head south to Fort Jackson, S.C. to attend basic training graduation.

"We're already making reservations for his graduation from AIT (Advanced Individual Training) at Fort Sam Houston," Charles Edwell said, beaming.

New Orleans doc performing physicals on dads and sons already — grandchildren next?

When Petty Officer 1st Class David Fellows accompanied his son Michael to the New Orleans MEPS for processing, he found out the same doctor who performed his physical 22 years ago would perform his son's physical that day.

Dr. Alan Cohen has been the chief medical officer at New Orleans MEPS since 1976. In February 1980, the senior Fellows enlisted in the Navy. He was later assigned to New Orleans in 1987 and has been there ever since. Fellows is an aviation mechanic in a training and administrative reserve unit. TAR units are the Naval units comprised of active duty sailors who train reservists.

Currently, he is assigned to VR-54 at Belle Chasse Naval Air Station, which is a suburb of New Orleans. VR-54 is one of the four C-130 transport plane squadrons the Navy operates.

His son Michael decided to join the Navy because the service appealed to him and the circumstances going on in his life. He signed up for the TAR program, as a personnelist.

When father and son came to MEPS both were wearing shirts from the local volunteer fire department to which they belong.

Several days after his physical, Michael swore into the Navy TAR program and encouraged his girlfriend to enlist as well.

"May as well keep it a family affair!" remarked the senior Fellows.

No one was overly surprised to hear about Dr. Cohen performing physicals for both Fellows. In fact, Tech. Sgt. John Gilliam, an Air Force liaison at the MEPS said Dr. Cohen performed his physical when he processed through in 1986.



Dr. Alan Cohen performed physicals on a father, Petty Officer 1st Class David Fellows, 22 years before his son, Michael Fellows.

Dr. Cohen says he is now waiting to perform a physical on the grandchild of someone he's done in the past!

Fort Dix doctor detects lump; may have saved soldier's life

by Tech. Sgt. Gary J. Kunich
Messenger Associate Editor

During a routine test for an annual military physical earlier in the year, the chief medical officer for the Fort Dix MEPS discovered something that was anything but routine — and — in the process, may have saved a soldier's life.

Dr. Charles Neun discovered a lump on Army Reserve Sgt. 1st Class Edward Kruszewski left testicle during the examination, which turned out to be stage one cancer. The MEPS physician normally conducts annual physicals for active duty and reserve service members, and he discovered Kruszewski's cancer during the soldier's five-year physical.

"I had no clue" about the cancer, said the 18-year Army soldier.

"During the course of the physical, the doctor said something didn't feel right. He said

there was a hardening of the testicle, and he put me down for a consult with an Army urologist."

But Kruszewski didn't want to hold off any longer than necessary.

"I wasn't willing to wait," he said. "That was on a Wednesday, and I called my own doctor and made an appointment for the following Friday."

Statistics show it was probably a wise decision. Each year, about 7,600 men are diagnosed with testicular cancer — the most common among men 15 to 34 — according to information from the Testicular Cancer Resource Center. Of those, about 400 will die, officials said, though this particular cancer does have about a 99 percent cure rate, when caught in time. But it spreads quickly and the odds drop dramatically the longer it isn't treated.

"It always surprises me when you find something like this in a younger guy, but it's

important to be thorough because testicular cancer will kill you more quickly than any other cancer (if left untreated)," said Neun, who has been practicing medicine since 1959.

The general treatment involves the removal of the testicle, but doctors said that doesn't impair sexual function.

Although some people may be too embarrassed to discuss this particular cancer, news of affected celebrities — including comedian Tom Green and Tour-de-France winner Lance Armstrong — have made it more acceptable.

Even though the awareness level may have increased, Kruszewski's own doctors said he benefited greatly from the Army physical.

"My primary physician and specialist both commented on how fortunate I was to have that physical, because I didn't know," he said. "Now I've told everybody. I've called all my friends at the reserve cen-

ter and told them if they feel or see anything unusual, those are warning signs."

The Fort Dix MEPS commander, Maj. Cheryl Lee, said she was happy to hear that her chief medical officer made such a diagnosis, but it wasn't surprising.

"The doc's always been conscientious and makes sure he looks at all the applicants very thoroughly," she said. "The biggest challenge is convincing recruiters that it's for the benefit of the applicants and the service. Sometimes our liaisons get upset because he is so thorough, but it's our job to make sure that all applicants are healthy."

Neun said his exams go beyond getting a breathing body into boot camp.

"I know the recruiters have a hard job, but when they're in here for an exam, somebody's life is at stake at the other end. That's the most important thing to keep in mind."



Want to make your re-enlistment memorable?

How about re-enlisting on a helicopter in-flight over Lansing, Mich.? That's what Petty Officer 2nd Class Katie Claycomb, from the Lansing MEPS did. The sun was shining, visibility was unlimited — a perfect day to fly. The UH1, with the doors open, lifted off from the Michigan National Guard airfield located in Grand Ledge at 10:30, took a tour of the area and headed east to Lansing. As the three-man flight crew negotiated the controls and skillfully navigated the aircraft, the MEPS Commander, Lt. Cmdr. Teriann Sammis administered the oath over the helicopter intercom system to Claycomb. As the oath was completed the airborne, joint military crew flew over the MEPS, shook hands and welcomed Claycomb for another tour of duty in the Navy.

Lansing applicants see stars

by Capt. Eric Adams
Lansing MEPS Operations Officer

Six applicants at the Lansing MEPS saw stars as they enlisted into the military. It wasn't a daze from the seemingly endless applicant paperwork, but the man at the front of the room. The stars they saw were the three on each collar of Army Lt. Gen. Edwin Smith.

The U.S. Army Pacific Commander was in town to be inducted into his high school's Hall of Fame for his military service. Smith is a 1963 graduate of Everett High School, the same alma mater of basketball legend Earvin "Magic" Johnson.

When he realized he had time in his itinerary, the general made plans to visit the MEPS to get a tour of the facility and swear in new recruits.

"It was an honor and privilege to speak with such a distinguished combat veteran," said operations clerk Sgt. Timothy Babcock.

Smith's career has been long and varied. After getting commissioned in 1967, he was assigned as a platoon leader in the 101st Airborne Division where he received the Purple Heart for injuries in Vietnam. Since first coming on active duty, his as-



Lt. Gen. Edwin Smith administers the Oath of Enlistment, and tells the oath takers he wouldn't trade his 32 years in the Army for anything.

signments have covered nine states, six countries and numerous duty stations.

"I've been busy," he told the crowd of applicants.

He told the applicants he wouldn't trade his 32 years in the Army for anything, and he envied them for the journey they were about to undertake.

Community takes part in mass enlistment

Chances are, the men and women who enlisted May 18 at the Harrisburg MEPS, won't soon forget the experience.



A group of more than 30 applicants swore the oath in front of a full color guard, family, friends, politicians, and onlookers for the City of Harrisburg Armed Forces Day.

"It definitely was a little bit more of a charged atmosphere," said Capt. Aaron Eide, the operations officer who read the oath to the soon-to-be troops.

With major Army, Navy and National Guard units in the area, Armed Forces Day is a significant annual event in Harrisburg, Eide said. The day included an airborne demonstration, an Army rock climbing

wall, a Civil War re-enactment, a tank display, and many other demonstrations.

"It's a really big deal for the community, and it was something memorable for the applicants."

The day is also a special event for the many military veterans who live in the area, said Harrisburg Commander, Lt. Col. J.P. Innerst.

"There were a lot of veterans in the crowd, and they all have their stories. They came up and talked to the applicants, and they loved it. They got a lot of attention."

Colonel sends off two children at once!

Lt. Col. Diana Claudio simultaneously swore in both her children at the Kansas City MEPS. Luis Claudio enlisted in the regular Army as an airborne infantryman and Anaidy Claudio signed up to be an admin specialist with the Army Reserve. The Army lieutenant colonel said, "I raised them and now it's up to the leaders of the Army to make them good soldiers." Claudio is a medical plans officer with the 89th Regional Support Command in Wichita, Kansas.



BALTIMORE MEPS**Staff Sgt. Robert Edward Wolfe**

Medical Technician
Years of service: 7
Last assignment: Keesler Air Force Base, Miss., critical care unit
Diversions: Woodworking and playing golf
First impression: "Outstanding paid vacation compared to my last assignment."

Peggy Washington

Commander's Secretary
Years of service: 3
Last position: Fort Meade, Md., medical clerk
Diversions: Reading and family

BUFFALO MEPS**1st Sgt. Faith Durden**

First Sergeant
Years of service: 20
Last assignment: Deputy commandant, 7th Army NCO Academy, Grafenwoehr, Germany
Civilian education: Bachelor's degree, St. Thomas Aquinas College; health promotion director certification, Cooper Institute, Dallas, Texas
Diversions: My family, community service, fitness and fun
First impression: "A very pleasant diversion from the training environment and 'Army only' assignment."

Debra Utecht

Education Services Specialist
Service: 2 months
Last position: School counselor, Arcade, N.Y.
Civilian Education: Bachelor's degree in psychology, Allegheny College; master's degree in counselor education, Canisius College
Diversions: Music, theater, spending time with family and friends
First impression: "Friendly atmosphere, open communication."

James Williams

Information Technology Specialist
Years of service: 11 (8 in the Army, and 3 in government service)
Last position: Computer specialist, Heidelberg, Germany
Diversions: Playing basketball, softball, bowling, spades, listening to music, going to the movies, being with my friends, and playing with my son, Malik
First impression: "I wasn't too happy about coming to Buffalo because I was trying to get to my home state of North Carolina. But after being here and getting to know the people at the Buffalo MEPS and how things are, it's a very relaxing place to be and the people are friendly."

Petty Officer 2nd Class

Jesse Kane
 Processing Clerk
Years of service: 7
Last assignment: E-1 division leading Petty Officer onboard the USS Rentz
Diversions: surfing — until recently
 First impression: "Good."

BUTTE MEPS**Tech. Sgt. Christopher Heiland**

Testing NCO
Years of service: 16
Last assignment: Information management superintendent, 31st Maintenance Squadron, Aviano Air Base, Italy
Diversions: Running and jazz music
First impression: "A very sharp, professional organization."

Master Sgt. Daniel Kizer

Medical NCOIC
Years of service: 21
Last assignment: Superintendent, 27th Medical Operations Squadron
Military education: NCO Leadership School, NCO Academy
Diversions: Family outings and camping
First impression: "This is an efficient and well-oiled machine. Mission impact directly affects global security. Glad to be here!"

DETROIT MEPS**Cpl. Tamara Velding**

Test Administrator
Years of service: 3
Last assignment: Administrative at Naval Air Station Pensacola, Fla.
Diversions: Marine Corps
First impression: "It's an important link in advancing civilians into military members."

Capt. Anton Lewis

Operations Officer
Years of service: 4
Last assignment: Kunsan Air Base, Korea
Civilian education: Bachelor's in communications from Hampton University
Diversions: Sports
First impression: "Interesting."

Sgt. Greg Wheatley

Operations NCO
Years of service: 5
Last assignment: 5th Special Forces Group (Airborne), Fort Campbell, Ky.
Military education: Primary Leadership Development Course
Diversions: Sports
First impression: "It's different."

EL PASO MEPS**Nereida Ramirez**

Testing Clerk
Years of service: 10
Diversions: Music
Last assignment: Germany

Ruth Taylor-Coleman

Testing Clerk
Years of service: 17
Diversions: Sports, travel, and cooking
Last assignment: Fort Bliss, Texas
First impression: "Good change of pace."

Martha Ann Stanton

Human Resource Assistant
Years of service: 13
Last assignment: AG transition branch
Diversions: Exercise, sewing, and shopping
First impression: "Friendly people. This is truly a nice place to work."

Brenda Homan

Health Technician
Years of service: 26 active duty and civil service
Last assignment: Veterans Affairs Hospital, Vancouver, Wash.
Diversions: Decorative acrylic painting, and crafts
First impression: "Clean, and good location."

Addie Akers-Taylor

Health Technician
Diversions: Refinishing antiques, flea markets, reading, bowling, and leisure riding
First impression: "Good."

Chief Petty Officer

David Lally
 Medical NCOIC
Years of service: 12
Last assignment: 15th MEU Service Support Group, Camp Pendleton, Calif.

FARGO MEPS**Sgt. Jonathan Coleman**

Medical NCO
Years of service: 7
Last assignment: HQ and HQ Battery, Fort Hood, Texas
Diversions: Playing soccer, bike riding, and sports in general
First impression: "Can't blame the building for being in this location, but the people are extremely nice."

Petty Officer 1st Class

Elaine Norton
 Medical Technician
Last assignment: Naval School of Health Sciences, Bethesda, Md.
Years of service: 18
First impression: "This is my second assignment at the Fargo MEPS."

Sgt. Christopher Schleppe

Operations Specialist
Years of service: 7
Last assignment: Des Moines, Iowa

Kerry Buckle

Health Technician

FORT DIX MEPS

Sgt. Arthur Leggett
Processing Specialist
Years of service: 5
Last assignment: Fort Eustis, Va.
Diversions: Basketball, movies, and yard work
Military education: Primary Leadership Development Courses through correspondence
First impression: "Confusing."

Staff Sgt. Kimberly Drummond
Medical Technician
Years of service: 6
Last assignment: Andrews Air Force Base, Md.
Military education: Airman Leadership School
First impression: "Very new experience."

HOUSTON MEPS

Petty Officer 1st Class Tatayana Hill
Operations NCOIC
Years of service: 17
Last assignment: USS Bonhomme-Richard

Sgt. Dwayne Harrison
Military Personnel Clerk
Years of service: 4
Last assignment: Bamberg, Germany

Sgt. Oscar Valdez
Control desk NCO
Years of service: 4
Last assignment: Jacksonville, N.C.

Sgt. Eric Cade
Medical Technician
Years of service: 8
Baumholder, Germany

Petty Officer 2nd Class Brendan Higgins
Control Desk NCO
Years of service: 11
Last assignment: Jacksonville, Fla.

Sgt. Bridget Lindsey
Military Personnel Clerk
Years of service: 9
Last assignment: Fort Hood, Texas

INDIANAPOLIS MEPS

Lt. Cmdr. Carl Klotzsche
Commander
Years of Service: 15
Last assignment: OPS-INTEL Analyst Naval Space Command
Diversions: Spending time with family
First Impression: "Great Place to be — Hoosier hospitality is alive and well."

Ensign Milton Tavon Guy
Test Control Officer
Years of service: 1
Last assignment: Naval Air Station Pensacola
Diversions: Music, electronics, basketball, and working out
First impression: "Friendly work environment."

Petty Officer 2nd Class Christina Merri Gathers
Test Administrator
Years of service: 6
Last assignment: USS Nicholson
Diversions: Go-kart racing
First impression: "Very positive work environment."

Staff Sgt. Tyra Allyce Rose
Medical Technician
Years of service: 6
Last assignment: Andrews Air Force Base, Md.
Diversions: Reading, movies, amusement parks, and shopping

JACKSONVILLE MEPS

Capt. Lee Reising
Operations Officer
Years of service: 18
Last assignment: Executive officer for Air Force Material Command, director of personnel, Wright-Patterson Air Force Base, Ohio
Diversions: Enjoying her 2-year-old son, Kyle
Civilian Education: Master's in adult education, Troy State University
First impression: "A truly professional team committed to getting the job done right and having a good time doing it."

KANSAS CITY MEPS

1st Lt. Nicole Vivian Bires
Testing OIC
Years of service: 5
Last assignment: Postal officer, Schweinfurt, Germany
Civilian education: Bachelor's in law enforcement and justice administration, Western Illinois University
Diversions: Sports and music
First impression: "Friendly staff."

LANSING MEPS

Sgt. 1st Class Thomas Huggins
Medical NCOIC
Years of service: 19
Last assignment: Germany

Staff Sgt. Jay Valloric
Testing Specialist
Years of service: 12
Last assignment: Seymour Johnson Air Force Base, N.C.

Petty Officer 2nd Class Andrea Lowe
Health Technician
Years of service: 10
Last assignment: Pearl Harbor, Hawaii

Sgt. James Lewis
Processing Specialist
Years of service: 10
Last assignment: NATO, Izmir, Turkey

Staff Sgt. Karen Knight
Testing NCOIC
Years of service: 16
Last assignment: U.S. Army Space and Missile Defense, Alexandria, Va.

Petty Officer 2nd Class Jamell Watkins
Testing Specialist
Years of service: 5
Last assignment: USS Abraham Lincoln

1st Lt. Emily Bokoski
Testing OIC
Years of service: 3
Last assignment: Germany

LOS ANGELES MEPS

Capt. Marva Humphrey
Medical OIC
Years of service: 9
Last assignment: Adjutant General Officer Career Course, Fort Jackson, S.C.
Civilian education: Bachelor's in business administration
Diversions: Reading Christian material, bowling, and spending time with my family
First impression: "The people are very professional and knowledgeable in their positions."

Sgt. Alice Clouse
Processing NCO
Years of service: 7
Last assignment: Fort Gordon, Ga.
Civilian education: Bachelor's degree
Military education: Primary Leadership Development Course
Diversions: Hiking
First impression: "Organized and busy. The personnel are very helpful!"

Master Sgt. Larry Singleton
Assistant Operations Officer
Years of service: 20
Last assignment: Superintendent, 82nd Support Group, Sheppard Air Force Base, Texas
Civilian education: One more class for a bachelor's degree
Diversions: Sports and computer maintenance
First impression: "A class act. I'm impressed with the professionalism of all members assigned to MEPS in spite of constant pressure to process the thousands of applicants brought forth by the services."

LOUISVILLE MEPS

Petty Officer 2nd Class Donald Barnes
Testing Specialist
Last assignment: Flight engineer, VQ-4
Years of service: 16
Diversions: Fishing and cycling
First impression: "Should be a great place to work."

Sgt. James Griffith Jr.
Medical NCO
Last assignment: Fort Knox, Ky.
Years of service: 5
Diversions: Computer games and racing cars
First impression: "Seems like a good place to work."

MILWAUKEE MEPS

Courtney Albritton
Medical Technician
Civilian education: Bachelor's in biology
Diversions: Mothering, movies, music, and clubs
First impression: "Well organized unit!"

MEMPHIS MEPS

Staff Sgt. Daniel Boyer
Assistant NCOIC, Medical
Years of service: 12
Last assignment: Columbus Air Force Base, Miss.
Diversions: Family, athletics, and running
First impression: "Close knit, family-oriented concept."

Petty Officer 2nd Class Toby Evans
Testing Administrator
Years of service: 5
Last assignment: USS Spruance
Diversions: Camping, riding dirt bikes, canoeing, wood-working, playing pool
First impression: "Friendly co-workers with good attitudes. The MEPS is well organized and is very much more presentable and professional than the MEPS I went through to join the military."

Sgt. 1st Class Robert Simpson
Medical NCOIC
Years of service: 21
Last assignment: Fort Hood, Texas
Diversions: Reading, music, going for walks and drives, and weightlifting
First impression: "I like the atmosphere, the hails and farewells, and the socials. There's lots to do."

MINNEAPOLIS MEPS

Spec. James Lauck
Medical Specialist
Years of service: 2
Last assignment: Infantry team leader, Fort Benning, Ga.
Diversions: Fishing and being an outdoorsman
First impression: "Squared away unit."

Sgt. Bryce Forsblad
Processing Specialist
Years of service: 6
Last assignment: Adjutant NCOIC, Marine Wing Support Group 27, Cherry Point, N.C.
Diversions: Hunting and fishing
First impression: "Good."

MONTGOMERY MEPS

Sharon Hooper
Military Processing Clerk
Years of service: 10
Last duty station: Maxwell Air Force Base
Diversions: Family, collecting things

Petty Officer 2nd Class Jerome Loury
Years of service: 6
Last duty station: USS Dwight D. Eisenhower
Diversions: Music, playing with my kids, working on my car, working out

Sgt. Marc Magwood
Personnel NCO
Years of service: 12
Last duty station: Fort Benning, Ga.
Diversions: Playing and watching football, spending time with family

PITTSBURGH MEPS

Petty Officer 2nd Class Richard Weinmann
Healthcare Specialist
Years of service: 11
Last assignment: 2nd Marine Division, Camp Lejeune, N.C.
Diversions: Basketball and reading
First impression: "Outstanding and very professional. It's a duty I will enjoy."

Sgt. Darnell Greene
Healthcare Specialist
Years of service: 10
Last assignment: Sinai, Egypt
Military education: Primary Leadership Development Course, and Basic NCO Course
Diversions: Exercise and aerobics

SAN ANTONIO MEPS

Sgt. Rosa Mora
Testing Administrator
Last assignment: Madrid, Spain
Years of service: 15
Diversions: Spending time with family

Sgt. Armando Bueno
Testing Administrator
Last assignment: Fort Bragg, N.C.
Years of service: 11
Civilian education: Associate's degree in general education, working toward bachelor's in Business Administration
Diversions: Playing racquetball
First impression: "Interesting"

Sgt. Martha Rawley
Assistant Budget Technician
Last assignment: Fort Bragg, N.C.
Years of service: 7
Diversions: Running — try to participate in as many races as possible
First impression: "Busy! Busy! Busy! Preparing for the grand opening was exciting — in the end, it all came together!"

Sgt. John Weaver
Processing Specialist
Last assignment: Fort Benning, Ga.
Years of service: 4
Education: Student at Troy State College
Diversions: Swimming, diving, biking, cooking, anything of adventure
First impression: "Warm welcome, slower pace than last assignment, glad to be here."

SPRINGFIELD MEPS

Staff Sgt. Glenna Miller
Processing Specialist
Years of service: 8
Last assignment: 1st ACCS commander's support staff, Offut Air Force Base, Neb.
Military education: Airman Leadership School
Diversions: Reading and bike riding
First impression: "It's a new experience in a joint environment."

TAMPA MEPS

Capt. Julie Schellhase
Operations Officer
Last assignment: Brigade adjutant, Fort Eustis, Va.
Civilian education: Bachelor's degree from West Point

SAN DIEGO MEPS

Phyllis Riles
Budget Analyst Assistant
Years of service: 9
Last assignment: Morale, Welfare and Recreation accounting specialist
Diversions: Accounting and horseback riding
First impression: "Exciting, challenging, and people-oriented."

Sgt. Hugo Estrada
Military Processing Clerk
Years of service: 7
Last assignment: Fort Richardson, Ark.
Diversions: Family time, the mall, movies, and bowling
First impression: "A team-working environment."

Staff Sgt. Michelle Hacker
Military Processing Clerk
Years of service: 6
Last assignment: Buchel, Germany
Diversions: Reading, swimming, and all water sports
First impression: "Good. Everyone is friendly and professional."

BALTIMORE MEPS

Staff Sgt. Michael Thompson
Test Administrator
Years of service: 7
Departing for: Drill Sergeant School at Fort Jackson, S.C.
Most remembered for: His "can do" attitude and sense of humor.

BECKLEY MEPS

Petty Officer 1st Class James Sykes
Operations Processing Specialist
Years of Service: 10
Departing for: Norfolk, Va.
Award: Joint Service Commendation Award
Most remembered for: As the Prankster

Sgt. Gary Harney
Testing Specialist
Years of Service: 10
Departing for: Recruiting Command
Award: Joint Service Commendation Award
Most remembered for: As the "Rock"

BOISE MEPS

Amarette Herman
Education Services Specialist
Years of service: 16
Most remembered for: The warm heart and delightful sense of humor she brought to the MEPS.

BUFFALO MEPS

Sgt. 1st Class Stacey Bixler
NCOIC, Testing
Years of service: 20
Departing for: Retirement in Buffalo, N.Y.
Award: Defense Meritorious Service Medal
Most remembered for: Being a people person. As knowledgeable as she was about her job, it would be more fitting to say how much she cared about the people around her. She was more than just a co-worker. She was a friend to everyone.

1st Sgt. Tyrone Maxwell
First Sergeant
Years of service: 20
Departing for: Defense Intelligence Agency
Award: Defense Meritorious Service Medal
Most remembered for: His mom's home cooking, and — oh yes — his sense of humor.

BUTTE MEPS

Master Sgt. Kirk Wiltse
NCOIC, Medical
Years of service: 24+
Departing for: Retirement
Award: Defense Meritorious Service Medal
Most remembered for: Looking like a grown-up Harry Potter.

CHICAGO MEPS

Capt. Cynthia Urbano
Test Control Officer
Years of service: 5+
Departing for: Civilian life
Award: Joint Commendation Medal
Most remembered for: Her infectious energy and enthusiasm.

DENVER MEPS

Senior Chief Petty Officer Jonathan Starry
First Sergeant
Years of service: 20
Departing for: Retirement in Denver, Colo.
Most remembered for: His outstanding leadership and willingness to help others with any professional or personal concerns.

EL PASO MEPS

Tech. Sgt. Cindy Smith
NCOIC
Years of service: 17
Departing for: Shaw Air Force Base, S.C.
Award: Joint Service Commendation Medal

FARGO MEPS

Staff Sgt. Rose Chambers
Medical Technician
Departing for: Fort Hood, Texas
Most remembered for: Fargo MEPS Military Member of the Year for 2000 and 2001.

FORT DIX MEPS

Petty Officer 2nd Class Mike Sherner
Medical Technician
Years of service: 14
Departing for: Diego Garcia
Award: Joint Service Commendation Medal
Most remembered for: His technical knowledge

Petty Officer Charles Shelley
Medical technician
Years of service: 12
Departing for: Camp Pendleton, Calif.
Award: Joint Service Commendation Medal
Most remembered for: His constructive criticism.

Staff Sgt. Dannete Lay
Medical Technician
Years of service: 17
Departing for: Cannon Air Force Base, N.M.
Award: Joint Service Commendation Medal
Most remembered for: Her dedication.

Sgt. Kelley Carney
Test Administrator
Years of service: 7
Testing specialist
Award: Joint Service Commendation Medal
Most remembered for: Outstanding work ethics.

Capt. Ronnie Park
Testing Officer
Years of service: 5
Departing for: Fort Meade, Md.
Award: Joint Service Commendation Medal
Most remembered for: Feeding the staff.

Sgt. Kelley Delancey
Processing Specialist
Years of service: 16
Departing for: Alexandria, Va.
Award: Joint Service Commendation Medal
Most remembered for: Her sternness.

HOUSTON MEPS

Staff Sgt. Rusita Wyatts
Medical Technician
Years of service: 6
Departing for: Civilian life in Virginia to go back to school
Award: Joint Service Achievement Medal
Most remembered for: Happiness, smiling, and teamwork.

JACKSONVILLE MEPS

Capt. Alma Moritz
Personnel Officer
Years of service: 7
Departing for: Moody Air Force Base, Ga.
Award: Joint Service Commendation Medal
Most remembered for: Her dedication to USMEPCOM and the Jacksonville MEPS mission.

KANSAS CITY MEPS

Lt. Col. Lyle Adams
Commander
Years of service: 21
Departing for: Deputy G-1, 8th Army, Korea
Award: Defense Meritorious Service Medal
Most remembered for: Dedication ceremony for Medal of Honor display.

LANSING MEPS

Sgt. 1st Class Amanda Taylor
NCOIC, Medical
Departing for: Fort Hood, Texas
Award: Joint Service Commendation Medal
Most remembered for: Her Smile

1st Sgt. Jack Chan
First Sergeant
Departing for: Retirement
Award: Joint Service Commendation Medal
Most remembered for: Being straightforward.

Capt. Darin Haas
OIC, Operations
Departing for: Fort Stewart, Ga.
Award: Joint Service Commendation Medal
Most remembered for: Talking about sports.

Staff Sgt. James Bissel

Testing Specialist
Departing for: Lackland Air Force Base, Texas
Award: Joint Service Commendation Medal
Most remembered for: Always going swimming.

Petty Officer 2nd Class Raynard Rogers

Testing Specialist
Departing for: San Diego, Calif.
Award: Joint Service Commendation Medal
Most remembered for: Always joking.

MILWAUKEE MEPS**Harold Kennedy**

NCOIC, Medical
Years of service: 14
Departing for: Camp Pendleton, Calif.
Award: Joint Service Commendation Medal
Most remembered for: Dedication to applicants and service to unit!

Steve Ellis

Human Resources Clerk
Years of service: 3 (after retiring from the Army as a master sergeant)
Departing for: Another government position
Most remembered for: His love of sports, people, and the U.S. Armed Forces.

Tech. Sgt. Steve Richardt

NCOIC, Testing
Years of service: 20
Departing for: Retirement
Award: Joint Service Commendation Medal
Most remembered for: His love of hunting and outdoor sports.

Farewell**MONTGOMERY MEPS****Maj. Russ Dodd**

Executive Officer
Years of service: 21
Most remembered for: Being humorous, and constantly smiling. Also for MEPS command during events of Sept. 11.

NEW ORLEANS MEPS**Lt. Emilio Ruizsoriano**

Test Control Officer
Departing for: Civilian life in Texas
Award: Joint Service Achievement Medal
Most remembered for: His famous quote, "Just happy to be here."

PITTSBURGH MEPS**Sgt. Marcus Forney**

Processing NCO
Years of service: 12
Departing for: U. S. Army Recruiting Command, Pittsburgh, Pa.
Award: Joint Service Commendation Medal
Most remembered for: No-nonsense, getting the job done without any nonsense

Sgt. Rodney Jackson

Processing NCO
Years of service: 10
Departing for: Germany
Award: Joint Service Commendation Medal

Staff Sgt. Carla Topps

NCOIC, Testing
Years of service: 17
Departing for: Fort Leavenworth, Kansas
Award: Joint Service Commendation Medal
Most remembered for: Fashion, and being the best dressed at the MEPS

Sgt. Patricia Ponder

Transportation and Processing NCO
Years of service: 10
Departing for: Australia
Award: Joint Service Commendation Medal

Sgt. Demetric Pray

Processing NCO
Years of service: 12
Departing for: Korea
Award: Joint Service Commendation Medal
Most remembered for: Equal opportunity training and ethnic observance programs.

Maj. Lester Moore

Commander
Years of service: 16
Departing for: G3/ARCENT
Award: Defense Meritorious Service Medal
Most remembered for: "We have to walk it like we talk it."

Gunnery Sgt. Sylvester Gordon

NCOIC, Operations
Years of service: 17
Departing for: Marine Recruit Depot, San Diego
Award: Defense Meritorious Service Medal
Most remembered for: Delivering the "Big Picture" speech.

Petty Officer 2nd Class Daniel Bloom

Transportation and Processing NCO
Years of service: 20
Departing for: Retirement
Award: Joint Service Commendation Medal
Most remembered for: Quick tracking.

Tech. Sgt. Michael Colian

NCOIC, Testing
Years of service: 22
Departing for: Retirement
Award: Joint Service Commendation Medal
Most remembered for: Customer service for seven years at the MEPS.

Lt. j.g. Mike Anderson

Testing Control Officer
Years of service: 14
Departing for: U.S. Coast Guard Marine Safety Office Philadelphia
Award: Joint Service Commendation Medal
Most remembered for: Fox Mulder look alike, 8-mile runs, and AVMF check guy

SAN ANTONIO MEPS**Petty Officer 1st Class Andrew Shull**

Processing Specialist
Years of service: 10
Next assignment: USS Jarrett, San Diego, Calif.
Award: Joint Service Commendation Medal
Most remembered for: Making the no-smoking announcement for applicants — "And remember no smoking because smoking is bad. You could catch on fire."

Petty Officer 2nd Class Daniel Wyman

Processing Specialist
Years of service: 13
Next assignment: USS George Philip, San Diego, Calif.
Award: Joint Service Commendation Medal
Most remembered for: His willingness to always volunteer to help someone else.

Laddie Broz

Education Services Specialist
Years of service: 33
Next assignment: U.S. Army Troop Command, Eighth Army, Seoul, Korea
Most remembered for: Sold the ASVAB to schools and increased numbers dramatically, and loved to play golf.

Amparo Garcia

Budget Technician
Years of service: 35
Next assignment: Enjoying retirement
Award: Commander's Civilian Service Medal
Most remembered for: Keeping the commander out of trouble with her monies — always had something nice to say about everyone!

SPRINGFIELD MEPS**Staff Sgt. Brian Miller**

Travel Specialist
Years of service: 14
Departing for: Osan Air Base, Korea
Award: Joint Service Achievement Medal
Most remembered for: "Leaving"

APPLAUSE

HQ, USMEPCOM

Sgt. Verneecia Bonds, HQ USMEPCOM Military Member of the Year; Sgt. Barbara Carter, Military Member of the Quarter, Cheryl Thrash, Civilian of the Quarter, Sgt. Aaron Rubio and Sgt. Phillip Flynn, promotion

BALTIMORE MEPS

Chief Petty Officer Angelo Brace, re-enlisted

BECKLEY MEPS

Petty Officer 1st Class Shawn Wolford, Navy and Marine Corps Achievement Medal

COLUMBUS MEPS

Tech. Sgt. Frank Staud, promoted; Army Staff Sgt. Chad Wise, and Air Force Staff Sgt. Frank Staud, Great Columbus Armed Forces Community Relations Council's Outstanding Service People of the Year

FARGO MEPS

Sgts. Adam Valerio and Janine Wheatley, graduation from the Army Basic Noncommissioned Officers' Course; Tech. Sgt. Deborah Williams, promotion and military member of the 1st biannual board; Dr. Daniel Herold, civilian of the 1st biannual board; Capt. Dawn Fick, promoted; Sgt. 1st Class James Napieralski, selected for promotion

FORT DIX MEPS

Sgt. Roger McCoy, Military Member of the Year; Earl Abrams, Cluster One Civilian of the Year, GS-10 and above; Cathy Shell, Civilian of the Year, GS-6 and below; Tech. Sgt. Danette Lay, distinguished graduate, NCO Academy

HARRISBURG MEPS

Petty Officer 1st Class Jennifer Smith, frocked to current rank

KANSAS CITY MEPS

The husband and wife team of Petty Officer 1st Class Angela Willits, and Mike Willits, won Military Member and Civilian of the 3rd Quarter

MIAMI MEPS

Staff Sgt. Metonya Baker, Military Member of the Year and promoted; Petty Officer 1st Class Michael Broughton, frocked; Petty Officer 1st Class Roma Keesecker, and Master Sgt. Stoney Crump, promoted

MINNEAPOLIS MEPS

Petty Officer 2nd Class Jason Seidl, Military Member of the 1st Quarter; Sgt. Terrell Willingham, Military Member of the 2nd Quarter; Gary Saxe, Civilian of the 2nd Quarter; Karen Gudenkauf and Sgt. Terrell Willingham, Chief Master Sergeant Western Sector Certificates; Sgt. Dionne Williams-Riley and Terrence Fried, Western Sector Letters of Commendation; Dr. Mohammad Aslani, Susan Anderson, Gail Draper, Benay Fried, Robert Parshall, and Irene Ostlund, performance awards; Terrence Fried and Gary Saxe, Quality Step Increases; Paul Marshall, 10-years of government service; Susie Reed, 5 years of government service; Master Sgt. Robert Myers and Lt. Kimani Jefferson, promoted; Terrence Fried, Civil Servant of the Year Award



CONGRATS!

DENVER MEPS

Capt. Richard Harney, operations officer, married Amy Rayner

FARGO MEPS

Sgt. Joshiwa Smeltzer, graduated with a bachelor's in business management from the University of Mary in Bismarck

HOUSTON MEPS

Carolyn Wilson, ordained as a youth pastor

LOUISVILLE MEPS

Sgt. Rhashod Ford married Tiffany Brown

Eastern Sector

Dossier

*Introducing those
who work around us*

Coast Guard Petty Officer 2nd Class Eric Lowe Travel clerk Atlanta MEPS

Hometown:

Marietta, Ga.

Years in the

military: 6

What he considers his single-most important achievement thus far in life:

I married my best friend.

Three things that can always be found in his

refrigerator: Gatorade, Tabasco sauce, and orange juice

Last book he read: Michael Crichton's, *The Great Train Robbery*

Favorite movie: *Swingers*, because it's a great comedy and I can relate to it

Motto he lives by: Play hard

His favorite pair of shoes: Nike running shoes; I like to be comfortable.

One food he can't live without: Cookies

If stranded on a deserted island with just a boom box (and a lot of batteries), which three

CDs he would like to have: Sublime, Rage Against The Machine; and Outkast

Favorite song by Elvis Presley: A Little Less Conversation

If he could have lunch with any person from history, who would it be and what would he

ask them: Ronald Reagan, and the question would be, "What was the hardest decision he had to make while being president?"

What would he do if he had three hours all to himself: Play 18 holes or go to the batting cage

If he was an entertainer, he would be: An actor or professional baseball player

If he was a car, what type would he be, and why: Hummer — stylish and tough

Online name: Yellowjackets



Louisville duo make great strides with Student Testing Program in just two years

submitted by Louisville MEPS

Louisville MEPS recognized two star performers who played integral roles in the Student Testing Program's success there. Education Services Specialist Dave Stitt received the Commander's Award for Civilian Service, and Test Coordinator Carol Carpenter received an Achievement Medal for Civilian Service.



Dave Stitt

The Louisville MEPS was the only MEPS whose number of schools in their area of responsibility decreased while recruiter leads increased exponentially during school year 2001-2002. Both Stitt and Carpenter arrived in 2000.

"Mr. Stitt is an, aggressive, determined leader who makes things happen," said Lt. Col. Jeffrey Krieger, Louisville MEPS commander. "He is an energetic, enthusiastic and innovative employee and team player; a reliable leader who always produces positive results. His behavior, stamina, and demeanor provide a model for every staff member of the MEPS to follow."

"Carol Carpenter performance has been nothing less than superior," said Capt. Jon Carney, Louisville MEPS test control officer. "She strives for perfection and accepts nothing less."

By routinely traveling across Kentucky and Indiana, visiting at least three high schools per week, Stitt developed a network of contacts throughout the region.

His personal visits have made a defined impact on the mission accomplishment of Louisville MEPS. He has expanded the STP market by introducing two Job Corp centers to the arena that now test on a routine basis.

His perseverance and communication skills inspired three schools to increase their routine testing base to include the entire junior population, thus greatly increasing the average rate.

His keen insight and personal skills have led to an overall increase in junior and senior testing that produces more than 900 additional recruiting leads, a 6 percent increase within the same year.

Realizing the importance of customer service and relations between the recruiting services and educational institutions, Stitt focuses his attention on schools, which have a history of opposing the STP.

By expressing the benefits it offers youths exploring career options, his personal visits to these schools have built trusting relationships between the school and the STP. Stitt's perseverance has resulted in three schools that had discontinued or never used the Career Exploration Program, to enthusiastically sign on to the program

Schools that have elected not to test or release scores for recruiter leads in the past, have opened their doors to the CEP, expanding the market by 2 percent.

Stitt has dedicated countless hours to educating recruiters of all services about the CEP, dispelling misconceptions about the CEP that could potentially lead to misrepresentation of the program. He continues his work with the recruiters in the field by laying the foundation for a strong team of program marketers comprised of recruiters from every service. His team-building efforts ensure continued success of the STP as well as ensuring that the recruiting services get the maximum benefit from the program.

Carpenter played a vital role assisting in the development, testing, and enhancement of the *Schools 2001* national STP. She aided in the construction of the *Schools 2001* database program by providing key field-operational information from a user's perspective.

She has proven to be the local subject matter expert in her field. Various MEPS have repeatedly sought her expertise and advice. Having less time on the job than many of her peers, Carpenter was selected by the Office of Professional Management to lead the training session on proper ASVAB administration to 30 Test Administrators from 14 states during a recent test coordinator conference.

She routinely assists Stitt in scheduling more than 300 schools to take advantage of the Career Exploration Program. She puts her inter-office skills to the test each day, yet

is able to add a personal touch to her daily duties.

"Because of Mrs. Carpenter, Louisville MEPS is able to avoid future conflicts that may have a devastating impact on the number one mission: to exceed our annual recruiter leads goal in an already saturated job market," Krieger said.

Carpenter assisted Stitt in revitalizing and expanding the CEP market penetration of juniors and seniors.



Carol Carpenter

When OPM TA support was at an all time low, Carpenter administered the ASVAB to more than 2,900 students throughout Kentucky and Southern Indiana, supervised and briefed test proctors, and distributed interpretation products to schools on time and without errors. She processed test booklets, scored answer sheets, processed more than 250 Student ASVAB requests, produced more than 62 school products, fielded over 23 schools' 2000 questions, processed more than 65 MET sites, and supervised seven OPM TAs covering all of Kentucky and Southern Indiana.

Letter to the editor

Did they move the Marine Corps Depot?

I was reading the last *Messenger* and realized we might have a communications gap.

In the Houston MEPS new commander profile, you mentioned "Parris Island, N.C." I went to boot camp at Parris Island in 1975. At that time, it was in South Carolina.

I realize, of course, that Marines are a whole different breed of people. If you tell a Marine to "move that hill," there are only three responses: "When?" "Where?" and "Done!"

Moving the Marine Corps Recruit Depot from South Carolina to North Carolina would not be a stretch — probably just a weekend exercise for a small group of motivated Marines.

Would the Marine Corps actually do that? Probably not. Parris Island has sand fleas as big as beagles and that's one of its most alluring features.

Semper Fi

Carolyn Carson
HQ USMEPCOM
North Chicago, Ill.

Editor's note: Good catch. The *Messenger* did check with Marines from Parris Island and they informed us that moving it from one state to the other did not actually take place. We regret the error.

Western Sector

Dossier

*Introducing those
who work around us*

Sgt. Lisa Lopez

Operations Personnel
Sergeant, Shreveport MEPS

Hometown: Martinsville, Va.
Years in the military: Almost 7
Hobbies: Painting, sewing and shopping

What she considers her single-most important achievement thus far in life:

Being a mother to my two children, Chris and Shae

Three things that can always be found in her refrigerator:

Cold water, chocolate milk and Kool-Aid

Favorite movie: *Bed of Roses*.

"I loved this movie from the night I saw it in (advanced individual

training) on our weekend pass. I bought the movie and I have probably watched it about 10 times. However, it wasn't until my husband and I were watching it together that I realized the main characters in the movie were named after myself, Lisa, my husband, Luis, and my best friend, Kim. I just really enjoy watching a movie that takes your heart.

Last book she read: *We Were Soldiers* by retired Lt. Gen. Harold G. Moore and Joseph L. Galloway

Motto she lives by: "Live every day to it's fullest and trust in God to see you through."

Times per year she changes his hairstyle: 3

Her favorite pair of shoes: "This one was really tough. I own about 50 pair of shoes. I am a shoe fanatic. But I guess I would have to say it is my pink fuzzy princess bedroom slippers. I bought the princess slippers to fret my daughter, Shae, because she is always saying she is a princess and an angel. I love to tease my daughter on who the princess is."

One food she can't live without: Chicken — I love chicken, baked, fried, barbecued and just about any other way there is to fix it.

Your favorite song by Elvis Presley: *I Can't Help Falling In Love With You*

What would she do if she had three hours all to herself: If it were a nice sunny day, I would turn on the radio and relax in our pool."

If she was an entertainer, she would be: "A gospel singer. I don't believe there could be any entertainment more enjoyable than singing praises unto God. I believe this is some of the best medicine to mend the soul."

If she was an animal, she would be: "I wouldn't want to be an animal, but if I had to be one I would say a tiger. So I could be strong, fast and furious.

If she was a car, she would be: A 1969 Camaro, because it's a classic.



Former Women's Army Corps member reflects on 41 years in or around the military services

by Tech. Sgt. Gary J. Kunich
Messenger Associate Editor

If Barbara Doty had listened to her high school counselor back in 1960, there's no telling where she'd be or what she'd be doing. Girls just didn't do the kind of thing Barbara wanted to do back then, her counselor said.

"Well that just reinforced it for me. That made me more determined," said Doty, who months after graduating, joined the Women's Army Corps as a dental technician. "Joining the military is something I wanted to do since the 8th grade."

She served 20 years — first as a dental tech, and then as a recruiter and career counselor — and retired as a master sergeant with her name on the sergeant major promotion list.

And now she's retired again.

Doty, a testing clerk at the Butte MEPS, retired after 21 years on that job.

And her accomplishments and career highlights aren't lost on people like Shirley Rees, the Butte first sergeant.

"She paved the way for people like me," Rees said. "She's a quiet type of person and won't tell you much about herself unless you ask. But she had a fascinating career."

Doty wanted to be a dental technician and the Army guaranteed her the job.

"(My friends) never said too much about my decision," she said. "They either stayed around, went to school or got married."

The Army Doty joined wasn't quite the Army of today, she said.

"It was a lot different than it is today. We couldn't wear pants. We couldn't have short hair. You were expected to look like a lady. People thought if you were a woman who joined the military, then you couldn't have been much good. Women had a bad reputation from World War II and we were still overcoming that."

Despite the obstacles, Doty went on to become a recruiter for the Women's Army Corps in 1966 and was on her way to an assignment in Cleveland. She found out about an opening in Butte, Mont., and was allowed to go there instead.

"And thank goodness I did," she said.

"I'm not a big city girl. I'm from a small town in Idaho. I think Cleveland would have eaten me alive!"

Then there was an assignment to Hawaii as a career counselor, a job she continued at the Portland, Ore., Armed Forces Entrance Station — what today is known as a MEPS. She did more recruiting duty, but never went to Vietnam.

"Back then it was strictly volunteer," Doty said. "I knew several girls I put in from Butte went over there, but I didn't."

Despite the war, Doty wasn't concerned.

"I was more scared when the Cuban missile crisis came up because I was new in the military at that time. I wasn't scared about Vietnam, and we didn't have to put up with (protestors). I was in Montana, and Montana just didn't do those kinds of things back then."

Even while breaking gender barriers, staying on active duty as the Women's Army Corps went away, it wasn't always an equal system, Doty said.

"I sat on the top of the E-7 list for several months while men (lower on the list) got promoted ahead of me. I made the list sometime in '68 but didn't put it on until 1969. It was frustrating."

Though she eventually made master sergeant, and was on the promotion list for sergeant major, Doty thought it was time for a career change, and a short time later she found herself back in Butte, working at the MEPS, and keeping most of her memories to herself.

"I usually didn't make a big deal of (my past)," she said. "If someone asked me, I guess I'd tell them, but I was never one to go around telling war stories."

She celebrated her latest retirement from the MEPS with a driving trip back east to look up old friends and relive those Army memories.

"I just took off and went back east. I traveled down to Maine, went to Connecticut, and then a bunch of us who were stationed in San Francisco met up in New York. We hadn't seen each other in a long time, but the good thing about the military is you make friends wherever you go, and it's a small world."

Though her voice is gentle, there are times when Doty sounds every bit the old-school soldier, particularly when comparing today's military to her era.

"Some things have obviously gotten better for women, but the whole military is a different breed today. I'm biased. I liked it the old way. I think there was more discipline. I'm the 'do-what-you're-told-and-don't-question-it' type. Then again, there is something to be said for not following orders blindly."

Though Doty is already settled into retirement, don't pull out her rocking chair just yet. She said she has to go home to Idaho to help her mom who just had open heart surgery, and then she's making more plans.

"She's doing good," Doty said of her mom. "She's almost 80, and she's tough. She wants to get up and get back to work."

And her mom's not the only one anxious to get back to work.

"I'll probably get another job when I get back home. Probably a part-time job — something low-key like a stocker at Wal-Mart. I like to stay busy ... and I like to spend money."



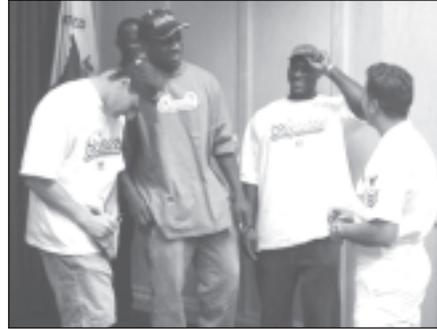
Barbara Doty



Miami MEPS Information Tech Specialist Dennis Kitteridge (left) and Supply Sgt. Marcus Mendiola get some time with Dolphins mascot "T.D." during the Sept. 10 visit to the MEPS.

Below

Miami Dolphin Trent Gamble (left) autographs a photo for Miami MEPS Test Administrator Petty Officer 1st Class Mike Broughton (right) while Dolphins James McKnight and Derrick Rogers share a laugh during the MEPS visit.



Dolphins express gratitude to military members — both new and old

by Lt. Cmdr. David Allen
Miami MEPS Commander

Professional football players from the Miami Dolphins paid a visit to the Miami MEPS on the eve of the first Patriot's Day to express their appreciation to the newest military professionals.

Dolphins safety Trent Gamble, receiver James McKnight, and linebacker Derrick Rogers, an Air Force veteran, stopped by to say "thanks" to the applicants and staff for allowing them to enjoy the opportunity to play for their fans.

"Because you decided to protect our country we will be able to entertain the country," said McKnight. "Thank you for taking leadership in your lives."

The visit to the MEPS, arranged by U.S. SouthCom Public Affairs, was the first visit by players to the Doral area processing station, and comes as part of the team's effort to thank the military community for their efforts since last year's terrorist attacks.

The players arrived just before the enlistment ceremony for shippers, which was heavier than usual due to the unavailability of flights the following day, Sept. 11. More than 60 shippers entered active duty that day, with players witnessing two ceremonies and giving words of encouragement to each of the groups.

When Gamble heard that a visit to the MEPS had been scheduled by the Dolphins' Community Relations staff, he jumped at the chance to participate.

"My best friend is a Navy Seal who's getting ready to deploy," said Gamble, who recovered a fumble in the end zone for a touchdown in Miami's season opener. He wore a Navy hat provided by the Navy liaison office during his visit, while McKnight wore a Marine Corps hat and Rogers, naturally, wore an Air Force hat.

It's not the first time he wore one.

"My experience is a little different than most players," Rogers told the group. "I've been where you are now, enlisting when I was 17 and spending four and a half years serving my country." His mother, a Coast Guard veteran, encouraged him to join while he was still in high school. He served as a lab technician at Kadena Air Base, Okinawa and at March AFB, California.

The military, Rogers said, got him started earning college credits and playing on the base football team. After leaving the Air Force, he played at Riverside Community College and Arizona State University before being drafted by the NFL.

The players signed autographs and posed for pictures with the applicants throughout the morning. After the enlist-



Miami Dolphins Trent Gamble, James McKnight and Derrick Rogers share the podium with Miami MEPS Operations Officer Capt. Tiana Williams during the player's visit to Miami MEPS Sept. 10.

ment ceremony, the player were approached by a somewhat embarrassed Navy applicant Francisco Zapata-Hernandez, who was wearing a Tampa Bay Buccaneers jersey.

"I'm sorry. I didn't know you guys were gonna be here or I wouldn't have worn this jersey," he said.

"You're lucky the (news) cameras were here," joked Rogers, "or we would have tackled you!"

National American Indian Heritage Month

