



## CHIEF OF INFANTRY RELEASES RECOMMENDED READING LIST

### Junior NCO

*Malice Aforethought; The History of Booby Traps from World War One to Vietnam* — Ian Jones. London: Greenhill Books, 2004.

*Tunnels of Cu Chi* — Tom Mangold. New York: Random House, 1985.

*We Were Soldiers Once ... and Young* — Lieutenant General (Retired) Harold G. Moore and Joseph Galloway. New York: Random House, 1992.

*To Hell and Back* — Audie Murphy. New York: Henry Holt and Company, 1949.

*Gates of Fire* — Steven Pressfield. New York: Doubleday, 1998.

*Boots on the Ground: Stories of American Soldiers from Iraq and Afghanistan* — Clint Willis, ed. New York: Thunder's Mouth Press, 2004.

*First Command: Paths to Leadership* — Dwight Zimmerman. St Petersburg, FL: Vandamere Press, 2006.

### Senior NCO

*Blackhawk Down: A Story of Modern War* — Mark Bowden. New York: Atlantic Monthly Press, 1999.

*G Company's War: Two Personal Accounts of the Campaigns in Europe, 1944-1945* — Bruce E. Egger and Lee MacMillan Otts. Edited and with commentary by Paul Roley. Tuscaloosa: The University of Alabama Press, 1992.

*Guardians of the Republic: A History of the Noncommissioned Officer Corps of the U.S. Army* — Ernest Fisher. New York: Ballantine Books, 1994.

*The Bear Went Over the Mountain: Soviet Combat Tactics in Afghanistan* — Lester W. Grau, ed. Washington, DC: National Defense University Press, 1996.

*Tactics of the Crescent Moon: Militant Muslim Combat Methods* — John H. Poole. Emerald Isle, North Carolina: Posterity Press, 2004.

*The Forgotten Soldier* — Guy Sajer. New York: Harper and Row Publishers, 1971.

*Infantry in Battle: From Somalia to the Global War on Terror* — U.S. Army Infantry School. Fort Benning, GA: United States Army Infantry School, 2005.

*The Village* — F.J. West, Jr. New York: Pocket Books, 2003.

### Lieutenants

*The Sling and the Stone: On War in the 21st Century* —



Thomas X. Hammes. St. Paul, MN: MBI Publishing Company, 2004.

*Platoon Leader: A Memoir of Command in Combat* — James R. McDonough. New York: Presidio Press, 1985.

*Roberts Ridge: A Story of Courage and Sacrifice on Takur Ghar Mountain, Afghanistan* — Malcolm McPherson. New York: Bantam Dell, 2005.

*Once an Eagle* — Anton Myrer. New York: HarperCollins Publishers, 1968.

*Ambush Alley: The Most Extraordinary Battle of the Iraq War* — Tom Pritchard. New York: Presidio Press, 2005.

*My Life Is a Weapon: A Modern History of Suicide Bombing* — Chris Reuter. Princeton, NJ: Princeton University Press, 2004.

*Infantry Attacks* — Erwin Rommel. London: Greenhill Books, 2006.

*The Killer Angels* — Michael Shaara. New York: Ballantine Books, 1974.

*The Village* — F.J. West, Jr. New York: Pocket Books, 2003.

### Captains

*In the Company of Soldiers: A Chronicle of Soldiers* — Rick Atkinson. New York: Henry Holt and Company, 2004.

*Lost in Translation: Vietnam – A Combat Advisor's Story* — Martin J. Dockery. New York: Random House, 2003.

*This Kind of War: A Study in Unpreparedness* — T.R. Fehrenbach. Dulles, VA: Brassey's Inc., 1963.

*The Other Side of the Mountain: Mujahideen Tactics in the Soviet Afghan War* — Colonel A. Jalali and Lieutenant Colonel L.W. Grau. England: Military Press.

*Learning to Eat Soup with a Knife: Counterinsurgency Lessons from Malaya and Vietnam* — John A. Nagl. Westport, CT: Praeger Publishers, 2002.

*Four Stars of Valor* — Phil Nordyke. St. Paul, MN: Zenith Press, 2006.

*The Arab Mind* — Raphael Patai. New York: Hatherleigh Press, 2002.

The list, complete with a narrative on each selection, can also be found on the U.S. Army Infantry Center's Web site at <https://www.benning.army.mil/catd/history/index.htm> (will need AKO login/password).

## Handbook on Iraq Now Available

PAUL D. PRINCE

A new handbook on how Soldiers can survive their first 100 days in Iraq is now available at <https://call2.army.mil/new/toc.asp?document=2393> (will need AKO login/password).

*Soldier Handbook: Surviving Iraq* was developed due to the increased casualty rate during the first 100 days of a unit's deployment in support of Operation Iraqi Freedom, according to Colonel Steven Mains, director of the Center for Army Lessons Learned (CALL) at Fort Leavenworth, Kansas.

The handbook educates Soldiers on how not to become complacent to potential dangers and to be mindful of resourceful enemies who closely observe U.S. tactics to adapt their attack strategies, said Mains.

The handbook is based on responses from more than 1,700 Soldiers — captains, lieutenants and Soldiers from the ranks of staff sergeant and below. About 1,000 of the responses were taken from interviews with redeploying units in Kuwait and Soldiers at Fort Hood, Texas; Fort Carson, Colorado, and Fort Stewart, Georgia.

The Soldiers were asked questions pertaining to individual Soldier behavior, unit leadership, equipment and pre-deployment training.

"Our intention was to learn from the Soldiers what they thought contributed to their survival in Iraq," said Milton Hileman, senior military analyst for CALL. "We asked them to focus their answers as if they were talking from one Soldier to another."

The remaining responses came from a 23-question survey that CALL placed on its Web site.

"We were pleased with numerous responses we received from many of the Soldiers," said Hileman. "The Soldiers in many cases were very insightful."

"Several Soldiers came up to me after filling out the survey and said 'Thank you for asking,'" said James Gebhardt, senior military analyst for CALL. "They had a sense of self-worth and self-importance."

The handbook will be made available in paper format this month.

## AIR FORCE TESTS NONLETHAL WEAPON SYSTEM

AIRMAN FIRST CLASS ERIC SCHLOEFFEL, USAF

Airmen of the 820th Security Forces Group at Moody Air Force Base, Georgia, are currently evaluating a long-range, non-lethal weapon system that could eventually save lives in the war on terrorism.

The Active Denial System (ADS) is designed to engage and repel human targets by projecting a beam of energy that creates an intolerable heating sensation on the skin, said Tech. Sergeant John DeLaCerde, the NCO in charge of the 820th SFG advanced technologies section.

"Right now, we don't have a medium between shouting and shooting when determining an adversary's intent," he said. "When operating ADS, you can be at a distance even further than small arms range and still repel an individual."

The ADS beam is invisible and operates on a 95-gigahertz millimeter radio frequency wavelength that moves at the speed of light. The effect penetrates the skin at 1/64 of an inch which causes pain receptors to react. Once removed from the targeted area, the effect of the beam quickly dissipates.

"The pain is comparable to an intensified version of opening an oven and feeling the initial blast of hot air," said Staff Sergeant Jason Delacruz, an ADS operator who has also been exposed on several occasions for training purposes. "The effects are extremely sudden, and natural instincts automatically force you to quickly exit the target area."

ADS cannot be impeded by most readily available materials and is designed to be very discriminate.

While the effects can be unpleasant, ADS has undergone extensive testing since its inception more than 12 years ago.

Human effects experts have determined



Airman First Class Gina Chiaverotti, USAF

*The Active Denial System is designed to project a beam of energy that creates an intolerable heating sensation on the skin.*

there are no long-term health effects associated with ADS, and research involving more than 600 volunteers and 10,000 exposures has proven there is a less than a one tenth of 1 percent chance of even a very minor injury.

The 820th SFG was the first unit selected to conduct the extended user evaluation portion of the advanced concept technology demonstration process. This process is designed to expedite the transfer of advanced technologies to the warfighters.

Some of the system's intended benefits include helping troops secure base perimeters, checkpoints and entry control points, peacekeeping and humanitarian assistance, and crowd dispersal, DeLaCerde said.

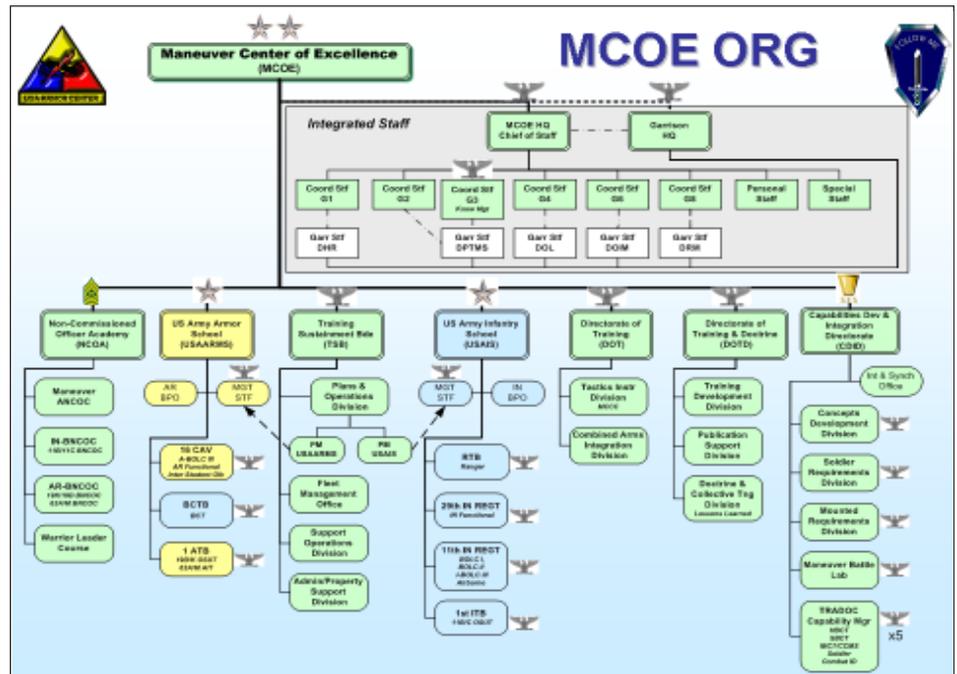
"ADS has been very effective, and we're getting a lot of positive feedback," the sergeant said. "Nonlethal weapons have a real role on today's complex battlefield because telling the difference between combatants and noncombatants can be very difficult. In the long run, this can help limit collateral damage, protect the innocent, and save the lives of our men and women in combat."

# DEVELOPING A MANEUVER CENTER OF EXCELLENCE

## INFANTRY FUTURES GROUP

The 2005 Base Realignment and Closure (BRAC) commission's decision to move the Armor Center and School from Fort Knox, Kentucky, to Fort Benning, Georgia, not later than 2011 has resulted in a massive planning effort to transform Fort Benning into the future Maneuver Center of Excellence (MCOE). Guidance from the Army leadership was simple and straightforward: maintain branch integrity within the new MCOE model and ensure that there is no degradation in quality; the MCOE must meet or exceed the current training standards for all Soldier and leader development instruction currently taught at the two schools. Over the past 18 months, the Infantry and Armor Centers have been working very closely on the development of a new organizational design that will combine the Armor and Infantry Schools into a single MCOE located at Fort Benning. A Board of Directors (BOD) guides the planning and execution of the MCOE transformation. BOD members are Major General Walter Wojdakowski, Commandant of the Infantry Center, and Major General Robert Williams, Commandant of the Armor Center, their deputy commanding generals, chiefs of staff, director of the Armor School, director of Infantry Futures, school and center command sergeants major, garrison commanders, and their spouses. BOD members meet quarterly to review transformation progress, provide guidance to planning teams, and to resolve MCOE-related issues.

Planners from Fort Knox and Fort Benning developed a comprehensive campaign plan that outlined the end state and path forward for the development of the Maneuver Center of Excellence. In order to maintain branch integrity, it was decided early on that individual branch schools with proponent offices would be retained under the new model. All program of instruction (POI) training is being



TRADOC-approved MCOE Organization Model

reviewed to determine which courses could be consolidated for more effective and efficient training. The Armor and Infantry Schools have already consolidated both the Captains Career Course and Advanced NCO Course. These courses are being taught at both locations with a larger mix of Infantry and Armor branch NCOs and officers in each class until facilities support moving the course load from Knox to Benning. A major change in the MCOE structure was the creation of the Capabilities Development and Integration Directorate (CDID), which will be a purely maneuver and capabilities focused organization. The CDID places all of the "futures" organizations under a single director to ensure integration and synchronization of all of their activities. The subordinate organizations of the CDID will be the Maneuver Battle Lab, Concepts Development Division, Requirements Determination Division, and TRADOC

Capabilities Managers (TCM) for Infantry, Stryker, and Heavy Brigade Combat Teams. There will also be a TCM Soldier and a new TCM for Combat Identification. The three brigade combat team TCMs are also a major shift away from the traditional systems-focused management approach to one that will now concentrate on a formation-based organization. The new Battle Lab will combine the current Soldier Battle Lab with Armor Center experimentation assets into a single Maneuver Battle Lab. Concepts development and requirements determination will also include the full range of Armor, Infantry, and Soldier-related issues. The CDI directorate will be led by a Senior Executive Service (SES) civilian who will work directly for the Maneuver Center commander.

A Training Sustainment Brigade (TSB) will also be part of the MCOE organization and will provide oversight of all direct

support to training events on Fort Benning. It is anticipated that the TSB will be commanded by an ordnance branch colonel and will be subordinate to the MCOE commander. Fort Benning will also transition to a Fleet Maintenance Initiative (FMI) concept for the execution of field maintenance, ammunition handling, and transportation for all training support activities. This initiative will involve the transfer of several hundred military and government civilian personnel spaces to the Army Materiel Command (AMC) for administration of the FMI program on Fort Benning. The FMI program will become an integral part of the Training Sustainment Brigade once it is activated.

In preparation for the stand up of the MCOE, planners from both Fort Knox and Fort Benning are developing a new Table of Distribution and Allowances (TDA) that will quantify the number of personnel and the skill sets required to accomplish the MCOE mission. An MCOE Organization and Functions Manual is also being prepared that will clearly delineate the roles, functions, and responsibilities of all of the MCOE subordinate organizations. In order to ensure that the completed MCOE installation will be able to support all of the current training requirements of both the Infantry and Armor Schools, Fort Benning is in the process of developing a modeling and simulation (M&S) program that will allow them to visualize, through constructive simulations, the most intense training day it could expect to have once the MCOE has been established. This M&S tool will allow planners and trainers to replicate the maximum stress put on ranges, maneuver training areas, road networks, classrooms, and all of the installation's quality of life facilities. The simulation will allow Fort Benning to identify any potential "break points" well in advance of the actual MCOE stand up and will also provide time to make any necessary adjustments to the campaign plan.

Over the next five years Fort Benning will see approximately \$2.4 billion in major construction for additional ranges, barracks, troop medical clinics, vehicle maintenance facilities, a Combined Arms Collective Training Facility, child development center, headquarters buildings, and other infrastructure needed to support the additional students, cadre, and family members on the installation once the Maneuver Center of Excellence is established. Major construction is scheduled to begin after completion of a thorough environmental impact study which should be completed in October of 2007. Construction projects will be completed in phases with 2010 and 2011 being the primary completion years for the bulk of the new barracks, tank and small arms ranges, training facilities, and other quality of life projects.

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**The Infantry Futures Group** (IFG) was formally established at Fort Benning, Georgia, in August 2003 as an integration and synchronization office under the Director, Infantry Futures. The primary function of the IFG is to perform staff coordination activities between the Concepts, Requirements, and Experimentation Divisions, and five different TRADOC Capabilities Managers, that are all subordinate organizations of the Director, Infantry Futures. During the past 18 months, the IFG has been heavily engaged in the design work of the Maneuver Center of Excellence.

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## ARMY SEEKS IDEAS FOR MCOE PATCH, CREST, MOTTO

The Army is accepting design ideas through **March 31** for the shoulder sleeve insignia, distinctive unit insignia and motto for the Maneuver Center of Excellence.

The Infantry and Armor schools will collocate and become the MCOE at Fort Benning, Georgia, during the next five years. The center will be responsible for all Army land-based maneuver training development, doctrine, and capabilities development for armor and infantry pronencies.

Personnel assigned to the infantry and armor schools will continue wearing current shoulder sleeve and distinctive unit insignias that reflect the contributions, sacrifices and spirit of each branch. Current and retired military personnel and Department of the Army civilians may provide input for just one or all of the items.

### **Submission guidelines are as follows:**

**Requirements:** A clear, hand-drawn or electronic sketch of the shoulder sleeve insignia, distinctive unit insignia, and a short, succinct motto. The motto must be written in English and is limited to 26 characters (letters and spaces). Individuals may provide a suggestion for just one or two of the desired items if they prefer.

**Format:** Designs should be drawn on paper or provided as electronic files. Electronic files should be in JPG or BMP format, and may be sent on diskette or CD-ROM via normal mail or as an e-mail attachment. All submissions must include the name, phone number, e-mail address, and mailing address of the individual submitting the designs and motto.

**Submissions:** Submissions will be accepted through March 31, and may be sent via e-mail (no larger than 3 megabytes) to:

***MCOE\_Insignia\_Suggestions@knox.army.mil***

Alternatively, input may be sent via normal mail to either:

ARMOR Magazine

ATTN: ATZK-DAS-A (MCOE Patch)

201 6th Ave., Ste. 373, Building 1109A

Fort Knox, KY 40121-5721

**OR**

Headquarters, U.S. Army Infantry Center

ATTN: ATSH-ATH

Building 4, Room 451

Fort Benning, GA 31905-5000

**Selection process:** Submissions will be screened by the Maneuver Center of Excellence Board of Directors, which is chaired jointly by the Chief of Armor and the Chief of Infantry. The most suitable and acceptable concepts will be considered for forwarding to the Institute of Heraldry for final production of the patch and crest.