

# Ethos

ISSUE 21  
NAVAL SPECIAL WARFARE



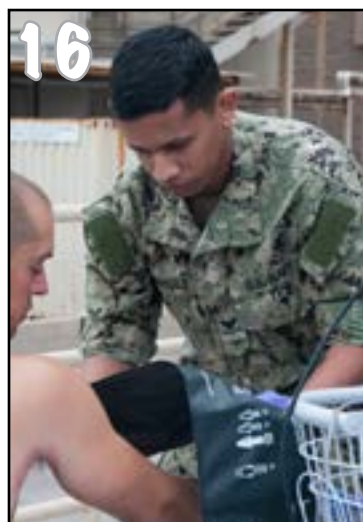
## LOSEY TAKES COMMAND



# Issue 21 Contents



**On Our Cover:**  
Rear Adm. Brian Losey  
relieves Rear Adm. Sean  
Pybus at the CNSWC  
change of command  
ceremony, June 21.  
Photo: MC2 Megan Anuci



- 6 One Team, One Fight**  
The SEAL & SWCC Scout Team is searching for diverse candidates to meet NSW's needs
- 9 Honoring the Fallen**  
Naval Special Warfare honors the eighth anniversary of Operation Red Wings
- 10 The Future USS Michael Monsoor (DDG 1001)**  
The first of three commemorative ceremonies is complete in the construction of the ship
- 12 A Frogman before Frogmen**  
WWII veteran Alfredo Palacios is honored for his actions during D-Day
- 14 Change of Command**  
Rear Adm. Pybus passed the reins to Rear Adm. Losey, June 21
- 20 The Children of NSW**  
A feature focusing on NSW's diverse force and the challenges that accompany raising children in military families
- 22 Fit to Fight**  
Maj. Andy Christian's mission to bike, swim and run to raise money for injured service members
- 25 Embracing A New Concept of Medical Treatment**  
The National Intrepid Center of Excellence (NICoE) brings a different option for the care and treatment of traumatic brain injuries and post-traumatic stress disorder

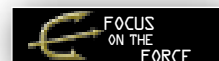
## DEPARTMENTS

- 2 News briefs**  
SEAL Team 17 participates in Foal Eagle, NSW hosts the SEAL Invitational, and more

- 16 First Aid**  
BUD/S Medical corpsmen keep candidates fighting

- 28 Ethics**  
The study of ethics has become the study of simply following rules, writes Bob Schoultz

- 29 Leadership**  
Team Leadership: An Open Letter to Prospective SEAL Senior Enlisted Advisors (Part 1 of 3)



**COMMANDER >** Rear Adm. Brian L. Losey  
**FORCE PUBLIC AFFAIRS OFFICER >** Capt. William Fenick  
**DEPUTY PUBLIC AFFAIRS OFFICER >** Ms. Patricia O'Connor  
**ASST. PUBLIC AFFAIRS OFFICER >** Lt. Cmdr. David McKinney  
**EDITOR >** MCCS (SW/AW) Michael Raney

**ASSOCIATE EDITOR >** MC3 Paul Coover  
**PRODUCTION MANAGER >** MC1 (SW/EXW) Geronimo Aquino  
**STAFF >** MC1 (SW/AW) Dominique Canales, MC2 Megan Anuci, MC3 Geneva G. Brier  
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# A Parting Message from Rear Adm. Sean Pybus

**A**s I pass WARCOM to Rear Adm. Brian Losey, I'd like to share some parting thoughts on my tenure as commander.

One of my priorities was to stabilize and mature the processes and relationships that NSW depends upon for its success. We made great strides in formulating a strategic direction, making long-term resourcing decisions and optimizing NSW readiness to support the United States Special Operations Command's lines of operation. We've been able to keep NSW relevant and effective by ensuring our operators are well-trained, well-equipped and fully prepared to meet the challenges ahead. This will be an ongoing process as our force departs Afghanistan, returns to its maritime focus (what we've termed an amphibious evolution in reverse) and fully integrates with theater special operations commands and the Fleet. Additionally, we have committed to well-conceived plans and programs to take care of our Force and Families. Our dedicated efforts in this area are making a positive difference. We have reduced some of the uncertainty and anxiety within our Community and we will continue to change and build on various programs as the needs of our Force and Families evolve.

We accomplished a great deal in the past two years despite challenging times. Forty-seven NSW professionals died "on watch" in the past two years, including 23 SEALs and nine mission specialists who were killed in action. Never Forget Them. I want to express my personal gratitude for all efforts to ensure our men and women are successful and safe. And when we suffer human loss, there is a wellspring of compassionate people who step up, support and care for those who lose loved ones. Thank you.

Support from the Navy SEAL Foundation, the NSW Family Foundation, and other generous individuals, benevolent organizations and the local communities

where we work and live has been critical, timely, and deeply appreciated. Thanks to those who help NSW.

We have experienced a time of historic media attention following several significant rescue attempts, successful missions against high value targets, the release of "Act of Valor," and a plethora of books and movies about missions. We are attempting to pull the Community back into the shadows, but there are more books and Hollywood movies coming. I ask you to do all we can to return to a humble, low profile, highly capable Special Operations Force of Quiet Professionals.

My wife Patty and I have had a very rewarding tour. I am honored to have led this Force and our Families. We celebrated 50 years of Navy SEALs in service to our Nation. Our SEALs and SWCCs have been very successful and remain in high demand. We are leaving here very proud of all that NSW has accomplished and optimistic about the future.

We are leaving NSW in great hands, those of Rear Adm. Losey and his wife Ivy, as well as our commodores, commanding officers and very capable senior enlisted advisors. They will continue to be supported by an incredible team of dedicated military personnel and experienced civilians who adeptly manage the business of NSW. I can never thank all of you enough, but know how privileged I was to represent this great team.

Rear Adm. Sean A. Pybus  
11th commander, Naval Special Warfare Command





## SEALs and ROK SEALs conduct Foal Eagle exercise

CHINHAE, South Korea – A Navy SEAL reached out from the relative safety of a hovering helicopter into the blackness outside and grasped a rope. He swung his feet out into the air and let gravity take its course, feeling the warmth of friction burn its way through his leather-clad hands, slowing his descent. His feet hit a pitching flight deck and he ran to the closest bulkhead, unstrapping his weapon as he went, to provide cover for his teammates following behind him. Fourteen special operators from the U.S. and South Korean navies, as well as two combat controllers from the U.S. Air Force, did so as they boarded a ship in the East China Sea. The group was looking for components to weapons of mass destruction and a scientist capable of putting them all together.

The helicopter assault force moved swiftly, securing the bridge, steering and engine rooms of the ship before linking up with a similar force that simultaneously boarded the vessel from a small boat. Within 10 minutes the ship was under their control.

Except it was all part of a drill.

It began two weeks earlier when a platoon and support staff from SEAL Team 17, the Naval Reserve SEAL team based in Coronado, Calif., arrived in Chinhae, South Korea, as part of Exercise Foal Eagle 2013, an annual exercise designed to enhance interoperability and strengthen the alliance between U.S. and South Korean forces.

“Operating in a joint and combined environment like this is crucial,” said Cmdr. Andrew Schreiner, the Foal Eagle Task Force commanding officer. “We need to know that if we are called upon, that we can work together as a single unit. By doing exercises like this we show commitment and build skill sets critical to the combined U.S., Republic of Korea and NSW force.”

Back at training, the SEAL (who asked that only his first name, Dan, be used) spoke through a translator to explain how U.S. special operations forces de-conflict, or meet up with friendly forces clearing the same building. It is critical that both teams understand this, Dan said, so the two forces don’t accidentally shoot each other when they meet aboard a ship.

After the message was translated, the operators practiced the technique inside the shoot house, both teams moving smoothly and quickly from room to room, hallway to hallway. The teams peacefully met at a doorway. The lesson was successful.

Then, Dan had them do it again.

Dan was the training petty officer for the SEALs on this exercise and worked to ensure that both the South Korean and U.S. SEALs were “speaking the same language” when it came to the tactical operations on which they would be working, he said. He said that while the goals of both forces are the same, there are subtle differences in the ways the forces operate that needed to be addressed to ensure the two units can work together without confusion.

“The missions that we are doing are not anything that we, or the ROK, could not do on their own,” Dan said. “However, by training together and really getting good at working together - when we do combine, we are better than either could be on our own.”

In the East China Sea, Dan and his platoon teammates began to search the ship. Somewhere on board were parts that simulated what might be needed to construct a weapon of mass destruction. Methodically the team began to clear each of the ship’s many compartments.

The Air Force joint terminal attack controller coordinated with the MH-47s that brought them in, the Apache helicopters that were flying cover and the intelligence surveillance and reconnaissance platform that was providing eyes for the whole operation.

Back at Chinhae, the task force commander, Cmdr. Schreiner, supervised the entire mission from the tactical operations center (TOC).

“Because we train for this on a semi-annual basis, the SEALs and combat service support reservists at SEAL Team 17 are incredibly skilled at this mission,” Schreiner said. “Our task force serves as the supported commander for a number of U.S. and ROK SOF maritime and aviation assets, all of which get C2’ed from the NSW Task Force TOC. When it’s all put together, our joint and combined force is as lethal and effective as SOF gets.”

Dan and his teammates located an actor playing the role of a scientist hiding in a forward compartment of the ship. The U.S. and ROK SEAL teams were able to secure the simulated weapons parts and deliver intelligence to the tactical operations center; they did so by working together. And without the relationships built through such combined operations, leaders said, special operators would lack the ability to collaborate with allied forces effectively.

MC1 Tony Spiker

Navy Reserve Fleet Combat Camera Group Pacific



San Diego-area high school students participate in log physical training during the third annual Navy SEAL Invitational hosted by the Navy SEAL & SWCC Scout Team. The Scout Team provides mental and physical training for different athletic teams with the goal of creating awareness for careers in Naval Special Warfare.

## NSW Family Support: Opening the Lines of Communication

CORONADO, Calif. – “He seemed to lose the warmth and the family connection that he had prior to the war,” the woman said. “He found—I found him separating himself from us, kind of putting up walls to either protect himself or just, you know, in a prepared state of mind constantly ready to go to the next mission.”

During a May 10, 2012 National Public Radio interview, Lisa Faris described her husband, U.S. Special Operations Command’s top enlisted man, Army Command Sgt. Maj. Chris Faris, in an effort to help other special operations forces in struggling marriages. And after more than a decade of combat operations overseas, service members within the Naval Special Warfare (NSW) community and their spouses also face challenges as a result of frequent separations.

However, NSW families do not need to face these challenges alone, said Jane Worthington, Naval Special Warfare Command’s Family Support Programs Manager on the West Coast. Worthington and her staff provide a variety of family support services to the NSW community.

“We regularly solicit feedback from NSW members and their families to identify support programs that will be useful to the community,” said Worthington. “By soliciting information anonymously, we are able to obtain sensitive information needed to provide tailored workshops that focus specifically on their needs.”

One of the findings from the surveys was that NSW families desire better communication with significant others. Therefore, on April 8, NSW service members and their spouses were invited to attend “Becoming Your Spouse’s Better Half,” a workshop that focused on the joys and challenges of being in a committed relationship. Bestselling author Rick Johnson

used the workshop to share his strategies for creating stronger connections, building friendships, and enhancing intimacy.

“Differences between men and women will always exist, but those differences are what create strength in couples,” Johnson said. “Differences like the difference between night and day are what make the world special, and marriage is the same. It’s a beautiful union of compromise and it’s ever-changing but always rewarding growth.”

Johnson explained a key to understanding the differences between the sexes was communication.

“Women feel loved when they are listened to,” Johnson said. “The communication problem is that men think they are supposed to do something about whatever is being discussed, when in reality, women just want them to pay attention and listen.”

Johnson said men, on the other hand, tend to remain stoic in conversation. They might believe openness is vulnerability, and that showing emotion is showing weakness.

For Jenny, an NSW spouse, Johnson’s workshop helped remind her and her spouse to take time, when they have it, to remember that the simple things in a relationship are important.

“Once we got married, life started going so fast and you start to forget about all the little things like holding hands,” said Jenny. “You’re both so focused on getting the next thing done. I love my husband, and I know he’s got a lot going on—sometimes I just want him to sit with me and do nothing.”

Jenny’s husband deployed shortly after the workshop. For her, workshops like this one and other programs offered to the NSW community help prepare families for life before and after deployment.

“It was difficult facing the fact that he was leaving,” Jenny said. “The last time he had to deploy we didn’t really talk about it much, but being at the [pre-deployment] retreat together put things into perspective. I feel like it has helped us talk through what

was going on with him leaving and now we have solid expectations for what’s going on with his deployment and how to talk to each other about things. I really think it’s going to make a huge difference by the time he gets home.”

MC1 John Fischer  
NSWG-1 Public Affairs

## San Diego High School Athletes Compete in Navy SEAL Invitational

SAN DIEGO – Athletes from six San Diego-area high schools participated in the third annual Navy SEAL Invitational at the Naval Special Warfare Center April 20.

The six high schools each brought teams of seven athletes to compete in a race comprised of Navy SEAL physical training techniques.

“The entire objective of the Navy SEAL Invitational is to develop teamwork,” said retired Capt. Bob Rohrbach, operations officer for the Navy SEAL and SWCC Scout Team.

The Navy SEAL and SWCC Scout Team identifies high-quality potential SEAL and SWCC candidates, makes them aware of a career in Naval Special Warfare and assists them through the recruiting process. The team also hosts the Navy SEAL Invitational each year.

Some of the challenges presented during the race included teams carrying a 250-pound log, completing a three-mile run with a 35-pound sand bag, and having one team member swim 400 yards in the Pacific Ocean.

The high school athletes also had to complete 300 sit-ups, 300 push-ups and 300 pull-ups as a team.

The athletes at the invitational represent several different sports and athletic backgrounds.

Mike Sweat, head coach of the St. Augustine High School team that took first place at the invitational, said his seven athletes play a variety of sports including swimming, rugby, cross-country, lacrosse, golf, wrestling, track and field and football.

Sweat said he preaches mental and physical toughness year-round at St. Augustine and the SEAL Invitational was a perfect opportunity for his team to display its training.

Kyle Daly, captain of the St. Augustine High School team, said although his team members were tired, they pushed through the final 200-yard run because they knew they could win the invitational.



Special Operators assigned to SEAL team 17 practice a Visit, Board, Search and Seizure (VBSS) on a South Korean Naval Vessel during exercise Foal Eagle. Foal Eagle is an annual defense oriented exercise designed to ensure Republic of Korea and U.S. forces are prepared to execute required tasks and missions to protect the Republic of Korea.



Special Operators Assigned to SEAL Team 17 conduct a VBSS on board a South Korean Navy ship in conjunction with the Republic of Korea's Naval Special Warfare Flotilla during exercise Foal Eagle.



“It’s a lot of fun,” Daly said. “You learn more about yourself and your teammates.” Jerry Ralph, coach of the Hoover High School team, said he chose participants for his team based on whom he would like to develop as leaders.

“They learn they can never give up, and they rely on their teammates,” said Ralph. “The Navy SEALs instill that in them.”

Student athletes from the Del Norte, Hoover, Irvine, Eastlake, Central Catholic, and St. Augustine high schools participated in the competition while family and friends joined the event as spectators.

For one spectator, the invitational was more than just a one-day competition - it was a possible preview of her son’s future training.

Sherise Blackwood’s son Derek Thompson, a senior at Del Norte High School, has participated in the invitational all three years and plans to pursue a career as a Navy rescue swimmer after he graduates in June.

“I’m not sure from a mom standpoint that I’m ready for him to leave, but I’m happy for him,” said Blackwood. “This event has really taught him confidence and how to rely on a team.”

Rohrbach says coaches tell him that athletes return from the invitational knowing they can do more than they think they can.

“They realize that no matter how hard the task, they can do it,” said Rohrbach.

MC3 Samantha Webb  
NPASE West

### Members of SBT-12 Run 5km in Support of SAAPM

CORONADO, Calif – In 2012, about 600 Sailors showed up to run a 5km road race at Naval Base Coronado to raise awareness for the Navy’s Sexual Assault Awareness and Prevention Month (SAAPM), held nationally each year in April. At the 2013 edition of the event held today, that number more than doubled.

Among the roughly 1,400 participants at this year’s event were members of Special Boat Team 12 (SBT-12), one of the Navy’s elite maritime units. Sailors assigned to the team said they came out to show support for a Navy-wide solution to curbing sexual assault.

A Special Warfare Boat Operator 3rd Class (SWCC) said the event was a good opportunity for members of Naval Special Warfare to show support for Sailors outside their own community.

“Everyone’s here for the same cause,” he said.

He went on to say the event was a good fit for SBT-12, as the unit could participate the SAAPM event while working out - a critical requirement for his job as a Special Warfare Combatant-craft Crewman in Naval Special Warfare. He said the run fit in well with SWCC’s focus on fitness.

“It’s a rigorous job, so physical fitness - peak fitness - is pretty key,” he said.

The competition was informal, and no times or winners were recorded. Nevertheless, that didn’t stop members of SBT-12 from competing in friendly rivalries against peers.

Engineman 2nd Class (EXW) Josh Williams, assigned to SBT-12, was first across the line for the group.

Williams said it was important to SBT-12 to show their support to victims of abuse.

“It’s just so they know that we’re there as a unit as well,” he said of SBT-12’s goals for the day. “It’s not just the fleet; it’s also the special warfare side.”

Chief Air Traffic Controller (AW/SW) Alea Schuyler organized the event and said she was surprised but encouraged by the large turnout. Schuyler said she felt the event accomplished dual missions.

“One, you’re getting everyone out and working on one purpose,” Schuyler said. “Two, you’re getting everyone out and working on exercise, which helps morale and physical fitness.”

Schuyler said the 5km race emphasized one overarching message.

“One shipmate hurt,” she said, “is one too many.”

MC3 Paul Coover

### SEAL Performs Emergency Repair During Spacewalk

INTERNATIONAL SPACE STATION – Cmdr. Chris Cassidy, a U.S. Navy SEAL, was one of two NASA astronauts to conduct a spacewalk May 11 in order to resolve an ammonia leak in the power system at the International Space Station, which is currently orbiting Earth.

Cassidy, who is assigned to NASA’s Expedition 35 team along with fellow flight engineer Tom Marshburn, removed a faulty piece of equipment that was suspected to be the source of the leak. Cassidy’s task occurred about 2 1/2 hours into their 5 1/2-hour spacewalk. NASA officials blamed a meteorite or a piece of debris hitting the cooling radiator as the initial cause of the leak.

The spacewalk was the 168th excursion in support of the assembly and maintenance of the space station, and the fourth for

Cassidy. NASA officials said the emergency spacewalk set a precedent because it was conducted on such short notice.

Cassidy follows in former SEAL and Astronaut Hall of Fame member Capt. William Shepard’s footsteps as the second SEAL to launch into space with NASA. Shepard is a veteran of four space flights, which included commanding the Expedition 1 Mission in 2000 aboard the International Space Station. As a SEAL, Shepard served with Underwater Demolition Team 11, Special Boat Team 20 and SEAL Teams 1 and 2.

A York, Maine, native, Cassidy graduated from the U.S. Naval Academy with a Bachelor of Science degree in mathematics. Cassidy completed Basic Underwater Demolition/SEAL training in Coronado, Calif., and was the honor graduate of BUD/S Class 192. Cassidy served as executive officer and operations officer of Special Boat Team 20 in Norfolk, Va., and platoon commander at SEAL Team 3 in Coronado. His awards include two Bronze Stars with combat “V” and a Presidential Unit Citation for missions with the Army’s 10th Mountain Division on the Afghanistan-Pakistan border.

He applied for the astronaut program after receiving his master’s degree from the Massachusetts Institute of Technology in 2000 and was accepted into the space program in 2004.

Cassidy is scheduled to be in space until September 2013.

MC3 Geneva G. Brier

### San Diego Students Spend the Day with Navy SEALs

CORONADO, Calif. – Naval Special Warfare Center (NSWCEN) hosted students from the San Diego School Safety Patrol (SDSSP) and officers from the San Diego Police Department (SDPD) during a day with Navy SEALs, May 11.

SDPD Juvenile Services, Southeastern Division teamed up with the Naval Special Warfare Center to provide the opportunity for more than 177 School Safety Patrol students from the San Diego Unified School District to visit the SEALs.

The day began with a Navy SEAL video and motivational speech designed to give the students a basic understanding of Naval Special Warfare. Fifteen SEAL instructors and staff members then led the students and officers through the infamous Basic Underwater Demolition SEAL (BUD/S) obstacle course where students climbed ropes, balanced atop logs and maneuvered under barbwire.



Cmdr. Chris Cassidy conducted a space walk to repair an ammonia leak in the power system of the International Space Station May 11, 2013.

“Our strong partnership with San Diego Police Officers brings this event together,” said Capt. Bill Wilson, NSWCEN’s commanding officer. “Most of the children have never spent a day at the beach, and they live within 10 miles of the ocean. It’s a fun day for both the kids and our instructors.”

After a face-painting session, the students played a game of game of tug-o-war on the beach and saw a display of assorted weapons and armored vehicles.

“This day means a lot to these kids,” said SDPD Capt. Tony McElroy. “They get to come out here and see everything that SEALs do and know that maybe one day they can try to become a Navy SEAL.”

SDSSP was established in 1935 by SDPD to assist elementary school children to cross uncontrolled intersections on their way to and from school, and to reduce the number of pedestrian and bicycle collisions involving elementary-age students. The mission of SSP is to promote the safe crossing of elementary students to and from school and to provide classroom education to maximize the safety of students at all times.

More than 90 schools participate in the program, which is comprised of nearly 2,000 fourth- through sixth-grade students. The students are responsible for helping children cross safely at their school locations. They are selected, trained, and supervised on an ongoing basis by Juvenile Services team officers from eight area stations. Their job includes controlling pedestrian and vehicular traffic, and watching for and reporting traffic violations.

All safety patrol students received a medal of recognition and each captain was recognized with an honorable certificate.

MC1 (SW) Michael Russell  
NSWCEN Public Affairs

### Ceremony Highlights Role of Enablers in NSW

SAN DIEGO - Eight Sailors from Commander, Naval Special Warfare Command in Coronado, Calif., earned the right to wear new uniform devices May 31, but none of those devices were the Trident or SWCC pin typically associated with the command. Instead, the eight Sailors will wear new rank insignia as a symbol of their forthcoming promotion to the next pay grade.

The frocking ceremony, in which Sailors receive the right to wear the uniform and assume the responsibilities of their next rank, is a Navy tradition that precedes actual advancement. Sailors are then advanced in pay over the course of three cycles throughout the year.

Chief Warrant Officer 5 Kenneth Bowers, Master Chief Operations Specialist (EXW/SW) Donald Brockman and Special Warfare Operator Master Chief (SEAL) Terry Kelley all advanced to the top of their respective pay scales to begin the ceremony.

Advancing as petty officers were Electronics Technician 1st Class (SW) Michael Martire, Legalman 1st Class (SW/AW) Sharon Renova, Yeoman 1st Class (AW) Aaron Warga, Intelligence Specialist 2nd Class (SW/AW) Mercedes Huff and Mass Communication Specialist 3rd Class Paul Coover.

Sailors from numerous support jobs help make up Naval Special Warfare, where many Navy SEALs and Special Warfare Combatant-craft Crewmen (SWCC) train and work. Command leaders frequently stress the importance of support roles in enabling special warfare operators to complete missions.

Command Master Chief (SWCC) Miguel



Intelligence Specialist 2nd Class (SW/AW) Mercedes Huff (right) is frocked by family members during an advancement ceremony at Naval Special Warfare Command.

Albelo said SEALs and SWCC are trained to be proficient in a variety of skills but often benefit from other Sailors who are able to specialize in specific tasks.

“We could not be successful forward without the support of the enablers,” Albelo said. “A lot of folks don’t really realize what the enablers bring to the table.”

Rear Adm. Sean Pybus, commander, Naval Special Warfare Command, recently wrote about the same topic in “The Year in Special Operations” magazine.

“Our success is due, in part,” Pybus wrote, “to the work of dedicated Sailors: mission specialists skilled in explosive ordnance disposal, intelligence, communications, training, logistics, maintenance, medicine, and other combat support services. We could not do all that we do without them.”

“Today,” Pybus said before frocking the Sailors, “we will witness an event that’s really the highest privilege for me to participate in: the military evolution of people as they prove themselves and qualify and then are formally given additional responsibilities.”

Renova, who previously served on USS Ronald Reagan (CVN 76), said it was especially meaningful to be promoted while supporting Naval Special Warfare.

“Being promoted gives me more tools to help in that support role,” she said. “That helps me feel part of the community.”

MC3 Paul Coover



# One TEAM One FIGHT

MC3 Geneva G. Brier

The Navy SEAL and SWCC Scout Team redirect their efforts to find candidates able to form strong bonds in multiple cultural settings

**B**odies covered in sand, sweat dripping from young men's faces, and clothes soaked from murky water. Thirty-seven young men bellowing out orders over each other as they quickly try to form a height line before their allotted time runs out.

The young men are football players from Hoover High School, a local high school in City Heights well known for its diverse student body. The school is visiting Naval Special Warfare Command for the fourth time in hopes of experiencing what it would be like to go through Navy SEAL training.

The young men stand nervously waiting for a Navy SEAL to nod his acceptance of their effort or hold the megaphone to his mouth to order a secondary command. He walks slowly down the line looking the players up and down, his goal to give them a brief glimpse into SEAL training and offer them the tools if they do in fact choose to volunteer for special operations.

For U.S. Navy SEALs, a strong bond and partnership with trusted allies in any given region could greatly improve combat effectiveness. Recruiting candidates like the students at Hoover could help that effort - a SEAL who has significant cultural knowledge and language skills is irreplaceable when forming relationships with allies.

Naval Special Warfare (NSW) is diverse as a force as a whole, but is much less when it comes to its operators. Over the past several years, missions have had a greater demand on operators in a variety of regions as opposed to a focus on a single war zone, making the need for diversity among SEAL teams a priority.

"The strongest bonds are developed when you have someone from that specific culture who is in our organization," said Capt. Duncan Smith, director of Navy SEAL & SWCC Scout Team. "Having members within our ranks who know certain cultures around the world and who are quick to develop bonds multiplies our combat effectiveness."

The Naval Special Warfare Center Recruiting Directorate (RD), also known as the Navy SEAL & SWCC Scout Team, was developed in 2005 bring awareness about the teams to potential SEAL candidates and to fill Basic Underwater Demolition/SEAL (BUD/S) classes to capacity, which had previously never been done. Since 2007, every class has been filled, and about 70 percent of graduates have previously obtained college degree, which raised the standards for entry into the training.

With the increase in the number of college graduates applying to become operators atop the already vast amount of applicants interested in becoming SEALs, NSW has shifted its recruiting focus. The Scout team's main objective now is not only finding qualified applicants but also attracting diverse individuals capable of becoming operators.

In December 2011, Rear Adm.

Sean A. Pybus, who was then commander, Naval Special Warfare Command, moved forward with a proposal by RD to broaden the definition of diversity as it relates to recruiting. In the past, scouting efforts were primarily focused on finding African-American officers. Currently, due to Pybus' actions, efforts have broadened so that scouts now seek enlisted and officer candidates across a variety of ethnicities to include Asians, Hispanics and African-Americans, among others.

"Rear Adm. Pybus has repeatedly and steadfastly articulated their commitment to developing diversity among this elite group," writes Captain Cynthia I. Macri, M.D, Special Assistant for Diversity to the Chief of Naval Operations. "Their interest is operational: SEALs succeed because of their ability to blend into the host country. You can't do this if you don't look like, act like, and sound like a native."

Although an obvious lack in diversity is present throughout the SEAL teams, it is difficult to obtain an accurate record of ethnicity due to the fact that phases throughout the process of becoming a SEAL record ethnicity and race differently. Numbers regarding diversity are also recorded differently depending on where in the country information is recorded.



MC3 Geneva G. Brier



MC2 Jacob L. Dillon



MC3 Geneva G. Brier

Another hurdle in the system is that all members have the option to decline providing their race or ethnicity, changing results significantly and making recruiting more challenging.

"Diversity is as much art as it is science," said Smith. "Some statistics are purely self reported, others are reported by the recruiter. And ethnic categories do not always accurately capture who is coming into the force."

Having knowledge of the inaccuracy of statistics makes the RD effort more challenging and makes their presence and involvement within diverse communities an important factor while scouting.

"We focused a heavy effort over the last 18 months within outreach activities including the release of 'Act of Valor'," said Smith. "'Act of Valor' was done with a purpose; there is a reason why three of the eight Navy SEALs in the film are diverse."

In addition to the production of "Act of Valor," a large recruiting effort is focused on outreach programs with the Boy Scouts of America, Hispanic Games, National Football League, Historically Black Colleges and Universities, combines and SEAL Fitness Challenges that are held at diverse high school and college campuses.



“Having members **within our ranks** who **know certain cultures** around the world and who are quick to **develop bonds** multiplies our **combat effectiveness**.”

- Capt. Duncan Smith,  
director, Navy SEAL and SWCC Scout Team

“We send a few SEALs to each event of various pay grades and who are able to bring their background into the conversation to create a mutual understanding,” said Smith.

The Navy SEAL & SWCC Scout Team focuses on parts of the country that have the most diverse populations and it has blended that knowledge where it hosts outreach programs.

“They are looking for truly culturally fluent people,” writes Macree. “They have supported many outreach and recruiting initiatives to develop a cadre of eligible and qualified individuals. They know that this will not happen with a speech, a visit, or a tour - no matter how inspirational.”

Much of the Scout Teams’ efforts focus on hosting diverse local high schools, like Hoover, to compete in a Navy SEAL Challenge. The challenges include jogging in formation, log physical training, forming height lines and other samples of types of training they would experience throughout BUD/S.

“We really didn’t know anything about Special Forces before coming here but after we left last time a lot of the guys were talking about trying to join,” said Donnie Martin, a junior at Hoover High School.

Another significant recruiting campaign is the contract with the NFL Scouting Combine which began in 2012. At these events Scout Teams have the opportunity to meet with the players after their try-out individually and talk about Naval Special Warfare.

“The vast majority of candidates from the NFL combine are diverse,” said Smith. “We present the notion that if they are driven to pursue the excellence they have already achieved on the field, they have obviously demonstrated the mental toughness, ability to operate as a member of a team, physical grit and determination necessary for NSW. We then invite them to bring that sense of drive and sense of mission to the military as a member is NSW, specifically SEALs and SWCC.”

Scout teams also have programs set up with Boy Scouts of America and the Science, Technology, Engineering and Mathematics (STEM) program, which have both been proven successful.

Because of RD efforts, NSW has seen a rise in diversity within the force. According to statistics from fiscal year 2012, there has been approximately a four percent rise among NSW force as a whole since 2009. More significantly, in the past two years there has been approximately an 18 percent increase in NSW operators with Hispanic backgrounds.

“When you look at who is in the cockpit or who is pressing the launch button in a submarine it doesn’t matter what your ethnicity is,” said Smith. “However, as a Naval Special Warfare Operator your cultural understanding, your language skills and your ethnicity can be a tremendous advantage on the battlefield, and that makes our recruiting search very genuine and worthwhile.”

MC3 Geneva G. Brier

[Click here to visit the SEALSWCC Website](#)

MC3 Geneva G. Brier

# Naval Special Warfare Remembers Operation Red Wings

Commander, Naval Special Warfare Command (NSWC) remembered the 11 Navy SEALs and eight Army Soldiers killed in Operation Red Wings in a ceremony at Naval Amphibious Base, Coronado June 28 that commemorated the eighth anniversary of the heroes lost that day.

Rear Adm. Brian L. Losey, commander, NSWC, was the speaker for the ceremony. “The Naval Special Warfare (NSW) community will forever remember 28 June, 2005, and the heroic efforts and sacrifice of our special operators on the front lines on the global war on terror,” Losey said.

On that day, three SEALs from a four-man team were killed while conducting a reconnaissance mission in the Hindu Kush of Afghanistan. A helicopter sent in to the area to assist the SEALs was also shot down, killing all 16 men aboard.

Losey said 66 operators and combat support personnel from NSW have been killed in Iraq and Afghanistan since September 11, 2011.

“They are our teammates, our heroes, our legacy,” Losey said. “We will remember them well and always.”

Jacob Healy was 15 when his father, Senior Chief Information Systems Technician (SEAL) Daniel R. Healy was killed.

“They set the ultimate example,” Healy said of his father and the other men killed in the operation. “They sacrificed their lives so we could live ours.”

MC3 Paul Coover

## Names of the Fallen

Lt. Cmdr. Erik S. Kristensen (SEAL)  
Lt. Michael P. Murphy (SEAL)  
Lt. Michael M. McGreevy Jr. (SEAL)  
Senior Chief Information Systems Technician (SEAL) Daniel R. Healy  
Chief Fire Controlman (SEAL) Jacques J. Fontan  
Electronics Technician 1st Class (SEAL) Jeffery A. Lucas  
Hospital Corpsman 1st Class (SEAL) Jeffery S. Taylor  
Sonar Technician (Surface) 2nd Class (SEAL) Matthew G. Axelson  
Machinist’s Mate 2nd Class (SEAL) Eric S. Patton  
Gunner’s Mate 2nd Class (SEAL) Danny P. Dietz  
Quartermaster 2nd Class (SEAL) James Suh  
Maj. Stephen C. Reich  
Chief Warrant Officer Corey J. Goodnature  
Chief Warrant Officer Chris J. Scherkenbach  
Master Sgt. James W. Ponder III  
Sgt. 1st Class Marcus V. Muralles  
Staff Sgt. Shamus O. Goare  
Sgt. Kip A. Jacoby

Force Master Chief Steven Link moves a flower wreath next to a plaque commemorating the Navy SEALs killed in Operation Red Wings during a ceremony marking the eighth anniversary of the mission at Naval Amphibious Base, Coronado. The operation claimed the lives of 11 SEALs and eight Army Soldiers assigned to the Night Stalkers of the 160th Special Operations Aviation Regiment on June 28, 2005. (Right) Sailors assigned to Naval Special Warfare Command stand in ranks during the ceremony honoring the men who died in Operation Red Wings.



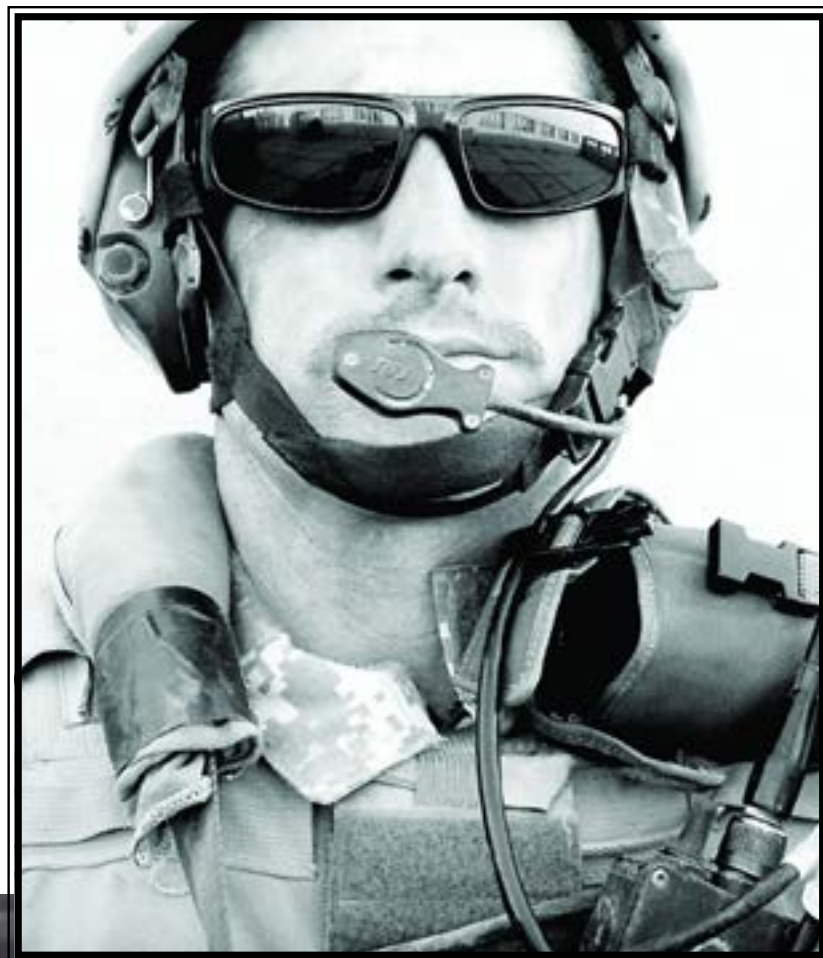


# FUTURE USS MICHAEL MONSOOR

## (DDG 1001)

### KEEL LAYING

The keel laying and authentication ceremony for the future Zumwalt-class Destroyer Pre-commissioning Unit (PCU) Michael Monsoor (DDG 1001) was held at the General Dynamics-Bath Iron Works shipyard, May 23 in Bath, Maine. The keel laying is the first of three ceremonies in the life of a new ship, symbolizing the ship's transition from a concept to a product that will one day serve our nation.



A computer representation of the Zumwalt class destroyer.

General Dynamics



(Top Left) A Bath Ironworks shipworker assists Sally Monsoor in welding her initials into the commemorative deckplate during the keel laying ceremony. (Bottom Left) The final plate with both Sally and George Monsoor's initials authenticating that the keel was laid "truly and fairly." (Bottom Right) George and Sally Monsoor pose for a photo after the keel laying ceremony for the Michael Monsoor (DDG 1001) on May 23, 2013 in Bath, Maine. The Michael Monsoor is the second Zumwalt class guided-missile destroyer to begin construction, and is slated to be commissioned in 2017. Photos courtesy of Bath Ironworks.



The tradition of keel laying has changed over the years with advances in ship techniques. Historically, ships were built from the keel up - when the first timbers were in place, a designated official would verify and authenticate that the keel had been truly and fairly laid and construction of the ship could continue.

The keel is the backbone of a ship, providing the basis of structural strength to the hull. Before modular ship construction methods, the keel was generally the first part of a ship's hull to be constructed. Laying the keel, or placing the keel in the cradle in which the ship will be built, was and still is a milestone event in a ship's construction.

Today, contemporary modular shipbuilding allows the fabrication of the ship to begin months earlier. The keel laying continues to be symbolically recognized as the first joining of the ship's components and is the ceremonial beginning of the ship.

The keel authenticators for the USS Michael Monsoor were George and Sally Monsoor, parents of the ship's namesake, Master at Arms 2nd Class (SEAL) and Medal of Honor recipient Michael A. Monsoor. They confirmed that the keel is "truly and fairly" laid by having their initials welded into a steel plate that will be affixed to the ship's hull.

"Together with Bath Iron Works, we're very honored to have the Monsoor family with us here today to commemorate the first milestone in bringing this ship to life," said Capt. Jim Downey, DDG 1000 program manager, Program Executive Office, Ships. "This extremely capable warship is a lasting tribute to Petty Officer Monsoor's bravery and sacrifice and will symbolize his strength and dedication for generations to come."

Monsoor was posthumously awarded the Medal of Honor for his heroic actions while serving in Ramadi, Iraq, in 2006. While watching for enemy activity, an enemy fighter hurled a hand grenade onto the roof from an

unseen location. Without hesitation and showing no regard for his own life, Monsoor threw himself onto the grenade, smothering it to protect his teammates who were lying in close proximity. The grenade detonated as he came down on top of it, mortally wounding him.

Of the three SEALs on that rooftop corner, he had the only avenue of escape away from the blast, and if he had so chosen, he could have easily escaped. Instead, Monsoor chose to protect his comrades by the sacrifice of his own life. By his courageous and selfless actions, he saved the lives of two fellow SEALs.

As noted in the Medal of Honor official citation, "by his undaunted courage, fighting spirit, and unwavering devotion to duty in the face of certain death, Petty Officer Monsoor gallantly gave his life for his country, thereby reflecting great credit upon himself and upholding the highest traditions of the United States Naval Service."

The USS Michael Monsoor (DDG 1001) is the second ship of the DDG 1000 Zumwalt-class destroyers. The announcement that the destroyer would bear Monsoor's name was made by Secretary of the Navy Donald Winters in October 2008 and construction on the ship began in March 2010. The Michael Monsoor is currently over 60 percent complete and is scheduled to be delivered in 2016.

The USS Michael Monsoor (DDG 1001) will be a multi-mission surface combatant tailored for advanced land attack and littoral dominance. The ship's mission is to provide credible, independent forward presence and deterrence and to operate as an integral part of naval, joint or combined maritime forces. The ship will be 610 feet in length, have a beam of 80.7 feet and displace approximately 15,000 tons. Michael Monsoor will have a crew size of 148 officers and Sailors; it will make speed in excess of 30 knots.

NAVSEA Office of Communications



# ALFREDO PALACIOS

## A TRUE D-DAY HERO

They are dying at a rate of 900 per day. According to the U.S. Department of Veterans Affairs, a 20th century service member passes away nearly every two minutes. These patriots -- men who signed blank checks made payable to The United States of America for an amount up to and including their lives -- are now in their late 80s and early 90s. But some current service members are working to ensure the sacrifice and service of World War II Sailors is not forgotten; that generation -- the "Greatest Generation" -- answered the call to serve when freedom and democracy were in peril, forging the way for our Navy and its special warfare community. The Greatest Generation began the movement that made our country and armed forces the best in the world.

"A nation reveals itself not only by the men it produces," President John F. Kennedy once said, "but also by the men it honors -- the men it remembers." On April 13, 2013, the commander of Naval Special Warfare Group Two walked into a small house in Virginia and presented a 95-year-old man with one of the enduring symbols of the most elite group of warriors in U.S. military history.

Capt. Robert Smith, an active-duty Navy SEAL, handed Alfredo Palacios, a World War II veteran, a carved wooden paddle, a customary gift given as a nod to the SEALs' maritime roots. Other active SEALs, too, stood nearby waiting for the opportunity to shake hands with a heroic teammate who in February traveled to Washington, D.C., and received the French Legion of Honor medal -- France's equivalent to the U.S. Medal of Honor -- at the French Embassy.

Palacios' service predated the creation of the SEALs. However, his unit helped free France from Nazi occupation and played a significant role in the development of Naval Special Warfare. After learning of his actions and unit achievements in France, Smith and others wanted to pay tribute to the man they say is as much a part of their exclusive group as any SEAL.

Like thousands of other young Americans, Alfredo M. Palacios enlisted in the U.S. Navy in 1943 and received his initial training at the Naval Construction Training Center in Camp Peary, Va. He then went on to advanced training at the Navy Mine Disposal School in Washington, D.C. As a result of his training in construction and the handling of explosives, he volunteered for what was advertised as "hazardous, prolonged and distant duty" as a combat demolitionaire at Amphibious Training Base, Ft. Pierce, Fla. Following training, he was assigned to a Naval Combat Demolition Unit (NCDU) -- one of the groups that would eventually lead to the development of the Navy SEALs.

In April 1944, NCDUs 128 through 142 were airlifted from the United States to the United Kingdom and divided among three beach battalions. NCDU 131, which included Palacios, was one of 21 nine-man units assigned to clear the landing beaches of obstacles and thereby open gaps for the landing force to successfully assault Omaha Beach on June 6, 1944.

On the morning of the attack that would come to be known simply



as D-Day, the landing craft medium carrying NCDU 131 was hit twice by artillery fire on the approach to shore, killing six demolition men and wounding four others. Palacios was among the injured. As he exited the landing craft in the first wave, dragging Bangalore torpedoes -- long steel tubes of explosives used to clear barbed-wire obstacles -- he was immediately hit in the left arm. Standing in the surf, he looked down and saw his exposed, shattered elbow.

Fighting for consciousness, he struggled toward the shelter of the shoreline cliffs roughly a football field away, where he took out his first-aid kit, wrapped up his arm and made himself a sling. He then struggled back to the landing craft and with his healthy arm grabbed several packs of explosives. As he proceeded onto the beach, he was hit again in the back with fragments from an enemy shell. Still, he crawled back to the base of the cliff, where he propped himself up into a sitting position with a rifle given to him by a U.S. soldier. Dazed, and holding the rifle as best he could with his good arm, German soldiers began coming over the dune line at a beach exit. Seeing him pointing a rifle at them, they raised their hands in surrender. He was credited with capturing six German prisoners of war that day.

That evening, he was evacuated to a field hospital in England, where medics amputated his left arm.

Shortly thereafter, he returned to the United States, and on Jan. 8, 1945, he was honorably discharged from the U.S. Navy as a petty officer second class. With nearly seven decades of life ahead of him, and only eleven days after returning home, he married his wife, Joyce. The couple has been married 68 years.

Of the 190 men of NCDU force "OMAHA," 32 were killed in action and 65 were wounded. The unit was awarded the only Presidential Unit Citation to U.S. Naval forces during the Normandy invasion. It is the highest unit award for combat. Additionally, Palacios was awarded a Purple Heart for the wounds he sustained in combat.

Palacios' eldest daughter, Cheryl McLeskey, was 41 years old before she heard the full story of her father's service. Though she said Palacios's six children knew their father served in the Navy, they didn't realize the full impact of his time in Europe until the 50th anniversary of D-Day, celebrated in 1994, prompted him to tell his story.

"It closed the void that was there," she said of her father's retelling of the Normandy invasion.

"We were already humbled," she said, "but it just made us so proud."

Smith said he wanted his men to honor the sacrifices made in Normandy, and that men like Palacios laid the groundwork for the SEALs.

"Any man that is going to get out of a landing craft injured, continue to carry a Bangalore torpedo across the beach and then get injured again and go back and get the demolitions and bring them back and then capture six Germans," Smith said, "is a frogman in my book."

MC2 William Parker  
NSWG-2 Public Affairs

## FALLEN TEAMMATES



A 31-YEAR  
OLD FROM  
ELIZABETHVILLE,  
PA.  
DIED: MARCH 28,  
2013.

CHIEF SPECIAL WARFARE OPERATOR  
BRETT SHADLE



A 23-YEAR  
OLD FROM  
MASSAPEQUA  
PARK, N.Y.  
DIED: MAY 15,  
2013.

SPECIAL WARFARE OPERATOR 2ND CLASS  
JONATHAN KALOUST



# CHANGING COMMAND



MC3 Paul Coover

Rear Adm. Brian L. Losey relieved Rear Adm. Sean A. Pybus as commander, Naval Special Warfare Command during a change of command ceremony at Naval Amphibious Base, Coronado, June 21.

Adm. William H. McRaven, commander, U.S. Special Operations Command, was the guest speaker for the ceremony. In his remarks, McRaven praised Pybus' leadership within Naval Special Warfare (NSW).

"In the midst of all the challenging times, Sean's SEALs, combatant-craft crewmen and NSW Sailors have contributed to the fight in Afghanistan, East Africa, Yemen, North Africa, the Philippines and countless

other hot spots around the world," McRaven said. "We have earned a reputation that is unparalleled, primarily because Sean has led the effort to ensure we send the best selected, the best trained, the best equipped and the best supported Naval Special Warfare warriors ever."

Pybus will leave Commander, Naval Special Warfare Command (CNSWC) to command NATO's special operations headquarters in Brussels. He will be promoted to vice admiral in his new assignment. Pybus, a career SEAL officer, has previously served at the U.S. Joint Special Operations Command and the U.S. Special Operations Command (USSOCOM),

among other assignments.

"All good things must end," Pybus said at the ceremony, "and there are new beginnings today."

Pybus' time at CNSWC was marked by an emphasis on a return to the community's maritime roots and a focus on caring for the NSW force and its families.

McRaven said he was impressed by Pybus' efforts to take care of those under his command.

"His personal efforts regarding the preservation of the force and families and the success that accompanied the hard work made NSW the model program for the Navy and for

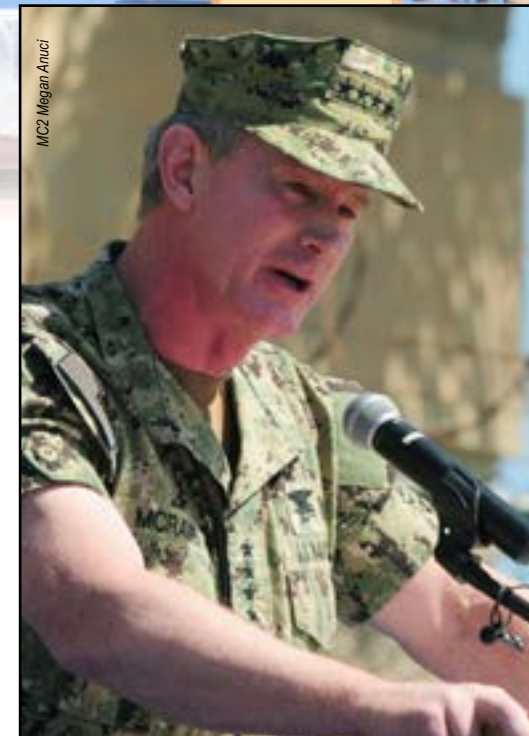


MC2 Megan Anuci



BUD/S students hit the surf as a tribute to Rear Adm. Pybus during the change of command ceremony.

MC3 Paul Coover



MC2 Megan Anuci



MC2 Megan Anuci

U.S. Special Operations Command," McRaven said.

Pybus was relieved by Losey, another career SEAL officer.

Losey most recently served as commander, Special Operations Command Africa. A 1983 graduate of the United States Air Force Academy, Losey also served as commander, Combined Joint Task Force – Horn of Africa, Camp Lemonnier, Djibouti and as a director on the National Security Council in the Executive Office of the President.

Losey said he was honored to take command from Pybus.

"The place produces warriors that are

intensely focused and committed," Losey said at the ceremony.

"The complex and dynamic security situations that are evolving around the world today will continue to call on the full extent of our commitment, our creativity and our adaptability," Losey said. "We will build on the course that Admiral Pybus has set for this community."

NSW is comprised of approximately 8,900 personnel, including more than 2,400 active-duty SEALs, 700 Special Warfare Combatant-craft Crewmen (SWCC), 700 reserve personnel, 4,100 support personnel and more than 1,100 civilians.

CNSWC in San Diego leads the Navy's special operations force and the maritime component of USSOCOM, headquartered at MacDill Air Force Base, Tampa, Fla.

NSW groups command, train, equip and deploy components of NSW squadrons to meet the exercise, contingency and wartime requirements of the regional combatant commanders, theater special operations commands and numbered fleets located around the world.

MC3 Paul Coover



# FIRST AID

Hospital corpsmen assigned to the BUD/S medical clinic care for candidates. Photos and illustration by MC1 Dominique Canales.

[Click here to visit the Navy Corpsman Website](#)

## BUD/S MEDICAL CLINIC KEEPS CALM AND CARRIES ON THE TRADITION OF KEEPING THE CANDIDATES FIGHTING

Basic Underwater Demolition/SEAL (BUD/S) candidates have been up for nearly four days as the sun comes up on the fourth day of Hell Week. Tired and shivering, they slowly fall in line at BUD/S medical for checkups. Corpsmen assigned to Naval Special Warfare Center (NSWCEN) and other Naval Special Warfare (NSW) commands begin the task of checking and treating the dazed, half-awake men one by one. Records are handed to candidates as they wait to have their vital signs taken. The corpsmen are not flustered by the influx of patients. As vitals are recorded, corpsmen offer encouragement to the cold, wet and distressed students. They murmur quick words – “Only one more day, man,” or “Keep at it, you’re almost done” – to the candidates as they pass through the medical team’s able hands.

In the NSW community, hospital corpsmen (HMs) care for some of the most elite special operation members. BUD/S medical corpsmen show their skills and professionalism most during Hell Week – during those five days, the staff operates the clinic around the clock.

“For the first 36 hours, one of our physicians is in the field with the class the entire time,” said Senior Chief Hospital Corpsman Tricia A. Loomis. “That’s when they are most high risk. That’s when all their high risk evolutions - rock portage, surf passages - take place.”

Loomis said the medical staff tracks the injuries that come in using a white board that covers one of the walls in the clinic. During the most recent BUD/S class, the clinic filled the entire board up with names of students requiring medical attention, erased it as students checked out, then filled it again. According to Loomis, students will often train until they

are told they can’t, but many refuse to give up. She said the hardest part is concluding that a student can’t continue training.

“We don’t tell the student they’re medically dropped,” said Loomis. Instructors take on that job.

“But it’s hard,” she said. “They just have so much heart and think they can keep going. You feel like you are crushing their dreams and I think that it is most difficult when we can’t keep that student in training.”

The corpsmen still do everything within their power to keep battered students on the mend and up to task when they come through the clinic.

“These guys get messed up,” said Hospital Corpsman 3rd Class Devan Serres. “But we know that they are coming to us for only a short period of time and they want to get back out there. So we do everything you can, give him as many calories as we can, keep them as warm as long as we can, just make them comfortable. That’s the way I look at it, and I think it does stem from the fact that I know what they go through.”

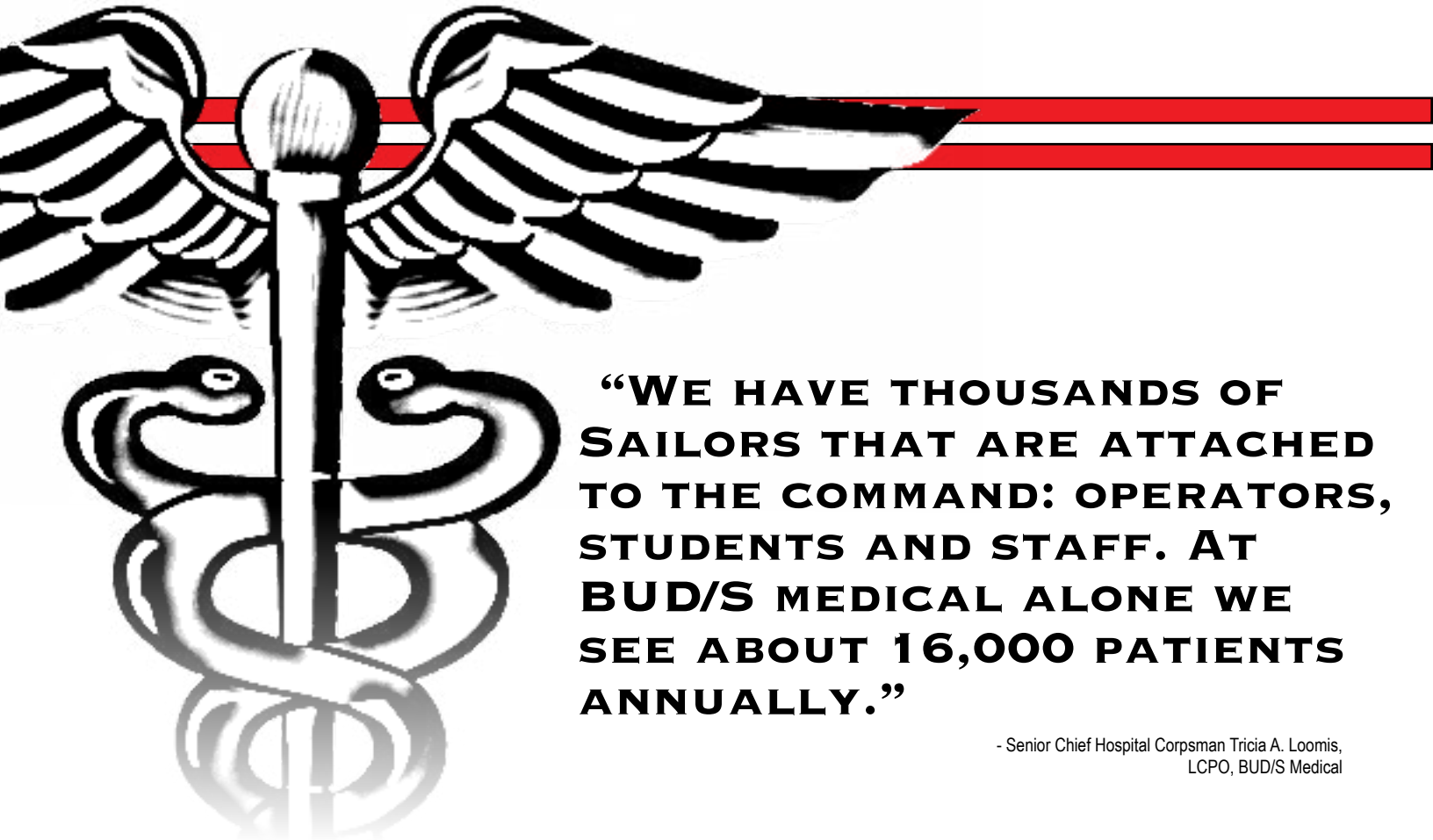
Serres himself was a BUD/S attrite before becoming a corpsman.

“We have room for all of these guys and so we do whatever we can to give them a little bit of an edge, if it’s even possible,” he said, “to keep them going.”

And keeping the students going can be a reward in itself. According to Loomis, recognizing current operators that her staff once helped through training is a gratifying part of the job.

“I would say the most rewarding aspect of working here is when that person graduates and they’re going to go out to their team and they’re going





**“WE HAVE THOUSANDS OF SAILORS THAT ARE ATTACHED TO THE COMMAND: OPERATORS, STUDENTS AND STAFF. AT BUD/S MEDICAL ALONE WE SEE ABOUT 16,000 PATIENTS ANNUALLY.”**

- Senior Chief Hospital Corpsman Tricia A. Loomis,  
LCPO, BUD/S Medical

to come back here and say, ‘Hey docs, you kept us going,’” said Loomis. Corpsmen are peppered across the NSW force, with the highest concentration of HMs located at the BUD/S medical clinic. These corpsmen are responsible for the health and care of the candidates vying to be a part of the NSW community.

“We cover about 22 unit identification codes with three dive medical officers, one physician assistant, 25 corpsmen, and I would say nine independent duty corpsmen (IDC),” said Loomis, the senior enlisted adviser for BUD/S medical. “We have thousands of Sailors that are attached to the command: operators, students and staff. At BUD/S medical alone we see about 16,000 patients annually. We are probably the busiest clinic in all NSW.”

Loomis said the primary mission for corpsmen at the Center is first-responder-type medical coverage because of the high-risk nature of training that students and staff endure. This brand of intense physical training, along with its inherent risks and potential injuries means it is paramount for medical caregivers to stay polished on advanced skills.

“We have about 800 high-risk training evolutions a year,” said Loomis. “Prior to every class we do drills. We drill our corpsmen, our physicians, our IDCs on cold casualties, heat casualties, hyperglycemia as well as cardiac emergencies. We’re pretty well trained, so when something comes in the door we’re prepared; no matter what.”

For some corpsman, like Hospital Corpsman 2nd Class Simon Trujillo, the emergencies are when he feels most involved in the community.

“When the emergency cases come in it increases the intensity of how things happen,” said Trujillo. “The normal sick call stuff is always the same and can be mundane. But when the emergency case comes in, that’s where the junior enlisted get to do more of what we know how to do. It’s a little bit more fast paced, its more stressful, but it’s good practice for us to help keep our calm and make sure we remember procedure.”

According to Hospital Corpsman 1st Class Robert Eustaquio, BUD/S medical’s leading petty officer, practice makes the corpsmen at the clinic more efficient as individuals and as a team.

“I would have to say the crew we have now is the best crew I have worked with,” said Eustaquio. “There is not one weak link in the chain.”

Professionalism goes a long way when it comes to the amount of patients seen at the clinic, but knowing what the students are going through also helps corpsmen care for the students.

“We try to keep them in the same student mind set and we don’t let them get too lax with us,” said Loomis. “[The BUD/S medical corpsmen] are compassionate and they also, you know, give them a little tough love if they need it. Guys like HM3 Serres who have been through parts of the training say things like, ‘Your mind is stronger sometimes than your body,’ and relate to them. I think that helps [the students] stay motivated to go back out there.”

For over a century, hospital corpsmen have served alongside fellow Sailors and Marines. Since June, 1898, the Navy hospital corps has been a vital part of Naval war fighting history in battles from Iwo Jima to present day Afghanistan. The HM community is one of the only enlisted corps in the Navy. In its 115 years of existence, the corps has evolved from three original rates to the newer, more specialized corps that includes more than 30 medical specialty schools. Today, more than 26,000 active duty and Reserve corpsmen around the world deploy with Sailors and Marines, providing life-saving care and critical mission support aboard ships, in the air, and on the battlefield.

In a community that is more familiar with independent duty corpsmen, Loomis believes that her Sailors at the clinic set the example for others. Photos of Medal of Honor recipients who were corpsmen decorate the wall of the clinic and serve as reminders of the proud tradition that the BUD/S medical corpsmen work to uphold.

“Sometimes being a corpsman is a thankless job,” said Loomis. “We don’t do it for rewards, we don’t do it for the honor - we do it because it’s our calling. Our legacy is up there on that front wall and it’s up to each one of us to go out there and uphold it. These guys they take it very serious they carry on that tradition here with this community. It’s a proud tradition and it says a lot about their character.”

MC1 Dominique Canales

## JUMPMASTER SPECIAL AGENT EQUIPMENTMAN

PRI  
WATT



MC1 Tony Spiker

Aircrew Survival Equipmentman 1st Class Justin Watt sat in the darkness of the CH-47 helicopter, cold and uncomfortable in the cramped and crowded space, thinking about his mission to come. He flipped down his night vision goggles and scanned the South Korean and U.S. Navy SEALs on the helo with him, and got the attention of one who had his strobe indicator switched on. While on the CH-47, these men are his responsibility. As the Helicopter Rope Suspension Training (HRST/Cast Master) for SEAL Team 17, it is his job to make sure everyone arrives on target safely.

Watt has been a Reservist with SEAL Team 17 for three years. In that time he has supervised more than 25 free fall jumps and 12 fast-roping and rappelling missions. Serving as the jump supervisor frees up special operators to train and work on other parts of missions more effectively.

“It took me over two years to attend all the schools that are required to be a HSRT/ Cast Master,” said Watt. “It is not as effective to send a SEAL to get this training, with all the schools and training that they have to go through. If I can take that job for them, it allows them to work on what they do best.”

The pilots let Watt know that they were approaching the target. He relayed this to the SEALs aboard and the team began one last check of its equipment.

Watt lives in Los Angeles, where he is a special agent for the Drug Enforcement Administration. He specializes in breaking up methamphetamine and ecstasy labs.

“Working the drug labs is very methodical, very detail oriented,” he said “We are piecing together seemingly unrelated information in order to get a full picture of what is going on. We really do have to pay attention to detail.”

The detail-oriented nature of his work translates well to the complicated

task of being the jumpmaster for a special operations unit.

However, Watt didn’t only serve as jumpmaster on this mission. Because of the work he has done with the unit over the years, the platoon included him in its close-quarter combat training evolutions, fully integrating him into the team as members practiced clearing houses.

“This is valuable training that I will be able to bring back to the DEA as well,” Watt said. “In reality, most of what we do is deskwork, and leave the breaking up of drug labs to the LAPD, but occasionally we are called out to help. This training allows me to bring skills that I learn in the Navy to my civilian job. It is a virtuous circle. I bring skills from my civilian job to the Navy, and then bring skills from my Navy career to my civilian job.”

As the helicopter flares over the target, Watt shoves the thick rope out of the door. It falls to the deck of the ship and the first of the SEALs jump out the door after it. After his charge is out the door and safely on the deck of the ship, Watt retrieves the rope and the CH-47 flies away.

MC1 Tony Spiker

Navy Reserve Fleet Combat Camera Group Pacific





# The Children of NSW



MC2 Megan Anuci

## Dual Military Children

Chief Yeoman (SW) Christy Garcia, NSW operations, and her husband, Senior Chief Operations Specialist Joey Garcia, SEAL Team 5 operations, have 48 years of combined military experience. Garcia has been with NSW since 1997, while her husband has worked in NSW since 2001. Both parents have had to leave their children, Cristian, 16, and Vanessa, 14. From September 2012 to January 2013, Joey Garcia was on deployment and missed Christmas.

"I helped put up and take down all the Christmas lights," said Cristian. "I tried to fix them too, but that didn't really work out."

Christian is a sophomore at Escondido Charter High school, where he likes to run track and field, contribute to the math lab and play on the chess team. He also enjoys spending time with his family at events hosted by military foundations, such as Morale, Recreation and Welfare.

As a child of the military for as long as he has been alive, Cristian said he understands that his family is a little different from his friend's and schoolmate's families because his parents are put into harm's way.

"It's a little worrying when my parents are away, because they are gone for so long and I don't get to see them," said Cristian. "But that time period that they're not here is really the only difference between my family and my friend's families. Other than the fact my parents are a lot more strict about behavior, chores and being on time."

## Single Parent Children

While raising children is always a struggle, it can be especially difficult for single parents. And single military parents arguably have an even more challenging task. Builder 3rd Class (SCW) Michelle Torre has been handling the balancing act of service member and single mom for 15 years. She has been in the NSW facilities department for 18 months, and constantly has to shift her schedule from days to nights to complete the mission. She rarely has time for her three children. Yet her oldest daughter, Patience, 15, knows how important her mother's service is and respects the conditions of her mother's career.

"I get sad when my mom goes," said Patience. "But I know it's her job and she has to do it. I support her military career and I am proud of her."

As the oldest child, Patience has had to cook dinner, clean the house and help raise her two younger siblings while her mother is away. She attends the Altus Charter School of San Diego for two hours each day to complete independent study classes.

When Torre is deployed, her mother – Patience's grandmother – comes to stay with the children. Patience and her siblings are always ready and willing to help out their mother and grandmother because of the values and expectations they have been taught by being raised by a military parent.

"I think my mom is more disciplinary than my friend's parents," said Patience. "But I think that's a good thing, because we won't get out of hand and if we do she knows how to handle it."

## Senior and Junior Military Children

Most children who come from military families only know the lifestyle that comes with being raised by parents who serve their country. For Senior Chief Utilities Technician (SCW) Brandon Doyle's children, their father leaving the house in uniform signals the beginning of a normal day. Doyle's second daughter, Tori, 15, was born nine years after her father enlisted in the military. The Navy has always been a way of life for her.

"The last time my dad was on deployment I was 12," said Tori. "I had to help out a lot with my brother, who was 8, like getting him ready for school and keeping him entertained for my mom."

Tori's respect for her dad's profession has always been high and even more since working within NSW for the past two years.

While Tori, who has grown up in a military family, is familiar with the deployment cycle, children of junior Sailors are often just learning about it.

Yeoman 2nd Cass (AW) Ana Tavira's son, for example, is just now conscious of experiencing a similarly militaristic lifestyle.

Tavira's 5-year-old son, Omar, said he respects his mother's choice to serve, although it makes him sad when she is away from home.

The day-to-day lives of children of NSW service members may not seem any different than those of other children whose parents haven't sacrificed time at home for a job. But the hardships that come with being a military child in NSW are great; Cristian, Patience, Tori and Omar are examples of this. Nonetheless, each seems to have accepted, respected and helped their parents with burdens they normally wouldn't have if their parent's hadn't chosen the military life. They learned to make sacrifices of their own so their parents can continue to serve and defend their freedoms.

"The NSW world is one filled with long and sometimes unpredictable deployments, often in combat zones," said Link. "Members are asked to move from duty station to duty station, picking up their families and careers wherever duty calls. This, by fault, is the world you live in."

MC2 Megan Anuci



MC2 Shauntea Hinkle-Lynes



Photo courtesy of Jackie Jones

Kids: [click here for games, coloring pages and more!](#)

Since the U.S. Navy was created, children have been born into the Navy lifestyle. Military families pick up their lives and move across the country or across the world, leaving children to adapt to new schools, friends, cultures and places. Military children are part of the Navy's backbone, often tending to chores and duties that in civilian life might be handled by parents.

"Rear Adm. Pybus is quick to point out that our families are 50 percent of the Naval Special Warfare (NSW) force," said Force Master Chief (SEAL) Stephen Link. "Thus, all burdens are shared by both operator and family alike."

The NSW force is built around the concept of "one team, one fight." But from that force of operators and enablers working as a single unit, diverse military families emerge. There are dual military families, in which both parents work long days to support and defend freedoms while away from their children on deployments. There are also single parent families, in which children grow up quickly to help parents with chores and raising younger siblings while their mother or father is gone. There are differences between families of senior and junior service members, with both presenting unique challenges.

In many families, children of military members often can't remember a time in which their parent wasn't in the military and in harm's way.



# FIT TO FIGHT

Maj. Andy Christian has spent years in some of the world's deadliest combat zones. Now, he's fighting a different kind of battle as he swims, cycles and runs to raise money to help injured service members

**MAJ. ANDREW CHRISTIAN'S DESK** sits in a small room in a cubicle-filled office on the second floor of a climate-controlled building that overlooks the Pacific. From his seat behind his computer, he can neither hear the waves nor smell the ocean breeze. What he can hear is the clicking of keyboards and the hum of air conditioners. What he can smell is recycled air.

His is the only Marine uniform in a mass of Navy camouflage, and his title – liaison officer – hints at a job requiring a more complicated level of diplomacy, coordination and logistics than any 20-year-old joining the Marine Corps in 1989 could have imagined.

"No one joins the military to work at a staff position," he says.

From here, it is hard to see how Christian could be physically fit at all, let alone an endurance athlete whose career has seen him complete 13 Half-Ironman triathlons, six full Ironmans and personally raise more than \$250,000 for wounded American service members in the process.

But he has not always held a job in a quiet little office.

He acknowledges, of course, that his current job is an important one, even if it is removed from the military action around the world. He is stationed in Coronado to learn how Naval Special Warfare functions, and to use that knowledge to help align the efforts of the relatively young Marine Special Operations Command, which stood up in 2006, with Naval Special Warfare. Such coordination could allow for greater interoperability between forces. The phrase sounds like military jargon until one realizes that the ability of Marines and Navy SEALs to work together in places like Afghanistan – and increasingly in conflict zones nearer the world's coastlines, where the Navy is familiar but MARSOC is less so – can be the difference between saving human lives and losing them.

So Christian comes into the office a little before 7:30 a.m. every morning. He sits behind his computer, he checks his email, drinks his coffee, and he begins his work day.



As he sits in that second story room, listening to keyboard strokes and breathing the recycled air, he tries to explain his unlikely story. He begins with a story about war.

**IN 2006, THEN-CAPT.** Andrew Christian was deployed to Iraq and tasked with advising Iraqi forces near Baghdad. A seasoned warfighter serving his 10th deployment, he was 37 years old, going on 17 years in the Corps, the first eight of which were spent as an enlisted rifleman – a genuine leader of Marines. On Feb. 20, he drove down an asphalt road as part of a three-vehicle convoy. It was a road he had traveled many times before.

Lives changed for all of the Marines in the convoy moving down the road that day. They changed because of the difference between a low-level improvised explosive device and one made with advanced technology and special consideration given to the capabilities of American military vehicles.

Explosively formed projectiles (EFPs) are the IED's more professional, more sinister cousin, designed to maim and kill not by the random spray of shrapnel, as with the more rudimentary devices, but with calculated aim. When detonated, EFPs discharge a metal plate that turns into a spinning projectile, accurate at short distances, able to penetrate the armor of vehicles designed to withstand anti-tank mines.

The first thing Christian remembers is the sound of the explosion.

The Marines believe their enemy had a spotter that day – a lookout who signaled another insurgent at the moment the EFP had the potential to inflict the most harm to the American convoy. After the detonation, the spinning disk began its violent path toward the vehicles. It missed Christian, but took the hand of one Marine and the leg of another. It injured an Iraqi interpreter who was riding along. And it took the life of Staff Sgt. Jay Collado.

In the immediate aftermath, the Marines engaged their attackers, who fled

the vicinity. Then began scenes of rescue and recovery. They are scenes that need not be relived.

What matters is that three people were saved and one was not.

What matters is that Collado had been about a month away from returning home to his family.

How could any good come from that level of evil?

**FROM HIS OFFICE WITH A VIEW**, Christian recounts the events of that day in even, measured tones. He uses precise language befitting a military officer. To someone not familiar with the Marine Corps, he would sound emotionless.

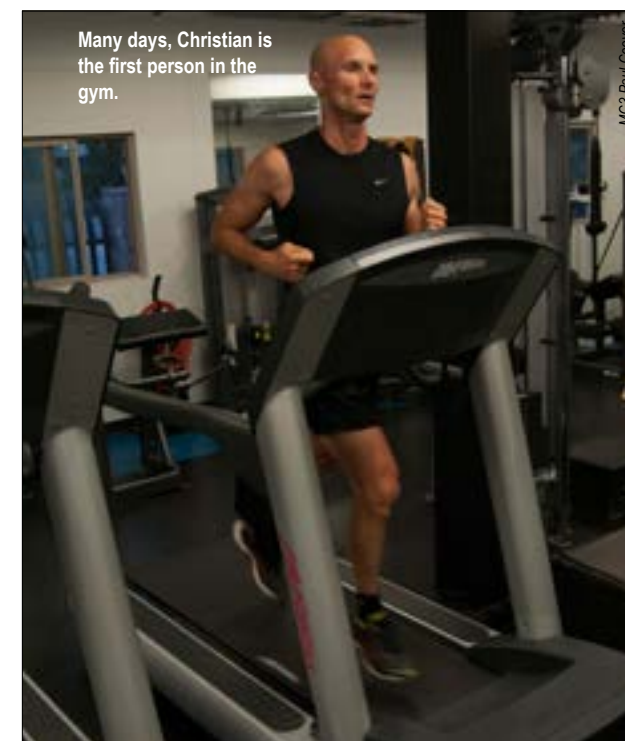
Here is how emotionless he is:

In the aftermath of the explosion, and after the Marines secured the area, they removed an American flag from the Humvee in which Collado was riding. Only four months later, Christian would run with that flag from start to finish of the San Diego Rock 'N' Roll marathon. He did so not only to honor Collado but also to raise money in hopes that someday Collado's 6-year-old daughter, Kaiya, might be able to afford college tuition.

After the run, Christian decided one event wasn't enough. So he petitioned several endurance companies for sponsorship, and Specialized Bicycles came through; they put photos of Christian on water bottles so cycling stores could give them out as a marketing tool to help raise money for wounded Marines.

A few of those bottles made it to a cycling store in Arizona, where a man named John Greenway caught sight of them. A lifelong civilian, Greenway had just attended his nephew's graduation from the Marine Corps Recruit Depot San Diego and, struck by the image of young men and women sacrificing for others, resolved to do more to support them. "I'd taken the military for granted my whole life," he says. Not anymore. He got Christian's email address and sent him a message. Christian was back in Iraq, serving another deployment, but got the note.

When Christian read Greenway's ideas about a new event intended to support injured troops, he immediately agreed to get on board, and thus began the Ride for Semper Fi. Christian returned home from Iraq and was able to ride in the inaugural event. The event is now called the Ride 430, for the distance cyclists travel



Many days, Christian is the first person in the gym.



Christian, right, gets a hand up one of the most difficult climbs in San Diego from his riding partner, an active-duty Navy SEAL.

between the Tuscon area and San Diego, all in support of the service members. It has raised over a million dollars in its first five years, and is still growing.

**ANDREW CHRISTIAN GREW UP IN WISCONSIN**, where he dabbled in sports and considered a career in law enforcement. He married his high school sweetheart, Sarah. In 1989, two years out of high school and working for the police department, he tagged along with a buddy who was interested in joining the Marines. His buddy opted out. Christian opted in.

So began a career that has spanned the world, from California to North Carolina, from Iraq and Afghanistan to Liberia. He has been a Marine for more than 23 years.

**“If he’s not DEPLOYED, he’s raising money for his BROTHERS.”**

- John Greenway,  
founder, Ride 430

He was recently informed he will be promoted to lieutenant colonel, and has no plans to retire.

It wasn't until the explosion in Iraq that Christian began competing competitively in endurance events.

"I got a late start," he says with typical understatement.

Most of the cyclists and triathletes with whom he competes began their careers in their teens, if not sooner. Christian's began with his marathon at 37, but has since included events all over the country. In almost all of them, he has competed on behalf of others.

Greenway, like most who know Christian, speaks of the Marine almost in awe. He talks about getting emails from Christian from combat zones, when Christian could have been resting and was instead using down time to help even more service members and families who have been affected by war. He talks about how as soon as Christian returns from those wars -- time others use for themselves -- he gets right back on the bike, or into the pool.

"If he's not deployed," Greenway says, "he's raising money for his brothers."

It would be understandable, then, if Sarah Christian harbored some resentment about her husband's chosen career and subsequent commitment to his fellow Marines and Sailors. She does not.

She, too, has gotten emails during combat missions. She has had to consider what it means for her husband to work in special operations, where he is often in as





MC3 Paul Coover

dangerous a situation as any American fighter.

"You do think about it," she says, "and you count your blessings."

Like her husband, she speaks directly about patriotism and duty.

"Someone has to go do what has to be done," she says.

**ON A FOGGY WEEKEND MORNING** in north San Diego, Christian is preparing for yet another bike ride.

He stretches his black MARSOC Foundation jersey over his shorts, carefully lays out a towel on which to change shoes, hops on his bike for a quick spin to test his gearing. He does all of this automatically, carrying on a side conversation as he works.

The man who sits next to Christian at work -- an active-duty SEAL officer who is also riding -- calls Christian "a stereotypical Marine."

"He's methodical, regimented, disciplined," the SEAL says. That's on display today.

The race will cover a little more than 100 miles, and hundreds of cyclists in colorful jerseys mill about the starting line, where the two special operations officers chat casually, anonymously. The enormity of the physical feat doesn't seem to bother them.

"I think it's at the core of who we are," the SEAL said earlier in the week.

As the race begins, riders roll from the start in a high school parking lot and into the streets that will take them on a massive loop through some of the most remote stretches of the county. The fog remains thick as the tightly-packed group navigates the early, flat stretches of the course. The real racing will take place on the mountains to follow, and on one mountain

in particular -- its slopes are said to nearly mirror those of Alpe D'Huez, one of the most notoriously difficult climbs in the Tour de France.

There is advantage to be gained from tucking into the group in the early going, to slipping into a daze and allowing minutes, and miles, to slide by. Most riders operate this way. Nothing is gained from riding out front and pulling others down the road as the pack travels together.


Nothing, perhaps, except pride.

The group of lead riders is dense enough that even support vehicles cannot make a clean pass in the early stages of the race. Only when the road begins to roll -- only when lesser riders begin to struggle under the weight of premature ambition -- does the pack thin.

Seven years ago, a calculated killing produced an unimaginable tragedy. Could any good come from that evil?

The loss of life, of course, will never be recovered, but the blast also produced an athlete whose pedal strokes mean more to his fellow Marines than even he might know.

They certainly matter to Kaiya Collado, who will be able to afford college tuition as soon as she's old enough to go.

As the support cars make their way to the front of the race, the road begins to climb. The riders are again clearly visible as they ascend out of the ceiling of a cloud and into a sun that's brilliant and blinding. Maj. Andy Christian is at the front, leading those who prefer to follow. 

MC3 Paul Coover



Photo illustration courtesy of NICoE website

# Embracing a New Concept in Medical Treatment

## The National Intrepid Center of Excellence (NICoE)

Research aimed at improving care in the military medical community is never-ending, and the National Intrepid Center of Excellence (NICoE), located in Bethesda, Md., has been instrumental in providing innovative medical care for service members. The center specializes in treating traumatic brain injuries and psychological health conditions.

To help advance the military's knowledge about the invisible wounds from the wars in Iraq and Afghanistan, a 2007 mandate from Congress authorized the Department of Defense build a center designed to influence the military health system and to respond to the growing needs of those with traumatic brain injury and psychological health conditions.

A \$65 million fund was raised through private donations, led by the Intrepid Fallen Heroes Fund (IFHF), an organization that supports men and women of the armed forces and their families. The IFHF also oversaw the building construction and equipment of the 72,000 square foot, two-story NICoE facility in Maryland. In October 2010, NICoE began admitting patients.

The Center is located on the campus of Naval Support Activity Bethesda, home of the Walter Reed National Military Medical Center and the Uniformed Services University of Health Sciences, maintains research, clinical and educational categories to accomplish its mission.

"Our vision is to be an instrument of hope, healing, discovery and learning," said Dr. James P. Kelly, a neurologist who is one of America's top experts on treating concussions and serves as the NICoE director. On June 17, 2013, Kelly discussed different forms and aspects of physical health and traumatic brain injury and provided updates to the center's capability in two separate sessions with active duty NSW Service members and spouses at Naval Base Coronado.

Kelly stressed that the NICoE supports - but does not replace - the works of other DOD military treatment facilities or providers. NICoE has seen 463 cohort patients through May 2013, including 107 from the Navy.

West Coast Nurse Case Manager Jill Biggane works in discharge-patient conferences and meets service members to coordinate a treatment plan based on the NICoE recommendations.

She said NICoE differs from traditional medical facilities in several important ways.

"NICoE provides advocacy for the individual service member by providing a comprehensive plan of care that addresses the whole person," Biggane said.

Biggane said improving NSW awareness of NICoE creates increased opportunity and access to resources for those service members who have complex medical needs and require assessments by multiple specialists. Capt. Barbara Drobina, Naval Special Warfare Command' force medical officer (FMO), sends NSW members who are screened and qualified to participate in the NICoE program.

"NSW started using NICoE since its conception," said Drobina. "At first, we sent roughly 14 patients in Group 2 and then followed up by occasionally one or two patients, and then the word just started getting out."

Before she took charge as a NSW FMO, Drobina directly managed and handled applicants to the center while serving as a medical officer at NSW Group 2.

"It is more individualized," Drobina said of the care. "NICoE only allows five new patients every week so they can individualize care to you and/or to your family as it fit your needs. If someone says they are in pain they will stop the physical and go treat the pain first, so it is very individualized to the active duty member or to the family according to their situation. And in every care team, you have your own case manager that is going to help you, escort you or direct you to your next appointment. You have your own psychiatrist or psychologist, you have your own doctor of internal medicine."

"If you want to do yoga," Drobina said, "they find a yoga instructor. Or if you want to do acupuncture, they also provide it for you. So it is based upon your needs."

The Fleet and Family Support Center has also been receiving inquiries about NICoE from NSW service members and their families. Mandy McCammon, part of the NSW family support staff, realized the need to increase available information about the program after talking to nurse





Cherie Cullen

A Sailor wounded in a war zone salutes as the national anthem is played during the National Intrepid Center of Excellence dedication ceremony at the National Naval Medical Center in Bethesda, MD.

caregivers who met numerous family members who expressed interest in learning more about traumatic brain injury, post-traumatic stress disorder and NICoE in general.

“NICoE is one part of the full circle of care,” said McCammon. “Once you decide to get up to NICoE and get a treatment, it means you will get a diagnosis, which leads you to a care plan. It is a tool.”

The NICoE Family program is available to families of service members, and includes a spouse group and individual family appointments. At times, clinicians from various specialties may join groups to provide insight and answers to a spouse's questions and concerns. Individual family appointments that children may attend include art therapy, nutrition and work with service dogs.

Drobina reiterated that NICoE has a family focus.

“They do have childcare, and they have a playground for the kids,” she said.

One story in particular illustrates the care NICoE provides. A former patient, whose name is not mentioned to protect his privacy, shared his story, which is printed for the first time here.

“I was injured when I was in Team 10,” the member began, “but then I transferred to the West Coast and I ended up having to go from out here in San Diego. NSW SEAL Foundation was able to help financially for my family to fly out there, where my family was able to live there with me for the whole month.

“The problem from me was that I didn’t know too much about what I had going on, so this institution was the first institution to learn about [TBI]. A lot



Cherie Cullen

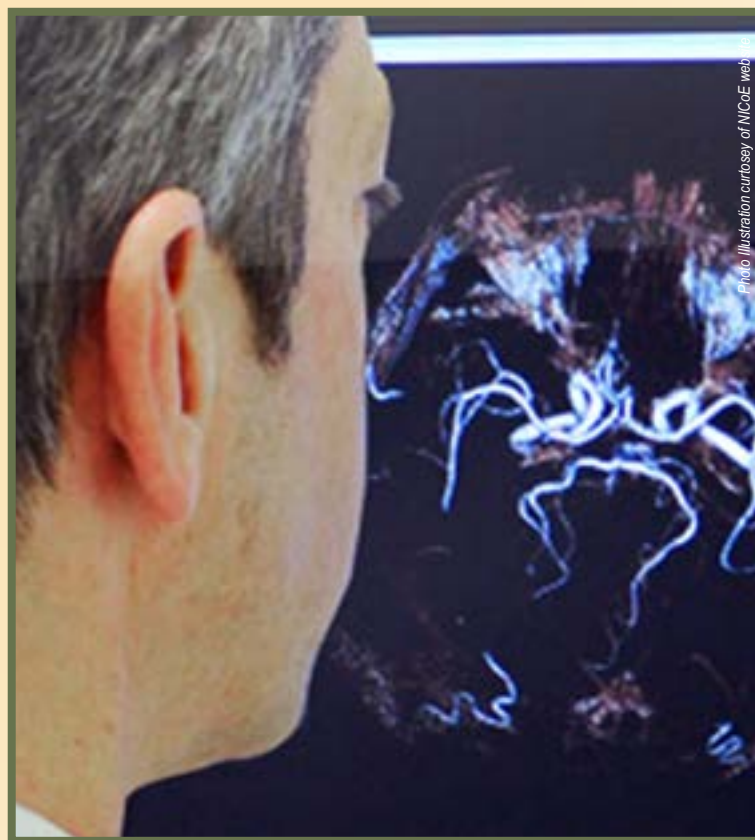


Photo illustration courtesy of NICoE website

The Intrepid Center is a state-of-the art facility designed to provide cutting-edge services for advanced diagnostics and treatment for service members with psychological health issues and traumatic brain injury.

[Click here to learn more about NICoE](#)

of my symptoms kind of came on quickly and my wife kind of pointed them out to me. So, when I found out about NICoE, I definitely decided that I wanted to go.

“The case managers, the nurse and staffs felt like they were family by the end of the first week. They care. It is the first time that I felt like somebody actually cared when they were doing the medical attention. It really mattered to them to figure out what is wrong with you.

“It was life changing for us,” my wife said. Before I joined the program, we always thought that we had a great relationship.

“Even if you think that you don’t have problems, you may have some important stuff to work out. So talking to somebody may never be such a bad thing and that was what we found out. After admission to NICoE, for her it was life changing because she was able to pinpoint what was wrong with me.

“She was able to understand that I’m not just being lazy or unmotivated, but it was some of the symptoms that go along with the injury that I have.

“The best thing I can say about NICoE is never again in your life will you have a team of 10 doctors that their only job is to help you diagnose the symptoms that you have. It helps you deal with your symptoms and gives you a different perspective - whether medication, or different therapies to try to fix and alleviate the problem - to help you get back to a normal life.

“NICoE is not a cure, but it definitely gave me some tools to help me move forward in my job and hopefully I’ll be able to keep my job.”

MC1 Geronimo Aquino

“NICoE is one part of the full circle of care.”  
It is a tool.

-Ms. Mandy McCammon  
NSW Family Support staff



# How *Ethics* have become *Boring*

We see a lot of chatter in the media about the deterioration of ethics and character in business, the military, and society in general. In response, we are (naturally) seeing a proliferation of “ethics training” sessions in which we are told to follow rules, be a good person, and “just do the right thing.” And in the process, the subject of ethics has lost a lot of its impact.

The newspapers, the evening news, indeed the “Navy Times” are full of stories of successful, intelligent people who certainly had heard many times about the importance of morality but who did wrong anyway. Would these people have done better had they attended another class or lecture on ethics, reminding them to choose the hard right, instead of the easy wrong, or not to do anything they wouldn’t want to read about in the Washington Post?

I don’t think so. Most moral failures are made by people who knew that they were not acting ethically. It is uninteresting to discuss the morality of violating the rules of our organization, our culture, or the laws of our community for personal advantage. More interesting are cases in which we might break rules in obedience to a higher law, or to benefit others who deserve special consideration. Then doing the right thing becomes indeed a more challenging proposition.

In fact, doing the right thing becomes more and more difficult the more responsibility one has. In many difficult situations, the right thing is unclear, and the best possible decision under the circumstances requires experience, judgment and anguish. Simple bromides such as “just do the right thing” are not very helpful.

My good friend, retired Army colonel and leadership professor Dr. George Reed, was recently invited to lead a discussion with newly selected Army brigadier generals with the intent of getting them to think about the complex world of ethics as a general officer. However, the course planners who invited him suggested that “ethics” not be in the title of his session. He was encouraged instead to focus on the corrupting influence of power. With that as a title, George was able to lead a very engaging, and at times energetic, discussion about ethical trade-offs that often confront general officers.

It would seem that generals, admirals, senior officers, senior enlisted advisors - people who have made the military a career and profession - don’t need to be told the rules or threatened with the consequences of not following them. That said, we continue to read about cases where senior leaders either commit spontaneous acts of stupidity, or pursue a personal agenda in violation of institutional and cultural values.

What to do about it? There is no easy answer, but I am concerned that more uninteresting ethics training may well create more resentment and cynicism toward ethics. Traditional carrot-and-stick approaches to ethics training tend to speak to those on the bottom end of the moral development hierarchy – those for whom nearly every ethical decision is a simple risk-reward calculation. While this approach might be appropriate for some at every level in the chain of command, most professionals feel insulted when treated like children.

Perhaps ethics training should be recast as simply learning the rules. We all need to know them. And for the risk-reward calculators, the training needs to include the costs to themselves and others of breaking them.



Ethics education, on the other hand, goes deeper and seeks to understand the rules and their origins, intent, and limitations. Ethics education focuses more on values and context than on rules, and teaches how to reason through situations and circumstances that rule makers may not have envisioned.

Values are the commander’s intent behind rules. Indeed, sometimes it is more ethical to break rules than to follow them, since rules cannot anticipate every circumstance. Ethics education discusses dilemmas where rules don’t provide clear guidance, but clarity in values and seasoned judgment are required to make the best decision. Good ethics education forces you to struggle with dilemmas in situations where, after having made your best call, you’re still struggling, because tough decisions have costs and downsides that are hard to measure and anticipate. Tough ethical decisions are usually between two (or more) competing ‘goods’ – or even tougher, between a number of bad options.

Vice Adm. James Stockdale spent seven years as a prisoner of war having his values tested to the limit, and found that his education in ethics in graduate school gave him tools that helped him survive and lead in the most demanding of conditions. Accordingly, when he later became the president of the Naval War College, he initiated and taught a course entitled The Foundations of Moral Obligation, which, after more than 30 years, remains one of the most popular electives at the Naval War College. At the U.S. Naval Academy, Shannon French initiated a course entitled “Code of the Warrior” (based on her book of the same name) that explores warrior values and ethics through the ages and in many cultures. After 10 years the course is over-subscribed every semester, and the Naval Academy has been unable to meet demand. Notice that “ethics” is in neither of these titles. Ethics education can be inspiring, and have a valuable and values-reinforcing impact on professional warriors -- if it is done well.

Ethics is a broad and fascinating subject; it is a shame that it has been trivialized to mean mere compliance with regulations and rule-following. Combat ethics education should seek to understand the intent and the ‘why’ behind rules of engagement and why warriors are expected to assume risk in the interest of values beyond tactical victory. Combat ethics education should prepare warriors for the challenges of balancing obligations to troops and mission, against obligations to non-combatants and to societal values. It should even prepare them to consider obligations to our enemies who, after all, are human, and will remain so after the fighting is done. That can be controversial, but it’s not boring. More significantly, it’s important and addresses real ethical concerns.



Bob Schoultz retired after spending 30 years as an NSW officer. Schoultz can be reached at [schoultz@sandiego.edu](mailto:schoultz@sandiego.edu)

# TEAM LEADERSHIP

## AN OPEN LETTER TO PROSPECTIVE SEAL SENIOR ENLISTED ADVISORS

About a year ago I met with a prospective SEAL Team commanding officer. I told him the best return on investment of his time, throughout his tour, was building trust with his command master chief. During my command tours, my command master chief or my command sergeants major and I were a Team. I expected us to travel together as often as possible and be aligned on mission and commander’s intent. There is nothing more cancerous to a command than a commander and senior enlisted advisor who work in conflict, who are misaligned and off message. At the same time, when a commander and his or her senior enlisted advisor work and lead as a Team toward the accomplishment of the mission there is nothing more powerful. As a captain with 27 years of service – including 25 years in the Teams – I cannot tell you how to be a successful senior enlisted advisor. But I can tell you what I expect from one. As I tell subordinate commanders, it takes three things to command for me: leadership, intellect, and humanity. Those are also my expectations for senior enlisted advisors. Those are my expectations of myself.

First and foremost, I expect leadership. I expect your leadership in the team room, the goat locker, and the wardroom. Leadership is the key to negotiating the value and challenge human beings present to the mission. Humans are the most powerful and yet the most unwieldy things on earth and led poorly, they can be the limiting factor in military operations. Special operations is a human-centric enterprise and leading a diverse group of humans through dynamic and unforgiving situations is a core competency of Special Operations Forces. Therefore I expect you to be ready to lead and mentor all ranks, all services, all races, all personalities, all genders, and all sexual orientations across the command.

I expect you to be aligned with me on valuing the mission above position and personality. During my time in command of Joint Special Operations Task Force - Philippines, I entered the conference room to kick off our newcomer’s brief and the attendees came to attention. I put them at ease but asked them to remain standing. I then asked the newcomers why they stood when I came in the room. I received the usual answers, of course, regarding respect of rank and military courtesy. I told them, “I am no one

special. I am a 51 year-old white guy from Illinois. I am like our country’s flag – it is not the nylon or cotton that makes it valuable. As a nation we burn and desecrate our flag all the time. Our flag’s value comes from what it represents: our ideals of freedom, justice, and liberty.”

“The reason,” I said, “that I want you to stand when I walk in the room is because I represent the mission, I represent the command, and I represent us.” That was my perspective. My senior enlisted advisor had to understand, help shape, and support how I viewed myself as a commander, how I maintained trust with the command, and how I understood my relationship and responsibility to the mission.

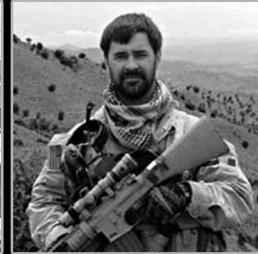
I expect you to understand our mission and my intent for accomplishing that mission and I expect you to be able to make decisions on my behalf. I recognized that the complexity, sensitivity, and scope of the mission in the Philippines required trust in my commanders, my staff, and in our senior enlisted leaders. In addition, it was my policy that every one of more than 650 people under my command had to understand our mission and my intent well enough that they could speak for me. Anyone. However, there were only four people in the command that could decide for me: my deputy commander, my chief of staff, my operations officer and my senior enlisted advisor.

We did not share command but we shared in the leadership of it. Standing next to my command sergeant major in Manila, I was once asked by someone in the embassy how many people I had under command. I replied, “About 650 on any given day, but ma’am, I can tell you that I’m in charge of only one more person than he is.” When I am in command, I alone am in command. There will be no question about that – but I do not command alone. We are a leadership Team. We will lead in different ways but we will lead together. Be a leader to your Sailors, Soldiers, Airmen, and Marines. Be a leader to your young officers. They all expect you to lead them. If you lead them they will follow you – and if they follow you they will follow me.

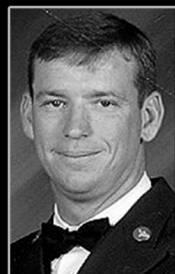
Capt. R.V. Gusentine



# 11 SEALS



# 8 Soldiers



# ALL Heroes

Operation Red Wings  
June 28, 2005