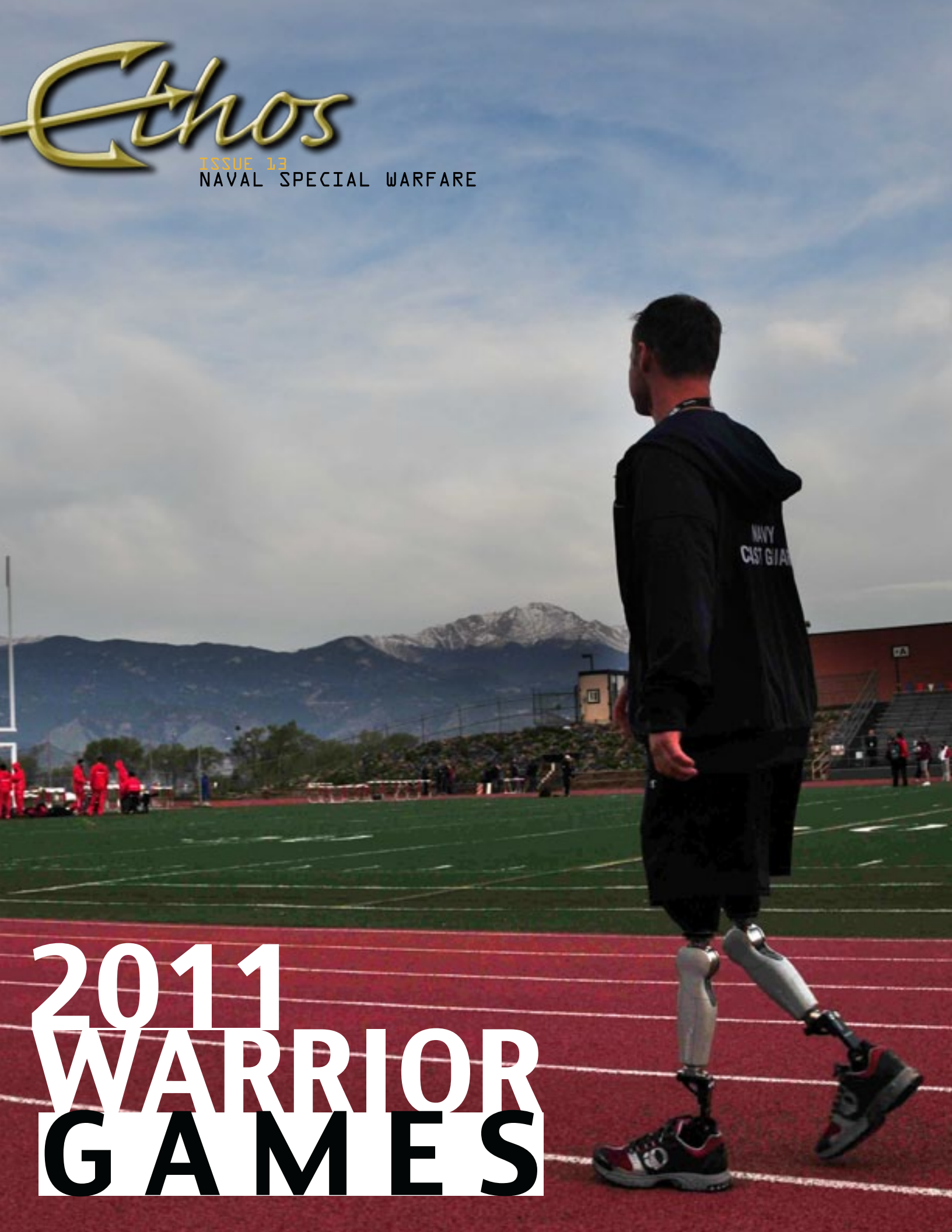
Ethos

ISSUE 13
NAVAL SPECIAL WARFARE



2011 WARRIOR GAMES

IN THIS ISSUE



Have guts, will travel

The 2011 Wounded Warrior Games held in Colorado Springs, Colo. May 5-8, proved to be a showing of not only athleticism, but incredible heart.

A Change of Hands

Rear Adm. Edward Winters relinquishes command of NSW to Rear Adm. Sean A. Pybus.





Honoring the fallen

The USS Michael Murphy was officially christened on May 6 in Bath, Maine. This ship stands as a reminder of the ultimate sacrifice one fallen SEAL made.

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STAFF

COMMANDER > *Rear Adm. Sean A. Pybus*
FORCE PUBLIC AFFAIRS OFFICER > *Capt. William Fenick*
DEP. PAO/PLANS, POLICY & INT. COMMUNICATIONS > *Ms. Patricia O'Connor*
DEP. PAO/EXTERNAL COMMUNICATIONS > *Lt. Cate Wallace*
EDITOR > *MCCS (SW/AW) Michael Raney*

ASSOCIATE EDITOR > *Ms. Mandy McCammon*
PRODUCTION MANAGER > *MC2 (SW/AW) John Scorza*
STAFF > MC2 (SW/AW) Sarah E. Bitter, MC2 (SW) Shauntae Hinkle-Lymas, MC2 (SW/AW) Dominique Lasco, MCSN Megan Anuci
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Send electronic submissions and correspondence to editor@navsoc.socom.mil or call (619) 522-2825.

Cover: Lt. (SEAL) Dan Cnossen walks the track before competition at the Warrior Games. Photo by MC2 Sarah Bitter.

Looking Ahead



MC2 Kyle D. Gahlau

Naval Special Warfare is an organization that adapts to change and makes significant contributions to our national defense. As I accepted command of the NSW community last week, I was reminded how extraordinary our organization really is.

Rear Adm. Ed Winters and I had a thorough turnover of NSW command activities and issues, and I am very grateful for his leadership, perspective and commitment to our community. NSW's credibility and effectiveness around the Globe has never been at a higher level. The attendance of Adm. Eric Olson, Vice Adm. Bill McRaven, local political leaders, and numerous other flag officers and senior enlisted leaders is indicative of the respect and admiration that people have for this Force. There is also awareness and appreciation for the sacrifices made by our Men, Women, and their families. I want to express my sincere thanks to everyone who worked hard to make the change of command ceremony a successful and fitting sendoff for Rear Adm. Winters, and an exceptional welcome to the Pybus family.

Listening and Learning will be my initial activity in the month of July. I have already met with most of our major commanders, our master chief SEA's, and the principal staff of NSW command. I'm excited to better understand how this community works, to work with our top leaders, and to make necessary decisions that will keep NSW relevant and successful. As you know, NSW has deep and critical ties to USSOCOM as the nation's maritime SOF component, and I have already "checked in" with their leadership. But I have also "checked in" with the U.S. Navy, and I intend to work closely with Navy leaders to take full advantage of our Navy heritage and affiliation.

This special edition of "ETHOS" is indicative of the kinds of issues and information that you can expect to read from this magazine during my time in command. We will strive to provide quality, factual and relevant articles about the Force and our Families, meant to inform our readers about worldwide NSW activities and to reinforce our character and values (Ethos…). I encourage you to tell us how well we do this.

Earlier this year, NSW commissioned several organizations that contribute directly to the geographic combatant commanders' ability to detect, deter and combat conventional and irregular threats. On page 22 of this issue, you will read about NSWG 10 and NSWU 10 -- whose establishments will enhance our operational capabilities and enable us to more effectively support future operational requirements.

As NSW has focused on evolving the force, several important elements have come to light -- growing a more diverse force and taking care of our Sailors and their families. As a result of our recruiting efforts to grow the force, we have experienced two successive years of increases in all SEAL diversity categories and are tracking for further increases in 2011. You can read about one effort to that end – the Varsity Athletes for SEAL Training program on pg. 27. And, after a decade of supporting overseas combat operations, with an increasing OPTEMPO and ever increasing requirements, our Force and families are experiencing some pressures. In response to what we're seeing, NSW has conducted a study, created action teams and established programs to address some of the issues. You can read more about this study on page 26.

As NSWG 1 commander from 2005 – 2007, I am cognizant of the true heroics displayed by our operators both on and off the battlefield. I encourage you to read articles in this issue that honor some of our fallen and wounded heroes – on pg. 8, the christening of the USS Michael Murphy and the 2011 Wounded Warrior Games, pg. 12. We must never forget their courage and sacrifices.

My wife Patty and I are extremely happy to be back in San Diego and back in the NSW fold. We are whole-heartedly committed to the health and well-being of our entire force and look forward to all we can accomplish with you in the next several years.

Respectfully,
Rear Adm. Sean Pybus

NSW leaders gather for LREC conference

Leaders from the Naval Special Warfare community gathered at the Silver Strand Training Complex March 22-24 for a Language, Regional Expertise and Cultural Awareness (LREC) level-two sustainment, post-initial acquisition training conference.

Representatives from Naval Special Warfare Command and its subordinate commands were tasked to provide input for the development of the next stage of 2/2 level language training and sustainment curriculum throughout the SEAL and SWCC communities.

The 2/2 language proficiency level is best described as an individual's ability to participate, speak and comprehend a foreign language in most social, formal and informal interactions.

During the conference, attendees broke off into two groups to brainstorm the best course of action to implement robust language training into the special warfare operator's professional development cycle.

"This is a cultural change for our community and what we are doing here will impact the community for a long time," said Capt. Wesley Spence, NSW foreign language program director. "This work from all of you will ensure we will get the best possible [language] training for the community."

This conference marked the third in a series designated to evaluate the development of action, skill and sustainment of language training for all levels of proficiency.

The first LREC conference was held in March 2009, following a mandated increase of Special Operating Forces LREC training by Adm. Eric Olson, commander, U.S. Special Operations Command.

MC2 Sarah Bitter

NSW hosts JINSA

Naval Special Warfare Command hosted more than 20 members of the Jewish Institute for National Security Affairs (JINSA) during a community relations visit April 1.

The purpose of the visit was to educate leaders from diverse backgrounds on the mission of NSW.

To begin the day, JINSA members were given several briefs by NSW leadership, including Rear Adm. Garry Bonelli, deputy commander, who thanked the organization for its support and provided a brief overview of the NSW organization and its importance at a time when the U.S. is still being targeted by terror organizations around the world.

"When you look across the spectrum and ask why we do the things we do, the United States of America has been the big boy on the block for quite some time," said Bonelli. "Whether you agree with American policies or not, there are some people who are violent in their views and would like nothing more than to strike us. I am a realist and believe that it is not a matter of 'if,' but 'when' we will be hit again."

Bonelli added that the NSW force is fortunate that enlistments within the SEAL and SWCC communities have remained at 78 percent, although the U.S. has been at war for 10 years.

"I thought today was amazing," said Benjamin Briss, a JINSA consultant. "It's a privilege to be here today and be able to see special operations forces training and thank service members for their service to our country."

MC2 John Scorza



MC2 John Scorza

IT'S A LITTLE COLD Participants in the 4th annual SuperSEAL Triathlon, held at Silver Strand State Beach, charge into the water at the start of the event March 27. The SuperSEAL triathlon consists of a 1500 m swim, 40 km bike ride and a 10 km run. The event hosted more than 800 participants including more than 150 active, reserve and retired military personnel.

NSW Members Volunteer at Community Book Fair

More than 20 Sailors, family members and civilian employees from several Naval Special Warfare commands donated their time and muscle to help set up for the Coronado Book Fair.

NSW members assisted The Friends of Coronado Public Library by unloading, sorting and arranging more than 53 pallets of donated books in preparation for the April 16-17 event.

For the Sailors, volunteering was about giving back to their community.

"I work here so I volunteer here," said Special Warfare Operator 1st Class Kelly Dejarnette. "My wife works here, my daughter also goes to school here and it's just good to give back."

With thousands of books to prep for the book fair, members of The Friends of Coronado Public Library appreciated the helping hands of NSW volunteers.

"It's terrific that the Sailors came out to help the community this way," said Sharon Sherman, a Friends of Coronado Public Library board of trustees member. "We could not do this without the help of the Sailors who volunteer. To see how the Navy and Coronado work together is amazing, especially with what is going on in the world."

The annual fundraising event benefits the Coronado Public Library.

MC2 Dominique Lasco



MC2 Dominique Lasco

LEND A HAND Special Warfare Operator 1st Class Quinn Pearson passes a box of books to Special Warfare Boat Operator 1st Class Chad Cammock, as they help the Friends of Coronado Public Library set up for a community book fair April 15.

NSW's Back Yard Beach Cleanup

Sailors from Naval Special Warfare Command participated in a beach cleanup April 22 in celebration of Earth Day 2011.

NSW First Class Association (FCA) hosted the event, where more than 10 NSW volunteers armed with trash bags and motivation spent the morning walking Naval Amphibious Base Coronado's Gator Beach, clearing it of trash and debris.

"This feels great. We are doing something for the environment by working together to make sure we are keeping our beach clean," said event organizer Hospital Corpsman 1st Class (EXW) Christine Drasdis, from Pawtucket, R.I. "Doing this today is important because we are taking pride and ownership of our beach."

Another NSW volunteer explained that working in close proximity to the white sands of a California beach is a wonderful opportunity that comes with responsibility.

"This cleanup demonstrates our support for Earth Day," said Religious Program Specialist 1st Class (FMF/SW) Eric Bryan of West Monroe, La. "It feels good to give a little back; we are privileged to have this beach and I want to make sure we keep it this way."

The Department of the Navy is collaborating with other government agencies, industry and non-governmental organizations on environmental and energy projects. These partnerships are vital for ensuring long-term sustainability and national security. More than 45 naval commands around the world are hosting events that highlight environmental cleanup, planting / beautification and recycling in support of Earth Day 2011.

MC2 Sarah Bitter

Protecting the Environment, Not just a one-day event

Though NSW marked the 41st anniversary of Earth Day with a beach clean-up on April 22, its efforts to protect the environment are on-going.

"Everyone within the Naval Special Warfare community knows that they have to do their part environmentally; that's something they learn in becoming an operator—that respect for the environment is important."

That is what Scott Penwell, Naval Special Warfare Command's force environmental programs manager, said about NSW's contribution to the Department of Defense's eco-friendly ventures.

Since 2009, NSW has made significant strides to help reduce its carbon footprint, while maintaining the safety and training oportunities of its greatest asset—the special operations warrior.

"The mission will always come first, but at the same time, we try to make as little environmental impact as possible," Penwell said.

Bradley Fisher, a facilities analyst for Naval Special Warfare Center (NSWCEN), agrees with Penwell, and understands that green initiatives impact the way NSW conducts training and accomplishes daily activities. Fisher notes that one example is the NSWCEN's initiative to help conserve water at their Combat Training Tank.

"In the past, we would lose a few thousand gallons [of water] per month," Fisher said. "We noticed that we constantly had to fill it up. That's when we found out that there were cracks in the pool."

Repairing the cracks has helped save more than ten thousand gallons of water this year.

In addition, Winston Winterink, NSW's force civil engineer support equipment director, said that NSW has also developed a plan to help battle pollution.



MC2 Sarah Bitter

IT ONLY TAKES ONE Sailors assigned to WARCOM pick up debris at Naval Amphibious Base Coronado's Gator Beach in celebration of Earth Day 2011. The NSW First Class Association hosted the "Back Yard Beach Cleanup" where command volunteers walked the beach and cleared it of trash and debris.



Staff Sgt. Kaily Brown

GIVE PEN, GAIN FRIEND A member of Combined Team Uruzgan shows a local boy how to hold a pen during a visit to the town of Oshey outside Fire Base Tinsley, Uruzgan Province, Afghanistan, March 10, 2011. Members of CTU conducted the visit to assess the living conditions and security of the district.

"We're going to send real old, polluted vehicles to Defense Reutilization Marketing Service," Winterink said. "The ones that still have a long service life, we'll get those modified with a Vehicle Diesel Emissions Control System (VDECS) and replace the rest."

The VDECS system will allow NSW vehicles to burn ultra-low sulfur diesel fuel—a cleaner burning fuel that reduces ill effects on human health and the environment. NSW's new plan came about as a result of California Air Resources Board's new environmental laws, and according to Winterink the plan is going well.

"NSW replaced nine vehicles valued at more than $607,000 in 2010. This year, we've replaced 14 vehicles valued at more than $1 million and we plan to replace 13 vehicles in 2012, a value of more than $1.5 million," Winterink said. "NSW is well ahead of plans to comply with the California Air Resources Board requirements for 2014. With a concentrated effort in 2013, we will be able to have all vehicles in compliance without any disruption to mobility support to the community."

Penwell also said that some of NSW's other green initiatives include the addition of a wind generator on an NSWG 2 range at Joint Expeditionary Base Little Creek, Va.; a new training range in La Posta, Calif., that is compliant with the U.S. Green Building Council's Leadership in Energy and Environmental Design program; and numerous green environmental assessments for NSW training areas.

"NSW as a whole goes beyond what is required to conserve the environment's resources so that they can be enjoyed by future generations," Penwell said.

MC2 Shauntae Hinkle-Lymas

NSW Sailors now receive credit for IA tours

Naval Special Warfare Sailors are now eligible to earn credit for select deployments completed in support of NSW missions. This credit is similar to the credit Sailors outside of NSW earn when completing individual augmentee (IA) assignments and will be reflected in personnel service records.

Any NSW Sailors who now deploy, or have ever deployed on an IA assignment in support of NSW forces, will receive a Navy Enlisted Classification code (NEC) or Additional Qualification Designation (AQD). Typically, an IA NEC/AQD is authorized based on the nature of the deployment and a minimum length of six months.

"NSW IAs were not filling Navy IA mission requirements," said Charmaine Savage, NSW's military personnel officer. "Our Sailors are traditionally filling U.S. Special Operations Command (USSOCOM) mission requirements."

NSW Sailors did not previously receive NEC/AQD codes because administratively, these deployments were not classified with a Navy Noble Eagle code.

According to the Navy's IA website, a Navy Noble Eagle number is a special code the Navy uses to track a Sailor filling an IA billet. At the end of these deployments, a Sailor's personnel records are updated to reflect an NEC/AQD code, showing they've completed an IA duty tour.

Savage said that USSOCOM's mission requirements are often outside of the Navy's detailing visibility. As a result, NSW Sailors were not recognized for IA assignments by their detailers and were often vulnerable to taskings to fill other IA assignments soon after leaving the NSW community.

"NSW Sailors shouldn't be treated any differently than any Sailor in the fleet just because they're stationed at NSW," she said. "This is the right thing to do for our Sailors and we're pleased to see this change in policy."

For further details, NSW Sailors should contact their local administration departments.

Any active-duty or reserve Sailor who leaves from their duty station to deploy individually or with a small group is an IA. According to the Navy Office of Information, more than 70,000 Sailors have served as IAs in more than 16 nations across the globe since 2002.

MC2 Shauntae Hinkle-Lymas

A LITTLE DAB'LL DO YA Lt. Cmdr. Michelle Walters freezes abnormal skin bumps on a patient during a skin cancer screening clinic held at Naval Special Warfare Logistics Unit One(LOGSU 1). The clinic was the first of quarterly visits by Naval Medical Center San Diego to LOGSU 1 this year.



MC2 Dominique Lasco



MCSN Megan Anuci

REMEMBERING OUR HEROES Rear Adm. Edward G. Winters, commander, NSW, and Force Master Chief Steven Studdard render salutes as Erin Taylor, wife of fallen Hospital Corpsman 1st Class (SEAL) Jeffrey S. Taylor, looks on during the sixth anniversary ceremony held at Naval Special Warfare Command to honor the men of Operation Red Wings June 28.

NSW Leaders Host Command Leadership Seminar

More than 20 Naval Special Warfare (NSW) leaders gathered at Naval Amphibious Base, Coronado for the community's first Command Leadership Seminar April 26-27.

The seminar, held at NSW Center, was designed to educate NSW leaders on command mentorship, leadership development, responsibilities, as well as the force's vision and strategy.

"We're talking about how they (leaders) make decisions, how they prioritize, what their intent is, what their philosophy is with their team, how they interact with their subordinates, and how they interact with the guys in the battle space," said Cmdr. Milton Sands, chief of staff, Naval Special Warfare Group 2.

Rear Adm. Edward Winters, former commander, Naval Special Warfare Command, said that NSW's leaders must be prepared to take on extraordinary challenges that are unique to the special operations community.

"Your job is to take care of the force," said Winters. "Our job is to do what the nation needs us to do. And in a lot cases, that means doing things that nobody else can do."

One of the goals of the seminar was to provide prospective leaders with lessons learned from personnel with prior command tours. Sands, a panelist at the seminar, said that this goal was very important.

"The SOF skill-set is exactly what we're focused on here. And the center of gravity for us are the COs and the CMCs," Sands said. "Those are the guys actually out there making a huge impact and running it, which is why we want to invest this time, and focus in on these key leaders."

Master Chief Special Warfare Operator Steven Viola, command master chief, Naval Special Warfare Advanced Training Command, said that he feels better after discussing some of the issues he's faced as a leader with others who went through the same ordeals.

"I would say that it gives you confidence to know that there are other people who have been in my seat, and they know what's coming," said Viola. "It gives you the confidence you need, knowing that you're not the only one who has dealt with unique problems."

MC2 Sarah Bitter

GREEN MEANIES A Special Warfare Combatant-craft Crewmen Joint Terminal Attack Controller from Special Boat Team 20 conducts immediate action drills alongside members of Operational Detachment-Alpha 0412 while participating in Emerald Warrior during the 2011 Joint Special Operations Field Special Operations Forces Exhibition and Conference.



U.S. Navy Photo

"Our strategy cannot be executed without focused support of our warriors and their families. We expect greatness of our warriors, but can do so only when a foundation of information, accessibility, networking and empowerment is available to the entire NSW family."







Changing Command

Rear Adm. Sean A. Pybus relieved Rear Adm. Edward G. Winters as commander, Naval Special Warfare Command during a change of command ceremony at the headquarters June 30.

During his tour at NSW, Winters developed four pillars that guided NSW through dynamic and significant changes, organizationally and operationally -- win the fight in Iraq and Afghanistan; prevent and deter future conflicts; prepare for future conflicts; and evolve and sustain the Force.

Under Winters' leadership, NSW commissioned a number of major component commands, new organizations and overseas units, developing intelligence capabilities and improved readiness across a broad and unprecedented spectrum of NSW activities. Additionally, NSW restructured it resourcing and procurement directorate, which ensured NSW received funding for critical modernization programs.

Winters says NSW owes a great deal to what he calls 'the power behind the power,' the families of Navy SEALs, special warfare boat operators and support personnel deployed worldwide.

"Our strategy cannot be executed without focused support of our warriors and their families. We expect greatness of our warriors, but can do so only when a foundation of information, accessibility, networking and empowerment is available to the entire NSW family," Winters said.

"This is the kind of war for which special operations forces, with Naval Special Warfare forces prominently among them, are well suited. With operational elements that are specially selected, carefully equipped, and extensively trained to conduct a broad range of missions across every type of terrain and climate. They [you] are in high demand. Higher than ever before," said Adm. Eric T. Olson, commander,USSOCOM.

While serving as commander, Winters took risks at CONUS based commands to push additional key personnel forward to leadership positions and support staff planning functions in Iraq and Afghanistan

The ceremony marked the end of a nearly three-year tour for Winters, who graduated from Basic Underwater Demolition/SEAL training with Class 112 in May 1981. His command tours include SEAL Team 4, a joint special operations task force in Bosnia-Herzegovina, Naval Special Warfare Development Group, a Joint Task Force in Afghanistan and the Iraqi National Counterterrorism Force Transition Team in Iraq. He currently has orders as deputy chief, Office of Security Cooperation – Iraq.

"Anything that anyone said that I did here, remember it wasn't me. It was all of you," Winters said to his staff and leadership across the NSW Force. "The greatest thing about being in NSW is that you get to go to work with heroes every day."

Rear Adm. Pybus received his commission through Navy ROTC after earning his Bachelor of Arts in economics from the University of Rochester in 1979. A graduate of Basic Underwater Demolition/SEAL training with Class 105, Pybus is a career NSW SEAL officer. He assumed command of NSW with extensive operational and leadership experience, including unit tours in Panama, Germany and Bahrain, as well as duty as commodore, Naval Special Warfare Group 1. He most recently served as commander, Special Operations Command Pacific.

"Naval Special Warfare's contribution to our nation's security has never been more significant," Pybus said. "I'm thankful for Rear Adm. Winters' leadership. I'm excited for the challenges ahead and I am certainly privileged to represent this organization. Our mission, our people and our future will be our priorities. Honor, courage and commitment will continue to be our character. America's preeminent extreme environment full spectrum special operations force is who we need to be."

WARCOM Public Affairs



"The greatest thing about being in NSW is that you get to go to work with HEROES every day."

PCU MICHAEL MURPHY

Guests await the christening ceremony for the Arleigh Burke-class guided-missile destroyer Pre-commissioning Unit (PCU) Michael Murphy (DDG 112) at General Dynamics Bath Iron Works in Bath, Maine.

MC2 Dominique Lasco



Many great honors have been bestowed upon our military heroes throughout the years. Names have been inscribed on plaques and stones. Statues have been cast in their image and strategically placed in remembrance.

In the small town of Bath, Maine, a warrior-patriot and one of Naval Special Warfare's own was recently memorialized with an honor reserved for American naval leaders and heroes - a U.S. warship was named after him. For Navy SEAL and Medal of Honor recipient Lt. Michael Murphy, his name and legacy will live on with the construction, christening and future missions of DDG 112, the 62nd Arleigh Burke-class destroyer.

Murphy died during Operation Red Wings in Afghanistan on June 28, 2005, the worst single-day U.S. death toll since Operation Enduring Freedom began.

A four-man SEAL team comprised of Murphy, Gunner's Mate 2nd Class (SEAL) Danny P. Dietz, Sonar Technician (Surface) 2nd Class (SEAL) Matthew G. Axelson and Hospital Corpsman 1st Class (SEAL) Marcus Luttrell, was conducting a reconnaissance mission in the mountains of the Hindu Kush when it was compromised and a fierce firefight ensued. Already shot and disregarding his own safety, Murphy left his protected position and went to a clearing — where he was exposed to a barrage of Taliban gunfire — to get a clear signal to contact Bagram Airfield to relay the dire situation.

He dropped the satellite phone after being shot a second time but finished the call and even signed off, "Roger that, sir. Thank you."

The mission suffered further casualties during an attempt by eight SEALs and eight Army Night Stalkers to rescue the embattled SEALs. The 16-man team was killed when their helicopter was shot down en route. Murphy, Dietz and Axelson were mortally wounded that day. Luttrell survived and was subsequently rescued. To this day, Operation Red Wings remains the largest loss of life in Naval Special Warfare history since World War II.

For his actions that day, Murphy was posthumously awarded the first Medal of Honor for combat operations in Afghanistan, the highest military honor that can be given to a member of the armed forces. In May of 2008, the Navy further honored Murphy and his family by announcing that the 62nd Arleigh Burke-class destroyer would bear his name.


MC2 Dominique Lasco


MC2 Dominique Lasco


MC2 Dominique Lasco


MC2 Dominique Lasco

Top --
Cmdr. Thomas Schultz, commanding officer, PCU Michael Murphy, covers his heart during the playing of the National Anthem.

Left center --
Navy SEALs and thier families attend the christening ceremony.

Left bottom --
Sailors assigned to the Pre-commissioning Unit Arleigh Burke-class guided-missile destroyer Michael Murphy (DDG 112) march through the crowd during the christening ceremony.

Main Photo --
A Sailor holds Michael Murphy's Medal of Honor award.

Next page, top left --
Maureen Murphy, Michael Murphy's mother, christens the ship.

Next page, top center --
Michael Murphy's engraved plaque rests in the Chief Petty Officer's mess.

Right page, right top --
At the ship's mast stepping ceremony, Cindy Dietz, Maureen Murphy and Donna Axelson look at a copy of the brass plaque with the initials of their sons and other special operations forces who died during Operation Red Wings.

Right page, bottom left --
The 62nd Arleigh Burke-class guided-missile destroyer, Pre-commissioning Unit Michael Murphy (DDG 112) is christened.

Right page, bottom right --
Guests render honors during the playing of national anthem during the christening ceremony.


MC2 Dominique Lasco



MC2 Dominique Lasco


MC2 Dominique Lasco

Maureen Murphy, Michael's mother, was named as the ship's sponsor. According to Murphy, she hopes to continue and maintain a close relationship with the ship and its crew.

"I'm taking being the sponsor very seriously," said Murphy. "I know that being a sponsor is sort of like being the mother figure for the crew. I want to bring and share Mike's spirit and make sure they don't forget the other men and their spirit while the crew is on board the ship."

Physical tokens and mementos of Murphy and his teammates were embedded in the ship during its mast stepping ceremony. Traditionally, the mast stepping ceremony involves placing or welding one or more coins into the mast step of a ship. It is seen as an important ceremonial occasion in a ship's construction and is thought to bring good luck to the ship and its crew. During Murphy's mast stepping ceremony on May 6, several mementos were welded inside.

Placed in the mast were mementos from Murphy's life. Among the many was a coin from his alma mater, Pennsylvania State University, a hockey puck and a SEAL trident.

Mementos of his teammates Dietz and Axelson, along with the others who died in Operation Red Wings were also included. All were neatly placed and folded in a flag bearing the SEAL Delivery Vehicle Team 1 (SDVT 1) logo and placed in a watertight container. Maureen and Murphy's father Dan, along with members of the Dietz and Axelson families took turns welding these memorable time pieces into the ship's radar mast, forging an everlasting bond between fallen warriors and future crews of USS Michael Murphy.

"It's truly an honor for us to have the Navy name this ship after my Mike and for all the boys," said Maureen. "It's a true recognition of what they did out there and their bravery on that day."

The next day, May 7th, on what would have been Michael's 35th birthday, a crowd of friends, family and spectators gathered to witness the christening of the newest Arleigh Burke-class destroyer, PCU Guided Missile Destroyer (DDG 112), a fitting honor in his memory.

Three thousand people, including operators from SDVT 1, members of the pre-commissioning unit and New York City firefighters gathered at the General Dynamics shipyard to celebrate and witness history.

Commander, U.S. Special Operations Command, Adm. Eric T. Olson, a guest speaker at the ceremony, recognized the bravery displayed by Murphy and others who have died in the defense of their country and said their sacrifices were not made in vain.

"If these brave men are watching today, they must be extremely proud of — and somewhat comforted by — the reports that the man who started the war in which they died, was himself killed when their brothers — Navy SEALs and Army Night Stalkers — assaulted his compound," Olson said.

Primary speaker at the ceremony, Chief of Naval Operations Adm. Gary Roughead, spoke of how the ship will not only bear the name of Murphy, but will continue to carry on his legacy and values as it goes forth to fight in future missions.

"It is my sincere belief that this ship will build on the momentum gained by our special operations forces in the fight against extremism and sail the seas in a world made more peaceful by sustained American vigilance, power and dignity," said Roughead. "This ship will carry Michael's legacy and values to Sailors several decades from now and to a new generation of Americans. For that, I am proud to wear this uniform."

Maureen Murphy was the last to speak during the ceremony. As she stepped up to the microphone, the crowd stood up and erupted with applause.

During her speech, Maureen spoke of how honored she was to be the sponsor and thanked everyone for their support through the christening process. Afterward, she asked everyone in attendance to stand while she read the names of all the men who died during Operation Red Wings.

Maureen was then escorted by Roughead from the podium to the platform where she said, "This is a really good day for everyone here. I appreciate all these beautiful people out here who came to honor my son. Happy birthday, baby."

With that, Maureen beamed and smiled proudly as she broke the traditional bottle of champagne across the bow of the ship and held it up for the crowd. Streamers filled the air and the crowd cheered as they celebrated the formal naming of the ship.

USS Michael Murphy is 9,200-tons, 509 feet in length, and has four gas turbine engines that can reach speeds in excess of 30 knots. It will conduct a variety of operations, from peacetime presence and crisis management to sea control and power projection. The ship is capable of fighting air, surface and subsurface battles simultaneously and will contain a myriad of offensive and defensive weapons designed to support maritime warfare in keeping with "a cooperative strategy for 21st century sea power."

The ship is set to be commissioned into the U.S. Navy fleet next summer and be homeported in Pearl Harbor, Hawaii, near Michael's last command, SDVT 1.

MC2 Dominique Lasco


MCC Tiffany Vanderwyst


MC2 Dominique Lasco

WARRIOR GAMES

NSW ATHLETES BATTLE THEIR WAY TO GOLD

Air Force Staff Sgt Christopher Griffin

According to the Merriam-Webster Dictionary, a hero is:
A mythological or legendary figure of great strength or ability or a person admired for achievements and qualities.

This definition falls short of adequately expressing the courage and determination a military hero often displays being brought down in battle, and not just surviving another day, but getting up and fighting new battles, some of which are harder than the first.

There is such a special breed of warrior. They are wounded warrior athletes who exemplify an undaunted sense of determination, courage in the face of fear and a drive to defy the odds. With strength in numbers, a group of these brave men and women converged at the edge of the Rocky Mountains in May, ready to face new challenges and new battles.

Casting all doubt and disabilities aside, these warrior athletes vied for medals, bragging rights, pride and glory during the five-day 2011 Warrior Games held at the Olympic Training Center (OTC), Garry Berry Stadium and the U.S. Air Force Academy in Colorado Springs, Colo. 2011 marked the second straight year that America's wounded, ill and injured servicemen and women took to the field in competition designed to inspire recovery, physical fitness and promote new opportunities for growth and achievement.

Warrior Game athletes are not mythological figures, although we marvel at their abilities. They are real-life men and women of extraordinary character and toughness. Competition is fierce and rivalries run deep as competitors strive for victory. While their inspiring strength and finesse is showcased on the pitch, they are true role models who display the unifying power of sport by encouraging one another to push through to the finish. The Olympic and warrior spirit burns brightly in these athletes, some who are veterans of competition and others who are motivated novices. Some have logged painstaking hours of conditioning and training while others are figuring it out as they go.



Lt. (SEAL) Dan Cnossen races around the track at Garry Berry Stadium during the 800-meter race.

"The Warrior Games are about what these wounded warriors can accomplish. The word 'can't' doesn't exist at the games," United Service Organizations (USO) president Sloan Gibson said in a release announcing the 2011 Games.

The Warrior Games are a joint effort between the USO and the Department of Defense, with assistance from the U.S. Olympic Committee and presenting sponsor Deloitte.

During last year's inaugural event, 187 men and women athletes participated in the games. This year, that number increased to 220: 100 representing the Army, 50 from the Marine Corps, 25 from the Air Force, 18 Special Operations Command personnel and a combined squad of 32 members representing the Navy and Coast Guard.

The seven events that make up the Games and serve as an introduction to Paralympics sports for injured service members include archery, cycling, sitting volleyball, shooting, swimming, track and field and wheelchair basketball.

Opening Ceremonies

Monday, May 16 was more than another windy spring day at the OTC. Families, friends, and supporters lined the walkway of the Olympic Path, American flags waving in their hands. Hundreds of spectators looked on as the U.S. Army 4th Infantry Division Mounted Color Guard from Fort Carson, Colo., paraded the colors, signaling the start of the 2011 Warrior Games.

After the color guard's procession, the time-honored tradition of the Olympic torch relay followed.

Five service members were selected as torch bearers, one from each of five teams of warrior athletes competing in this year's games: Air Force, Army, Navy/Coast Guard, Marine Corps and Special Operations. As the torch relay began its short and symbolic trek down the Olympic Path, more than 200 seriously wounded, ill and injured athletes from all branches of service followed behind their team representative. Together, each team took turns passing the torch until it finally landed in the hands of Staff Sgt. Salvatore Giunta, the honorary torchbearer and the first living service member to receive the Medal of Honor since the Vietnam War.

When Giunta lit the torch, loud applause and cheers rang out. Witnessing and being a part of the moment is one that many in attendance said they would never forget.

"It gives me goose bumps … to be able to salute them and receive the torch from them and just to see the spirit and the will behind all these men and women who are competing. It blows my mind. It's very cool," Giunta said in a Pentagon Channel interview.

After the torch was lit, Charlie Huebner, chief of U. S. Paralympics for the U.S. Olympic committee, introduced John Register, a Paralympics athlete and Army veteran, who belted out a heartfelt rendition of the National Anthem. As Register hit the final note of our Nation's song, a pair of F/A-18 Hornets soared overhead. With the pomp and ceremony complete, the 2011 Warrior Games were officially underway.

Five of Naval Special Warfare's own heroes were part of the contingency representing the SOF community: Lt. (SEAL) Dan Cnossen, Chief Special Warfare Operator Jon Cummings, retired Senior Chief Special Warfare Operator Mike Day, Chief Special Boat Operator Dan Hathorn and Chief Hospital Corpsman (FMF) Rickie Fry. The men competed in track and field, swimming, shooting, sitting volleyball and wheelchair basketball.

Every one of these NSW patriots has been significantly wounded, but they all find ways to inspire, compete and give back to the community. These men have all endured painstaking hardships over the past few years, but they refuse to give up or let their injuries keep them down. Each of the men's stories begins with an injury and ends with a selfless determination to take back their own lives and inspire others to overcome and thrive, too.

Competiton Day 1

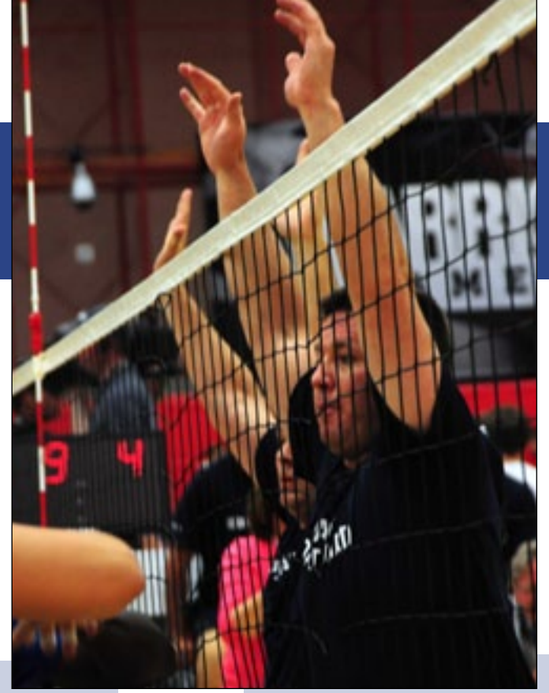
Less than 24 hours after F/A-18 Hornets shook the stadium and wowed the mile-high crowd, 2011 Warrior Games athletes did what they do best – they donned their team uniforms, put on their respective game faces and battled each other on the athletic field.

Track and field events kicked off the competition that cool, cloudy morning. Cnossen, a member of the Navy/Coast Guard

"A truck ran over me, so I will be battling arthritis and deteriorating shoulders, as well as battling to not have to have any more surgeries. My face hurts in the winter time. The screws and everything; it wears on me. But I am a fighter."

- SBC Daniel Hathorn
Team Navy/Coast Guard







SBC Daniel Hathorn

Events:	Medal:
(Upper body Impairment)	
50-meter freestyle	Gold
100-meter freestyle	Gold
50-meter backstroke	Gold
Wheelchair basketball	Bronze

Hathorn, the only NSW member on last year's team, was the grand champion in 2010. His goals are to place in his age group at the Ironman World Championship and compete in the 2012 Summer Games and the 2014 Paralypic Winter Games.

SOC Jon Cummings

Events:
shooting air open
pistol sitting
volleyball

This is Cummings first time in competing in the Warrior Games. He has served the Navy and NSW community for more than 17 years.

Lt. (SEAL) Dan Cnossen

Events:	Medals:
(Lower Body Amputee)	
800-meter running	**Bronze**
200-meter	
100-meter	
50-meter freesyle	**Gold**
100-meter freestyle	**Gold**
50-meter backstroke	**Gold**

Cnossen, a native of Topeka, Kansas, joined the U.S. Paralympic Biathon/Cross-Country team in late 2010 and participated in two World Cup events and the 2011 IPC Cross Country Biathlong World Championships. Cnossen's goal is to compete in 2014 Paralympics in Sochi, Russia.

team, competed in the lower body amputee category and was joined by fellow competitors as he took to the track for stretching and warm ups at Garry Berry Stadium in preparation for the day's events. Cnossen, who lost his legs to an improvised explosive device during anti-terrorism operations in Afghanistan in 2009, finished third in the Men's 800-meter run in 2:57.26, taking home the bronze medal for his effort.

"The 800-meter race was my best chance," Cnossen said after the race. "At the 500-meter mark I began to close the gap."

He also competed in the banner sprint events where competition was stellar. Cnossen finished fifth in the highly-competitive Men's 200-meter dash, clocking a respectable 45.39. He also earned eighth place honors in the Men's 100-meter dash final, with a time of 32.50.

After the track and field events wrapped up, competitors and fans turned their attention to the OTC shooting range, where the announcer's plea for complete silence hushed the crowd. As athletes showcased their steely nerves and resolution, the only sound heard was the muffled pop of weapons firing as competitors eliminated targets down range.

Fry, a member of the SOCOM team, and Cummings, a Navy/Coast Guard member, both competed in the preliminary rounds. Cummings participated in the air open pistol and finished in eighth place with a score of 255. Fry fared better in the air rifle competition by shooting a total score of 376 and placing fifth.

The atmosphere of the games quickly shifted from shooting, the quietest event, to the anticipation of wheelchair basketball and sitting volleyball games, the loudest events of the competition, closing out the night on a highly charged note.

Competiton Day 2

The next day horns blew, flags waved and the crowd chanted as the archery and swimming prelims got underway, and fans saw the tip-off for wheelchair basketball, the first team sport of the Warrior Games.

The smell of chlorine-filled air at the OTC Aquatic Center Wednesday afternoon left no doubt as to the events scheduled. After walking up the stairs and entering the poolside stands, spectators were warm, swimmers were loose and military tattoos could be seen everywhere. Shouts of encouragement echoed throughout the complex all day. Fans and coaches were excited and athletes delivered non-stop, outstanding performances.

> "The 800-meter race was my best chance. At the 500-meter mark I began to close the gap."
>
> -Lt. (SEAL) Daniel Cnossen
> Team Navy/Coast Guard

In the swimming preliminaries, the NSW team did what they do best – swim right past the competition. Hathorn, Cnossen, and Day were top performers for the men.

Hathorn's blazing speed was undisputed. He finished first in all of his preliminary heats and put potential upper-body impairment competitors on notice; he would be a force to be reckoned with in the finals. His preliminary times spoke volumes: 29.72 in the Men's 50-meter freestyle 1:12.37 in the Men's 100-meter freestyle and 39.52 in the Men's 50-meter backstroke.

Cnossen finished first in all of the Double lower-body amputee preliminary rounds, and darted his way through the swimming preliminaries with the times of 1:28.08 in the Men's 50-meter backstroke, 52.83 in the Men's 50-meter freestyle and 1:53.63 in the Men's 100-meter freestyle.

Day, a SEAL who took 27 bullets during a 2007 enemy firefight in Fallujah, Iraq -- 16 to his body and 11 to his body armor – showed he's a fighter. He defied the odds then and returned to do battle, this time in the pool, competing in the 50-meter backstroke in the open multi-disability category and finishing with the time of 44.28.

In the evening, competitors and spectators packed the gym to watch more wheelchair basketball round robin play.

Navy/Coast Guard members were "noodle armed" after their exploits in the swimming pool earlier in the day; they fell to a very motivated Marine Corps team 28 – 9. The Marines also put together a dominating team in the sitting volleyball effort, as they beat Special Operations 2-0 (25-13, 25-13) in the first game of the night. Navy/Coast Guard won its match 2-0 (25-22, 25-23) against Air Force, squeaking out the win in two very close marathon games.

The Air Force played the Navy/Coast Guard team in a defensive battle, but with about nine minutes remaining on the clock, the men of the sea found their rhythym and pulled away. As the final buzzer echoed through out the gym, the Navy/Coast Guard team earned a 23-14 win and an opportunity to play another game.

In the final basketball game of the night, Navy/Coast Guard's lengthy match with Air Force took its toll as Navy/Coast Guard fell to SOCOM 2-1 (18-25, 25-19, 15-12).

Hathorn, a Navy/Coast Guard baller and terror in the pool, is no stranger to second chances. He was injured during a 2009 deployment. A truck hit him as he was riding his bike in preparation for a post-deployment triathlon. Four days later, he woke up in the hospital. The left side of his face was crushed, his collarbone was dislocated and both of his lungs had collapsed. His back was broken, he had a puncture wound in his thigh, lost the use of his left arm due to nerve damage, broke four ribs, and nearly all the bones in his right hand.

Unbelievably, Hathorn was back on his feet and walking four days after regaining consciousness. He spent the better part of the next year rehabilitating and rebuilding his strength. Due to his injuries, Hathorn wasn't able to fully perform the operational duties of a special warfare combatant-craft crewman. Undeterred, he worked to remain on active duty, continuing as a member of the NSW community, serving at the recruiting directorate in Norfolk.

"A truck ran over me, so I will be battling arthritis and deteriorating shoulders, as well as battling to not have to have any more surgeries," he said. "My face hurts in the winter time. The screws and everything; it wears on me. But I am a fighter."

In a sitting volleyball match, Air Force personnel were pitted against SOF, and it was the team with a bit of something special that netted the win. Air Force came out strong, but couldn't keep up its momentum. SOCOM earned the victory with a 15-9 score in the last set.

In the last matches of the night, Army defeated the Navy/Coast Guard team, and the Marines beat SOCOM, both in two sets.

Competiton Day 3

As the days rolled on, it became obvious that the Games were about more than just winning or losing, and the competitors embraced the values and importance of camaraderie and team building.

"In the beginning of training and even the first part of the Games, everyone is feeling each other out," said Hathorn. "By the third and fourth day everyone is locked in together

Meet the Athletes
Team SOCOM



SOCS Mike Day, retired

Events: (Open multi-disability) 50-meter backstroke, sitting volleyball **Medal:** Bronze

Day retired from the Navy in 2010 and works at USSOCOM in Tampa, Fla.



MC2 Sarah Bitter

HMCS Rickie Fry

Event: Shooting air rifle competion

This was Fry's first Wounded Warrior Games and was the only active-duty Navy athlete on the inaugural SOCOM team.

and having a great time. It stops being about what you do in the Navy or where you work or even how you were injured; it becomes more about let's win together as a team."

Make no mistake. Warrior Games athletes live by a creed of good sportsmanship. However, they are all warriors from the U.S. military, a fraternity known for swagger and good-natured banter.

"The Marines and the Navy are constantly going at each other because we're department of the Navy; Marines being the men's division," joked Hathorn. "The Army was pretty cool; they talked a lot of trash, but they brought some good competition - they have a great basketball team."

Competiton Day 4

As day four of the Warrior Games marched on, so did the swimming medal round.

Navy took home 13 gold medals on the final day, proving its dominance in the water. The NSW heroes helped them win seven of the gold. Hathorn and Cnossen led the way each winning three individual gold medals. Hathorn won gold medals in his category in the 50-meter freestyle, 100-meter freestyle and 50-meter backstroke, while Cnossen won his class in the 50-meter freestyle, 100-meter freestyle and 50-meter backstroke events.

During Hathorn's 50-meter freestyle finals swim, as he touched the wall to finish the race, the audience erupted in cheers. At that point, both the Navy/Coast Guard and SOCOM teams began to chant, "Dan, Dan, Dan!" Hathorn electrified the crowd by winning all of his swimming events in every round including the preliminaries.

Hathorn, joined by retired Lt. John Edmonston, retired Operations Specialist 2nd Class Joseph Frank and Navy Construction Mechanic 3rd Class Aaron Heldreth put together a gold-medal performance in the mixed 200-meter freestyle relay.

"Winning four gold medals in swimming felt pretty good, but without a doubt, there are some fast guys out there," said Hathorn. "The Army came to play. Personal pride, military pride and Navy pride - it all adds up. Winning all of the events didn't really sink in until the relay when we won gold. That felt great because until that point, I still had more events to swim and I hadn't really had time to think about it. I had to focus on my next race and what I was going to do strategy wise for the next battle. Once I hit the wall on the relay, I knew it was over and it was game on."

As the sun fell behind the Rockies, fans flocked to catch the bronze medal wheel chair basketball match-up between Navy/Coast Guard and Air Force in one of the final competitions of the Warrior Games. In a nail biter, Hathorn and the Navy/Coast Guard team came out victorious 13-12 and earned a bronze medal.

> "The Warrior Games are about Navy and Coast Guard versus the Marines; they're about Army versus the Air Force. But most importantly, the Warrior Games and the Olympic and Paralympics movement is about one thing: Team USA."
>
> - Charlie Huebner
> Chief of U.S. Paralympics



MC1 Andre McIntyre

Cnossen swims in the 100-meter freestyle event as a member of Team Navy/Coast Guard during the second annual Warrior Games.

Closing Ceremonies

After a week full of spirited competition, athletes, family and fans enjoyed one last opportunity for fellowship and camaraderie at the U.S. Air Force Academy gymnasium. More than 1700 people packed the venue for the closing ceremonies.

During the event, military officials praised the athletes for their accomplishments and thanked their families.

Army Chief of Staff, Gen. Martin E. Dempsey said he believes that sports and athleticism give wounded service members something to focus on.

"Besides being physically important for them, I think it's mentally important for them, too," Dempsey said. "But make no mistake about it, these games are important, not just for the wounded warriors, but for us, because we all have to heal from the wounds that we have suffered as a force, as a whole."

Afterward, the crowd was treated to a highlight reel of the games.

"The Warrior Games are about Navy and Coast Guard versus the Marines; they're about Army versus the Air Force; they're about Special Operations versus the Marines," said Charlie Huebner, chief of U.S. Paralympics, during the closing ceremonies. "But most importantly, the Warrior Games and the Olympic and Paralympics movement is about one thing: Team USA."

After the awards ceremony, American pop singer Colbie Callait took the stage in front of a full house of screaming fans for a free concert, courtesy of the USO.

"What an amazing honor to be asked to perform for war heroes at the USO concert for the Warrior Games," said Callait. "These men and women have experienced things I can't even begin to imagine. I am honored to be a part of such a wonderful event and glad for the opportunity to show my support. It was one of the most inspiring days of my career."

MC2 Sarah Bitter

Bureau of Medicine and Surgery Force Master Chief Laura Martinez and other fans cheer for the Navy sitting volleyball team during its first preliminary game against Army.



MC1 Jason Bronson

RYAN C. JOB

Honored on Navy SEAL Memorial to the fallen



Illustration by Shauntae Hinkle-Lymas

Special Warfare Operator 2nd Class Ryan Job's name was recently etched into the black granite wall of the Navy SEAL Memorial to the Fallen in Fort Pierce, Fla., joining 252 other warrior-patriots who laid down their lives in the line of duty.

The 28-year-old Job, beloved and respected within the SEAL community, died in the early morning hours of Sept. 24, 2009, nearly three years after being wounded in action in Ramadi, Iraq. He died unexpectedly while recovering from reconstructive surgery to repair his combat injuries.

Job was wounded in action Aug. 2, 2006 when a sniper's bullet hit his rifle, causing shattered pieces of the bullet to strike his face rendering him blind. Despite his devastating injuries, Job survived and was medically discharged from the Navy.

The National Navy UDT-SEAL Museum, the only museum dedicated exclusively to the elite warriors of Naval Special Warfare, has strict guidelines to determine if an individual qualifies for enshrinement on the Navy SEAL Memorial.

Although Job did not die on that Ramadi rooftop, there is no argument that his death resulted from the injuries he sustained in combat.

According to retired Capt. David R. Kohler, a museum board member, all Fallen Sailors commemorated on the memorial wall must have served as active duty Navy SEALs who died either as a result of combat or bona fide training for combat.

"In such an important endeavor as our Navy SEAL Memorial to the Fallen – accuracy and consistency are essential in order to maintain credibility and fairness to all," Kohler said.

Museum officials worked directly with the U.S. Special Opertations Command Care Coalition and Job's physican to ensure that Job's case was reviewed and his medical issues documented. At the conclusion of the review/documentation process, Job was unanimously approved for induction.

"This is a sensitive process due to privacy issues. However, as more and more of our SEAL veterans return from combat with grievous wounds, this is a process we may have to enact again in the future."

In addition to his name being enshrined on the Navy SEAL Memorial, recently, Job's daughter Leah was presented a scholarship from the Marine and Law Enforcement Foundation in the amount of $30,000 dollars to be used for college. Lt. Cmdr. Brian Babin, SEAL Team One's executive officer and military liaison to the Job family said the scholarship was a tremendous gift to the family.

"It's an incredible piece of mind for Kelly [Mrs. Job] to know that Leah's education is financially secure," Babin said.

Job is survived by his wife Kelly, and daughter, Leah. He is also survived by his parents Eric and Debbie, his brother Aaron his sister Kelsie and his grandmother Barbara McCormick.

MC2 John Scorza

> **"... As more and more of our SEAL veterans return from combat with grievous wounds, this is a process we may have to enact again in the future."**
>
> - Retired Capt. David R. Kohler, UDT/SEAL Memorial Board of Directtors Member



'Behind the Scenes' man thrust front and center

Retired SEAL Dr. Frank Butler has quietly led numerous NSW medical efforts until now. In November, he will be awarded the nation's most prestigious diving award for his years of hard work within the SEAL diving community, which has literally revolutionized the way SEALs use diving technology and medicine.

One of Naval Special Warfare's most unique capabilities is undersea, clandestine operations. These operations require a special breed of men daring enough to embrace the depths of the open ocean, but they also require men behind the scenes studying, testing and inventing new technologies.

Former SEAL, Dr. Frank Butler, has seen both sides of the coin. Butler was not only a SEAL for 4 years, but has been instrumental in the development of undersea procedures and technologies as well as the treatment of diving diseases for the past 25 years.

Recently, Butler was selected by the Academy of Underwater Arts and Sciences (AUAS) as one of the 2011 recipients of the New Orleans Grand Isle (NOGI) award.

According to the NOGI web site, the 51-year old award is the most prestigious diving honor, an annual award presented to individuals who have helped make improvements in arts, science, sports and distinguished service.

Butler, who was selected for the Distinguished Service NOGI award, has been working in the special operations community and was surprised and pleased to learn of the award .

"You never expect to win an award like the NOGI," Butler said. "But it's nice when it happens, especially since the award relates to diving research done to support the SEAL community."

In the early 1980s, after leaving SEAL Team 1 as a platoon officer, Butler studied medicine and eventually found himself as a young doctor stationed at Naval Experimental Diving Unit (NEDU) in Panama City, Fla. There, Butler and his senior medical officer, retired Capt. Ed Thalmann, and their team of special operations divers created history by supervising the largest experimental oxygen dive series in U.S. history. The team also developed procedures for decompression and emergency decompression for SEAL Dry Deck Shelters and SEAL Delivery Vehicle operations. Decompression involves a diver returning to his normal atmospheric conditions after being exposed to increased underwater pressure.

Butler also improved the safety record of dive purging procedures for oxygen rebreathers.

After Butler left NEDU, he went on to revolutionize SEAL diving by supervising the successful development of the Cochran Navy SEAL decompression computer. The computer, which resembles a wristwatch, has changed the way military divers do business.

"The dive computer allows the diver to do decompression in the water at a shallower depth, which allows the diver to track his own depth, time and temperature in the water," said Chief Warrant Officer Kelvan Hall, NSW's force diving officer.

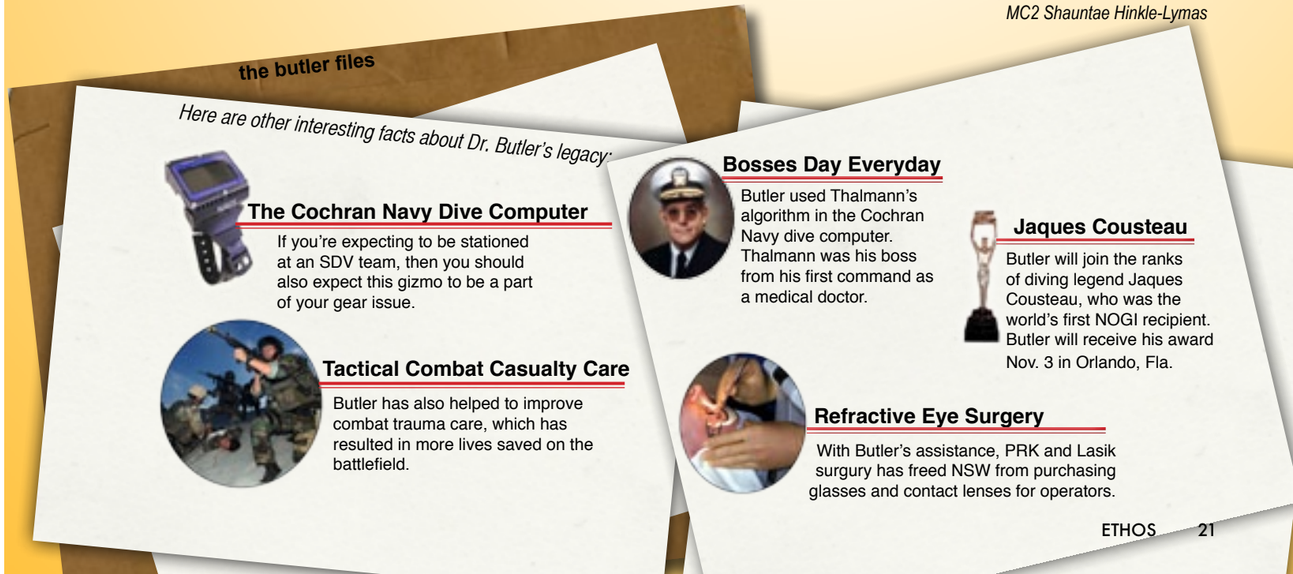
"He first introduced the dive computer to NSW, which was looking to adopt a decompression computer within our capabilities," said Michael Washington, NSWG 3 undersea advisor, and a retired Navy diver who worked with Butler during the development of the Cochran Navy dive computer. "He worked with NEDU and Naval Sea Systems Command to develop a Navy algorithm to compute to what our decompression requirements are."

The algorithm Washington is referring to is known as the VVAL-18 decompression algorithm, developed by Thalmann. It was selected by Butler for use in the Cochran Navy SEAL decompression computer after Naval Sea Systems Command decided not to proceed with proposing a new statstically-based decompression model. It contains tables that calculate a diver's depth, time, and temperature. "It's being introduced to all of the military, because Explosive Ordinance Disposal has it, Marines have it and most underwater ship husbandry," Hall said.

With all of these accomplishments under his belt, Butler says that no award is bigger than the one pinned on his chest so many years ago.

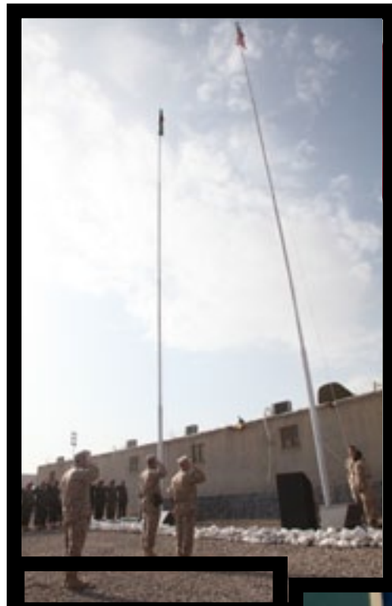
"For a SEAL, the best award around is the Trident they pin on your chest when you leave BUD/S and SQT," Butler said.

MC2 Shauntae Hinkle-Lymas



A season of growth

New commissionings, buildings, and memorials keep NSW history flowing - and growing.







Members of Naval Special Warfare Squadron 10 salute after the national Ensign and Afghan flag are raised during a ceremony April 8 at Camp Ripley, the headquarters for Special Operations Task Force Southeast in Afghanistan.

Right-
Capt. Braddock W. Treadway delivers remarks and assumes command at the commissioning ceremony of Naval Special Warfare Group 10.

Above right-
U.S. Army Brig. Gen. Christopher K. Haas, commander of Special Operations Command Africa, addresses audience members during the commissioning ceremony for Naval Special Warfare Unit 10 April 8, 2011 at Panzer Kaserne.

1 Naval Special Warfare Welcomes Group 10 To The Force

Naval Special Warfare Group 10 joined the Naval Special Warfare community May 25, during a commissioning ceremony at the SEAL Heritage Center on Joint Expeditionary Base Little Creek-Fort Story, Va.

NSWG 10 is an echelon III command that will organize, train, educate, equip, deploy and sustain specialized intelligence, surveillance, reconnaissance and preparation-of-the-environment capabilities. The command will include: NSW Support Activity 1, NSW Support Activity 2 and the Mission Support Center.

Capt. Braddock W. Treadway assumed command of NSWG 10 during the commissioning ceremony after spending the past seven months working to stand up the command.

"Having recently served as commanding officer of Support Activity, I would gladly back such an innovative and outstanding organization. I look forward to serving the men and women of both Support Activity 1 and 2 and the Mission Support Center," said Treadway.

NSW commander, Rear Adm. Edward G. Winters III spoke at the commissioning and noted that NSWG 10 will continue to evolve and be ahead of the nation's enemies.

"We will only be limited by our imaginations," said Winters.

MCSN James Ginther

2 NSWU 10 Commissioning Provides SOCAFRICA Operational Flexibility

Special Operations Command Africa added another page to its short but impressive history with the commissioning of Naval Special Warfare Unit 10 during a ceremony April 8 at Panzer Kaserne near Stuttgart, Germany.

Rear Adm. Edward G. Winters III, then commander of Naval Special Warfare Command, and U.S. Army Brig. Gen. Christopher K. Haas, SOCAFRICA commander, served as speakers. More than 80 guests and unit members looked on as U.S. Navy Cmdr. Joseph Geary read his orders commissioning the unit and, officially assumed command of NSWU 10.

"I am extremely proud of the Sailors at this command. Some have been on board since 2009 and some arrived only a few months ago, but they've worked hard not only to commission the command but more importantly, to support SOCAFRICA's objectives throughout the African continent," Geary said. "They are Naval Special Warfare's subject matter experts in African affairs and our Nation is the better because of their dedication to the mission."

After the establishment of U.S. Africa Command in 2008 and its Theater Special Operations Command (TSOC) – SOCAFRICA – that same year, Winters and established a NSW Unit to support SOCAFRICA. He considered it logical to establish NSWU 10 since he believed Africa would require greater attention from U.S. Special Operations Command.

"NSWU-10 gives SOCAFRICA operational flexibility," Geary said. "We are the only force SOCAFRICA can use to quickly respond to crises or contingencies on the continent. We compliment the mission by first understanding SOCAFRICA's priorities and then by developing and executing strategies that meet the commander's intent."

As AFRICOM's TSOC, SOCAFRICA exercises operational control of U.S. Special Operations Forces within the command's area of responsibility, which includes 53 countries and more than 13 million square miles. The primary focus of the command is on SOF missions that develop African partner capacity, provide assistance and support theater security cooperation objectives.

"Having a NSW command focused on Africa which fuses NSW capabilities to meet U.S. Africa Command and SOCAFRICA's priorities will ensure our national interests are protected, violent extremists organizations are placed in check and key partner nations start controlling their own security posture," Geary added.

The process of commissioning NSWU 10 began in the spring of 2009 and though it took a relatively quick two years to go from concept to commissioning, there were numerous hurdles to overcome while coordinating with the Secretary of Defense, two combatant commands, the host nation government and Garrison officials.

"We had to get orders for command personnel, get work spaces, develop a budget, and acquire resources to support the NSW personnel on the continent while working all the administrative hurdles to commission a Navy unit working for U.S. Africa Command on a U.S. Army garrison working for U.S. European Command on German soil at a base that was already overcrowded," Geary said. "The hardest admin hurdle was the Overseas Force Structure Request, which required Secretary of Defense authorization to establish NSWU 10 in Germany."

Although Naval Special Warfare personnel comprise less than one percent of U.S. Navy personnel, they offer big dividends for a small investment, according to Naval Special Warfare Command officials. In addition to being experts in special reconnaissance and direct action missions, the skill sets needed to combat terrorism, NSW is postured to fight a dispersed enemy on foreign turf. NSW forces can operate from forward-deployed Navy ships, submarines and aviation mobility platforms, as well as overseas bases and its own overseas units.

NSWU 10 spent the last two years sharing office space and support facilities with its sister unit, NSWU 2, which supports Special Operations Command Europe. And though the men and women of NSWU 10 are still waiting for construction on its own facilities to be completed, this has never deterred unit members from getting the job done, no matter what obstacles have arisen.

"Our people are our most potent weapon platform," Geary said. "We say we invest in human capital, and this was never truer than here at Unit 10, when in many cases the only resources we really owned were our own imagination and creativity to get the job done."

The breaking of the U.S. Navy pennant during the commissioning ceremony granted Geary special privileges as a commanding officer, and a chance to recognize one of his superior performers with an on-the-spot promotion. During a break in his speech, Geary promoted a surprised Petty Officer Second Class Barbara Tunia, unit supply department leading petty officer, to petty officer first class.

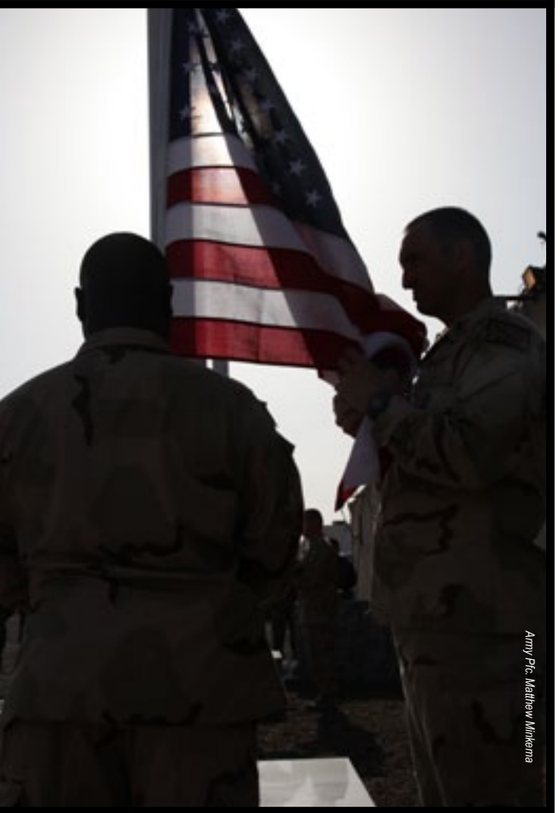
"When she first arrived she was the only N4 rep on board. As an E-5, she had to work all the logistical requirements for over 65 deployed personnel throughout the African continent. She worked with the SOCAFRICA J4 (Logistics) to ensure our operators were at peak operational readiness. Often I'd see her at work over the weekend and late at night -- she definitely earned the right to be the first Sailor at Unit 10 to get promoted through the Command Advancement Program," Geary added.

At the conclusion of an energetic, poignant and, at times, humorous speech underpinned by a rock-solid determination, Geary closed the ceremony referencing a quote from a person many consider the "Father of the American Navy."

"As John Paul Jones stated, 'I wish to have no connection with any ship that does not sail fast; for I intend to go in harm's way.' Naval Special Warfare Unit 10 will follow in the footsteps of generations of United States Sailors; we will take our place on the front line and we will answer our Nation's call every time without fail -- it is our duty."

Maj. Bryan Purtell

Members of a flag detail from NSW squadron 10 raise the national ensign during a flag raising ceremony April 8 at Camp Ripley, the headquarters for Special Operations Task Force SouthEast in Afghanistan



Army Pfc. Matthew Minkema

3 Naval Special Warfare breaks the Navy Jack over Afghanistan

The sun shined brightly on an early April morning over the headquarters of Special Operations Task Force Southeast in Afghanistan.

U.S. and Afghan forces stand in formation, eyes squinting against the sun to see the tops of the enormous flagpoles.

"command master chief," orders the commander, "Break the first Navy Jack over special operations task force Southeast."

"Aye, aye, Sir."

The master chief pulls the line at the base of the rightmost flag pole and at the top, where there had been only a bundle of cloth before, unfurls a familiar flag. Thirteen stripes, a rattlesnake and a warning: "Don't tread on me," comprise the Navy Jack.

The ceremony was a brief interlude in the busy schedules of the Sailors, Soldiers, Airman, and Afghan security forces to commemorate Naval Special Warfare taking command of a special operations task force.

"We stand on the brink of history," said Cmdr. J. R. Anderson, the commanding officer of Naval Special Warfare Squadron 10. "This deployment marks the first time that Naval Special Warfare has taken command of a special operations task force within the Combined Joint Special Operations Task Force - Afghanistan claimancy."

NSW has a history of excellence in overseas contingency operations in Iraq, Afghanistan and around the world.

Before assuming command of Special Operations Task Force Southeast, NSW stood up a security detail for the top tier of the Iraqi national leadership and augmented the Joint Task Force in Iraq for nearly 4 years. Anderson also mentioned the work of Naval Special Warfare elements operating in Afghanistan since 2001.

"This first NSW squadron deployment is an enduring commitment to Afghanistan and begins the next chapter in our storied legacy. Be proud of what you're doing, for SEAL Team 10, for NSW, our Navy and our nation," said Anderson.

The ceremonial breaking of the Navy Jack signified not just the presence of NSW in Afghanistan, but also the enduring values of those who fly it and wear it on their uniform.

"Since the days of the revolution, the Navy Jack has stood for American people uniting together to fight for a fledgling nation," said Anderson. 'Today, as we break the Navy Jack over the Special Operations Task Force Southeast headquarters with our Afghan partners, it is in the spirit of working side-by-side with the people of Afghanistan as they fight for their own nation."

With the Navy Jack flying proudly beside the American and Afghan flags, Cmdr. Anderson brought the ceremony to a close. "We are entering a decisive phase of this war. This is our time. Victory through valor," he said.

MC2 Trevor Andersen

4 New NSW Training Building Opens

Naval Special Warfare Center and Navy Region Southwest hosted a ribbon-cutting ceremony to commemorate the opening of the new Naval Special Warfare Combatant-craft Crewman (SWCC) Training Center of Excellence at Naval Amphibious Base Coronado May 17.

The $8 million facility consolidates the Basic Crewman Training and the Crewman Qualification Training facilities that were previously housed in different locations.

"This is a huge step forward," said Chief Warrant Officer Elmer Williams, SWCC training officer. "I have been doing this since before it was rated or called SWCC and when we didn't have a training pipeline. The addition of this building puts everything and everyone in one spot and will only improve the way we train our students."

The new building includes two state-of-the-art classrooms, offices, storage space, a maintenance and repair facility for nearly 20 11-meter rigid-hull inflatable boats and certified storage for weapons and communication systems that support training.

"[It makes it easier to communicate] now have all my staff and students in one spot," said Williams. "I can now talk to my staff and take care of them and the students; it's really great."

The building, a joint effort between Naval Special Warfare Center and Navy Region Southwest, took 13 months to complete. The two-story facility provides support for the multi-faceted elements of Special Warfare Boat Operator "A" school.

"This is a long overdue training center," said Cmdr. Anthony Baker, commanding officer, Naval Special Warfare Basic Training command. "This project is about 10 years in the making and now helps the instructor staff provide better training in a more professional environment for the students."

MC2 Dominique Lasco

5 SEALs Honor Fallen Teammates

One East Coast-based SEAL team held a building and memorial dedication at the SEAL team's newly constructed building aboard Joint Expeditionary Base Little Creek-Fort Story, Va., May 25.

The building was dedicated in memory of Special Warfare Operator 2nd Class Joseph Clark Schwedler. During the dedication, the SEAL team honored 20 other fallen teammates who served with the command throughout its history, unveiling a memorial wall in their memory.

Schwedler completed two combat tours in support of Operation Iraqi Freedom and participated in more than 100 combat operations. He was mortally wounded during a combat operation April 6, 2007, while clearing a building with his teammates. Schwedler posthumously received the Bronze Star with Valor, the Purple Heart and the Combat Action Ribbon for his sacrifice.

"I think we all recognize that we are putting more than the Schwedler name on this structure," said Cmdr. Ryan Croley, commanding officer of the SEAL team. "We are setting the bar for what we expect from our operators, service members, officers and enlisted. Service with honor, bravery, valor and humility are evoked in naming the building after Clark, someone who completely exemplified the SEAL ethos and will inspire others to serve at the same level."

Capt. Timothy G. Szymanski, commander, Naval Special Warfare Group 2, attended the dedication and spoke about naval traditions and the significance of the dedication.

"Today's building dedication is shrouded in several naval traditions," said Szymanski. "Part memorial, part christening and part commissioning. The memorial is to honor this team's fallen with a beautiful memorial. The christening is to bring the building to life in the spirit of SO2 Clark Schwedler. The commissioning is the breaking of the pennant completing the cycle of christening and launching to full status and service in the Navy, this SEAL team building, as it takes itsplace in America's historic naval heritage and maritime special operations."

Szymanski pointed out the relationship of the building dedication and the upcoming Memorial Day holiday.

"We cannot overlook the proximity of this dedication and Memorial Day," said Szymanski. "Memorial Day is a time when we as a nation honor those who have sacrificed their lives for a common cause - America. In the spirit of Memorial Day, we do not mourn our fallen comrades, but rather we honor their memory and sacrifice to a cause greater than themselves, greater than ourselves."

Schwedler's sister Kate Kokotovich, then expressed her family's gratitude to the members of the SEAL team.

"I just want to say thank you to the team for having us here today," said Kokotovich. "It's been great to see the building; it's beautiful and it's an honor to be chosen to honor Clark in this way. He would be extremely proud to be part of this building; I know he was so proud to be a part of what you guys are doing everyday. It means a great deal to our family."

The dedication came to a close when Schwedler's mother Susan, christened the building with a bottle of champagne in honor of her Fallen son. She was heard by all in attendance saying, "God bless our troops," as the bottle broke.

MC2 Jacob Dillon



Plankowners from SEAL Team 1 unveil a plaque during the new quarterdeck unveiling ceremony April 15.

6 SEAL Team 1 Rededicates its Quarterdeck

Past and present SEAL Team 1 (ST 1) members gathered at Naval Amphibious Base, Coronado April 15 to witness the unveiling of the new command quarterdeck, a museum-like environment that honors the team's achievements during the Vietnam War.

More than 50 former Vietnam War era ST 1 members gathered with their families for a quarterdeck rededication ceremony paid tribute to their sacrifice and patriotism.

"Welcome SEAL Team 1 veterans and a good handful of plankowners. I am glad you are here today passing on the history to the men," said Lt. Cmdr. Brian Babin ST 1 executive officer. "The name Navy SEAL strikes throughout the hearts of many Americans because of what you guys accomplished in Vietnam."

"Our vision for the new quarterdeck is to capture as much Vietnam history as possible," added Babin. "We hope to have all of you back to celebrate our 50 year anniversary next year."

Before and after the ceremony, ST 1 veterans were joined by family and friends as they toured the quarterdeck, reminiscing, looking at the Vietnam War memorabilia and enjoying photographs from their past.

"It's pretty exciting to see a lot of the old guys, the old photos and all of the changes that have gone on throughout the years," said Gary Fraser, a ST 1 plank owner.

After the ceremony, the guests of honor were invited to a ST 1 hosted barbeque where they shared stories with current SEALs and reminisced about past experiences with their fellow former SEALs.

MC2 Sarah Bitter

PRESSURE on the force

Since the Sept. 11 terrorist attacks, the demand for Special Operations Forces is well acknowledged. During this time, USSOCOM has doubled its force size, tripled its budget and quadrupled its total number of deployments. The need to grow the NSW force to meet the ever increasing and shifting operational requirements is also undisputed.

What is not completely clear after a decade of sustained combat with no let up in sight is what are the stressors and what impacts are they having on the Force and our families.

Naval Special Warfare Command is taking hard look at the build-up of stressors and trying to find ways to mitigate their impacts.

"NSW operators and families are making sacrifices every day and I couldn't be prouder to lead and be associated with our community," said former Rear Adm. Edward G. Winters, commander, Naval Special Warfare Command. "I understand we expect a lot from our people and it is important we focus on support and predictability for our warriors and families. I am committed to implementing initiatives and programs that retain our great warrior and families."

What we know:

• There are many significant combat related stressors – fatigue, prolonged exposure to life-threatening situations, experiencing the loss of teammates, battlefield wounds and seeing or taking actions that conflict with one's moral values.

• Increased training requirements and longer deployments are reducing the time operators spend at home with their families which stresses the force, both physically and mentally.

• Response to stress varies by the individual and situation and both service members and their families are susceptible to the pressure of high operational tempo.

• With more than 60 percent of NSW's deploying forces being "first termers," Leadership recognizes it must find a balance between simply growing the force and the demand for experienced operators.

Recently, NSW hired a Force psychologist to ensure the psychological needs of the operators are met by identifying the most effective and innovative ways to enhance the psychological conditioning of the Force.

"Mentally and physically, SEALs are the most resilient individuals in the world, but we also make demands of them that we can't make of anyone else," said Lt. Cmdr. Lloyd Davis, NSW force psychologist. "Eventually the pressure from operations, combat and time away from family accumulates and takes its toll. Anyone can suffer a physical injury and similarly, anyone can suffer a psychological injury. NSW's resources can help minimize the impact of a psychological injury. No one is immune to stress injuries – the right answer is to get help when you need it."

Years ago, seeking help was thought to come with a stigma and could have a negative impact one's career. That's not the case today.

DoD policy strongly supports service members and their families seeking help for mental or physical health concerns. Mental health counseling in and of itself is not a reason to revoke or deny a security clearance, and, in fact, self referral is considered evidence of personal reliability, Davis said. "The primary goal of our health care team -- psychologists, chaplains and family support programs -- is to keep our personnel 'in the fight' and our families strong and 'in support.'"

"Bottom line – as leaders, we must accept there are pressures on our force today and we need to address them at the tactical, operational and strategic levels."

- Rear Adm. Edward Winters
former commander, NSWC

There was also a time when personnel were referred to mental health providers who didn't understand the NSW community and the kinds of challenges they face" Davis said. "Things have changed. Now, psychologists are embedded in the NSW community at the Group level. They understand operators and are devoted to keeping our teams mentally healthy and strong.

Now the idea of going to mental health is more like going to a physical therapist for rehab or a personal trainer for improved fitness, Davis said. The one difference is mental health appointments are kept confidential."

NSW is working on solutions to address the stress that these demands have placed on personnel. These initiatives include:

- Multiple mediums to communicate to the Force and their families as requirements are assessed and evolve;
- Increasing the predictability of training and deployment cycles;
- A process to detail and commit NSW personnel to Individual Augmentation positions that weighs the long term health and sustainment of the individual and his family;
- Efficient and planned training that minimizes time away from home;
- Heighten leadership's awareness to the signs of pressure in their teammates and their families and make addressing this issue a priority;
- Preserving the value of shore duty for individual and family sustainment;
- Truth in advertisement through early education in recruiting and training.

NSW has long recognized that supporting the families at home is crucial to supporting the operator on the battlefield. Tto help military personnel and their families ease the stress of long or difficult deployments and mitigate unpredictability during workups for deployment NSW has initiated and continues to advocate for:

- An increase in pay and bonuses that provide financial peace for significant family sacrifice;
- A standardized NSW Performance Enhancement Program aimed to enrich the mind, body and spirit and assist the operator and the family to endure and thrive;
- A Family Support Program at the Force level that focuses solely on developing responsive and trusted services and products to support service members and their families;
- Supporting programs that focus on alleviating operational stress, such as Project FOCUS (Families Over-Coming Under Stress). Project FOCUS helps families practice core resiliency skills, including active communication, effective problem solving, setting and maintaining goal achievement strategies and successful family emotion regulation

"I know these are only partial solutions," said Winters. "Bottom line – as leaders, we must accept there are pressures on our force today and we need to address them at the tactical, operational and strategic levels. I am confident that USSOCOM and the U.S. Navy recognize our pressures and will assist us in addressing them. But the key element is our ability to follow up on what we say; our words matter, but our actions matter more. My goal continues to be to man, train and equip a NAVSOF force ready and able to meet USSOCOM's demand signal, while working to ensure the right work and family balance is in place to keep a healthy force in the out years."

WARCOM Public Affairs

USNA's VAST PROGRAM
BOOSTS POTENTIAL SEAL OFFICER NUMBERS

Becoming a Navy SEAL is no easy task. Many try, but few are left standing on graduation day and fewer receive their Tridents after completing SQT. In recent years, many measures have been put in place to help prepare enlisted BUD/S students for the vigorous training they will face.

Motivators are located in states all over the country to help young men train while enrolled in the Navy Delayed Entry Program. In addition, pre-BUD/S was put in place more than two years ago and the NSW Recruiting Directorate is consistently targeting elite candidates. The goal of all of these programs is to reduce the attrition rate without lowering standards and jeopardizing the integrity of the training program.

Most recently, Naval Special Warfare and the United States Naval Academy (USNA) have teamed up to specifically target and improve the midshipmen's chances of getting their trident.

Varsity Athletes in Special Warfare Training, also known as the VAST program, provides midshipmen opportunities to train and apply for the SEAL positions their senior year.

"This program is a defined and targeted activation program that will allow varsity and junior varsity athletes at the U.S. Naval Academy an opportunity to compete for coveted NSW assignments upon graduation," said Capt. (Ret.) Dave Morrison, diversity officer and aquatics director for NSW East Recruiting Directorate.

VAST has also created an avenue to encourage more minority midshipmen to apply for SEAL billets, and provides the selection board with more elements to consider besides the traditional biannual weekend "screeners" which often conflicted with varsity athlete training, competition regimens and schedules. VAST has been a useful mechanism for NSW outreach and training opportunities within the Brigade of Midshipmen.

According to Morrison, VAST is open to all USNA athletes from midshipmen fourth class, to midshipmen first class.

"The program was developed to provide swimming opportunities for varsity athletes," said John Morrison, women's varsity swim coach and a VAST swimming coordinator. "Because of their academic, military, and commitment to varsity athletics, many varsity athletes were unable to find the time and the instruction necessary to pursue proficiency in the water. We carved out pool time on Sundays, made it available to all midshipmen and provided instruction. Today, VAST has anywhere from 50-80 participants during the weekly swim."

Members of the USNA's VAST program put practice on hold while they take a moment to pose for a photo during a routine workout session.



"This program is a defined and targeted activation program that will allow varsity and junior varsity athletes at the U.S. Naval Academy an opportunity to compete for coveted NSW assignment upon graduation."

- Retired Navy Capt. Dave Morrison
Diversity Officer and Aquatics Director

Former VAST member and 2011 graduate, Ensign Jason Mariscal, explains that this opportunity is especially good for varsity athletes who have focused solely on their main sport.

"Swimming is usually something that is not very comfortable for athletes who just practice particular sports such as baseball," said Mariscal. "With their participation in VAST, they come out better prepared for BUD/S and as better officers."

According to Mariscal, the VAST sessions focus on swimming techniques and incorporate other full body workouts to prepare members for the physical screening tests required by NSW.

"We did a lot of workouts combining swimming and workouts outside the pool," said Mariscal. We would also record scores and keep records so members could see their improvement."

Vast also provides leadership opportunities. Two first class midshipmen in the program are designated as team co-leaders and are in charge of record keeping and communication with the members of the program. According to Morrison, the organizational structure and management approach encourages information coordination across all functional areas of a midshipmen's life to ensure that the VAST team members are successful both in the classroom and during required physical testing.

For participants competing for the 30 coveted NSW slots available at the academy, the program provides an opportunity to explore, understand and meet Sailors within the NSW community.

"The VAST program helped me get closer to the community through field trips to Little Creek and Coronado," said Mariscal. I was able to spend time with certain SEALs who really made an impression on me." It was also a great way for me to meet people who were trying to go into the same community."

While the success of the program and its correlation to selection into NSW has not yet been determined, VAST has improved and increased the amount of minority applicants to NSW and created the opportunity for midshipmen to improve their skills.

"VAST is a tremendous resource for midshipmen to learn more about the community, develop aquatic skill sets and grow friendships," said Morrison. "It is a program that truly encourages every person involved to be the best they can be. I believe VAST has opened many doors for midshipmen to attempt selection into the NSW community who would have otherwise not even attempted it."

WARCOM Public Affairs



"Resilience" is a new buzzword we're seeing in a variety of contexts. The government is creating programs to help develop "family resilience" to better cope with the stresses of military life. The military seeks to develop "resilient soldiers," less susceptible to traumatic stress disorder, better prepared to positively respond to stress and change.

We can all agree that resilience is probably a good thing. So what exactly is it, and how do we develop it?

Resilience, like many things, is both simple and complex. In essence, it seems to come down to an ability to cope and respond well to adversity and stress. The opposite of resilience might be fragile, rigid or delicate. Persistence is often, but not always, associated with resilience.

When we talk about people being resilient, it's important that we define the context in which they are resilient, since being resilient in one context does not necessarily transfer to another context. Coping or responding well to adversity may demand physical, mental, emotional or spiritual resilience – or some of each, depending on the context. In combat, we normally call on one type of resilience to think clearly, keep our wits about us, and not be overcome by fear or horror. But the resilient, combat-hardened warrior may not cope well with the complexities of life in the headquarters environment, or in an emotionally charged family crisis. These environments pose different challenges, and require a different type of resilience.

How does one become more resilient in a specific context, or in general?

Aristotle believed that if you want to become courageous, you need to do things that require courage. I would argue that likewise, to become resilient, you need to get out of your comfort zone. The most resilient warriors have confronted physical fear and risk of failure by training under varied and challenging conditions. The most resilient managers have sought and confronted new administrative challenges in unfamiliar settings. The most resilient families are willing to try new approaches or call on professional counseling when communications breakdown and relationships are in jeopardy. All of these involve bending to new challenges, and confronting and working through discomfort and even fear.

To become resilient, we must be willing to risk failure. We must go where we are not at ease, and not in complete control – where we must assume risk and force ourselves to adapt. Only by trying and not succeeding, and then trying again, do we develop the resilience to deal with uncomfortable truths, and unwelcomed developments. Without learning to deal with failure, there can be no resilience. No one succeeds all the time. The resilient bounce back.

Basic training, as well as unit level and pre-deployment training for SEALs and SWCCs is very much about developing physical and mental resilience to respond to adversity in combat. Instructors and cadre create a somewhat artificial adversity in a controlled training environment that serves as a crucible to develop the resilience needed to manage the fear and adversity of real combat.

A recent graduate from SQT told me that the 'Big Four' he learned in BUD/S helped him to succeed in NSW Basic training, and he believed would work in combat, and other stressful environments

First, positive visualization. Visualize and believe in your own success, whatever that looks like. Done beforehand. Use as many senses as you can. Feel the emotions in advance.

Second, goal setting/segmentation. View the adversity you are facing in bite-size pieces – this event, this hour, this day. Don't look beyond getting through the challenge of the moment, but get through the challenge of the moment.

Third, arousal control. Learn techniques to calm yourself when the natural human reactions of fear, panic and anxiety seem ready to overwhelm you. These techniques include meditation, deep breathing, heart-rate management.

Last, self talk/positive attitude. Find a positive spin to put on whatever is happening, and try to truly believe it. Keep your sense of humor when things aren't going your way. Constant and positive self-talk, before, during and after stressful events: "I can do this." "This too shall pass." "This is my opportunity."

These are variations on what sports psychologists teach to professional athletes to help them perform their best under stress and pressure.

The best literature I've read on developing resilience of the human spirit to withstand great adversity comes from the Roman Stoics, and from Viktor Frankl's classic short book, "Man's Search for Meaning." Medal of Honor recipient Vice Adm. James Stockdale wrote extensively about how Stoicism helped him survive seven years as a prisoner of war in North Vietnam. In "Man's Search for Meaning," Frankl discusses how he found meaning in his suffering in a German concentration camp, and how his belief in his own life's purpose was key in his survival. Both Stockdale and Frankl would argue that a strong will to adapt and prevail is an essential component of resilience.

As with leadership and character, resilience seems to be at least partly innate – some people seem to be naturally more resilient and adaptable than others. But as with character and leadership, resilience and strength-of-will can be improved through experience, training and education. We can intentionally develop more flexible mental models, a broader perspective, and we can learn to imagine things differently than they are. It helps to have a resilient and inspiring teacher, leader or mentor who believes in us.

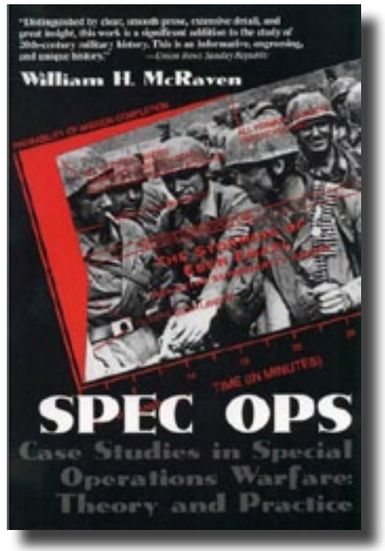
Resilience is an essential component of success and even survival in stressful and rapidly changing environments. Perhaps that is why Charles Darwin's theory of natural selection put such a high premium on resilience.



Bob Schoultz retired after spending 30 years as a NSW officer. He is currently the Director of the Master of Science in Global Leadership School of Business Administration at the University of San Diego.

BOOK REVIEW

A Spec Ops Study



Editor's Note: With his experience on and off the battlefield, Adm. William McRaven has established himself as one of the foremost experts on special operations. As he transitions into his new job as Commander, U.S. Special Operations command, we thought it timely to highlight "Spec Ops," published while he was commanding officer of SEAL Team 3.

In his book "Spec Ops," McRaven analyzes eight classic special operations as part of a well-organized and deeply researched study.

Six operations are from World War II:

1. the German commando raid on the Belgian fort Eben Emael (1940);
2. the Italian torpedo attack on the Alexandria harbor (1941);
3. the British commando raid on Nazaire, France (1942);
4. the German glider rescue of Benito Mussolini (1943);
5. the British midget-submarine attack on the Tirpitz (1943);
6. and the U.S. Ranger rescue mission at the Cabanatuan POW camp in the Philippines (1945).

"The two post WWII examples are:"

1. the U.S. Army raid on the Son Tay POW camp in North Vietnam (1970);
2. and the Israeli rescue of the skyjacked hostages in Entebbe, Uganda (1976).

McRaven also uses his extensive research of the eight events to highlight his theory that although war is unpredictable, there are six principles that can be controlled and have an effect of relative superiority. The six principles – simplicity, security, repetition, surprise, speed and purpose – dominated every successful mission and if even one was overlooked or bypassed, there was a failure of some magnitude.

For each of the case studies, McRaven provides political and military context, a meticulous reconstruction of the mission itself and an analysis of the operation in relation to his six principles. McRaven deems the Son Tay raid "the best modern example of a successful spec op [which] should be considered textbook material for future missions."

He writes that all special operations missions share commonalities – they are conducted against fortified positions and involve defensive warfare on the part of the enemy. They also break the thought that winning wars is done by having superior numbers. He argues if the larger force wins, how could 69 German commandos have defeated 650 soldiers protected by the largest, most extensive fortress of its time? To understand that paradox, McRaven says, is to understand special operations.

McRaven discusses two factors crucial to the theory of special operations – relative superiority and moral factors. Simply stated, relative superiority is a condition that exists when an attacking force, generally smaller, gains a decisive advantage over a larger or well-defended enemy. Relative superiority is achieved at the pivotal moment in an engagement and once achieved must be sustained. He goes on to write that the ability to sustain relative superiority frequently requires what Carl von Clausewitz, the author of "On War", calls moral factors – courage, intellect, boldness and perseverance.

SPEC OPS Case Studies in Special Operations Warfare: Theory and Practice, William H. McRaven, Ballantine Books, 1996, 402 pp. $19.95 (paperback)

SOCOM's new commander



Following his successful three-year tour at the helm of Joint Special Operations Command, Adm. William McRaven will relieve Adm. Eric Olson as commander, U.S. Special Operations command later this summer.

This position is just the latest in a series of leadership roles his career has seen. McRaven served as commander of Special Operations Command Europe and was named the first director of the NATO Special Operations Forces Coordination Centre, where he led efforts to enhance the capabilities and interoperability of all NATO SOF.

Vice Adm. McRaven's diverse staff and interagency experience includes assignments as the director for Strategic Planning in the Office of Combating Terrorism on the National Security Council Staff, assessment director at U.S. Special Operations Command, and on the Staff of the Chief of Naval Operations. He has also led at every level within the NSW community, as commodore and chief of staff, Naval Special Warfare Group 1; commander, SEAL Team 3; task group, unit and squadron commander overseas; and SEAL platoon commander at Underwater Demolition Team 21 and SEAL Team 4.

McRaven's professional education includes assignment to the Naval Postgraduate School, where he helped establish and was the first graduate of the Special Operations/Low Intensity Conflict curriculum.


Warning signs of suicide are not always this obvious...
ACT.
ASK - CARE - TREAT
ASK if someone is thinking about suicide.
Let them know you CARE.
Get them assistance (TREATment) as soon as possible.
Life counts.
www.suicide.navy.mil