



DEPARTMENT OF THE ARMY
JOINT READINESS TRAINING CENTER OPERATIONS GROUP
7260 ALABAMA
FORT POLK, LOUISIANA 71459-5000
1 November, 2004

REPLY TO
ATTENTION OF
HENTHORNE

The Hon. Carl Levin
Ranking Member, U.S. Senate Committee on Armed Services
269 Russell Office Building
Washington, D.C. 20510

Sir:

The attached document is dated 18 October, 2004, and I deliberately held it until after the Presidential Election was over, mainly because I didn't want the contents to be used as election material. I would further stress that the information contained in this document is in no way written to embarrass the United States Army. The contents simply represent the collective "ground truth" of rotational Brigade Commanders, Brigade Staff Officers, Field Grade, Company Grade Officers, Non-Commissioned Officers, Soldiers, Observer-Controllers, Department of the Army Civilians, and Contractors, as well as my own personal observations and experiences, intentionally collected over the last two plus years.

Quite simply The task that The Secretary of Defense has given to all the Armed Services, to improve their capability to conduct long-term stability operations, while laudable and critically necessary, in the case of the U.S. Army, is doomed to failure; at least in our lifetime. That effort will ultimately fail; not because General Schoomaker isn't an excellent leader, and not because he won't put forth a gallant effort, but rather because the cards, and time, are stacked against him. Neither he, nor any other Chief of Staff will be in that office long enough to make it happen. The maneuver mind set in the Army will wait him out, and in the end very little change will be accomplished. The Army training system will simply not be able to make the paradigm shift, in thought and deed, in time to produce the desired end state for the United States Army.

If you have any questions concerning this information I will be most pleased to discuss it with you, or your staff, at any time. Effective today my appointment at the JRTC is completed, and a similar report has been submitted to the Commanding General, JRTC and Fort Polk. Please note the change in my contact information below.

Respectfully submitted,

Stephen E. Henthorne
IPA Professor of Civil-Military Operations
P.O. Box 13485
Alexandria, Louisiana 71315
(318) 449-2067 (Office & Voice Mail Pager)
(318) 443-5049 (Facsimile)
ayogurkha@aol.com (Civilian E-Mail)

SEH/mpc : Enclosure 1