



THE UNITED STATES OF AMERICA
OFFICE OF THE SECRETARY OF DEFENSE
RESERVE FORCES POLICY BOARD
ANNUAL REPORT 2010





14 June 1951

*The first Chairman of the Reserve Forces Policy Board,
Mr. Charles H. Buford (center) is sworn in by Mr. Ralph N. Stohl,
Director of Administration, Office of the Secretary of Defense (left),
during a special ceremony in the office of the Secretary of Defense
George C. Marshall (right) at the Pentagon*





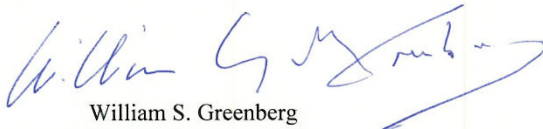
OFFICE OF THE SECRETARY OF DEFENSE
RESERVE FORCES POLICY BOARD
7300 DEFENSE PENTAGON
WASHINGTON, DC 20301-7300

September 30, 2010

MEMORANDUM FOR SECRETARY OF DEFENSE

SUBJECT: 2010 Reserve Forces Policy Board Annual Report

I am pleased to enclose in accordance with the provisions of 10 USC 10301, our Annual Report for Fiscal Year 2010, to be transmitted to the President and Congress, in accordance with 10 USC 113(c)(2).


William S. Greenberg
Chairman



The importance of adequate reserve forces to the security of the nation has been clearly demonstrated by recent world events... I am confident that the Reserve Forces Policy Board will continue to achieve the success it has demonstrated in the past.

GEORGE C. MARSHALL, JUNE 13, 1951

THE UNITED STATES OF AMERICA OFFICE OF THE SECRETARY OF DEFENSE RESERVE FORCES POLICY BOARD ANNUAL REPORT FISCAL YEAR 2010

30 September 2010

A man who is good enough to shed his blood for his country is good enough to be given a square deal afterwards. More than that no man is entitled, and less than that no man shall have.

THEODORE ROOSEVELT, JULY, 1903

I. Preliminary Statement

Secretary of Defense, General of the Army, George C. Marshall, abolished the Civilian Components Policy Board in June, 1951 and created the Reserve Forces Policy Board. The Congress and President Harry S. Truman codified this decision in the Armed Forces Reserve Act of July 1952. The Board thus created has remained essentially the same in its mission and responsibility for nearly sixty years. The fundamental assumptions which created the RFPB, and its predecessor the CCPB, found in the National Security Act of 1947, also remain as true and relevant today. That is, an independent board, operating outside the chain of command, composed essentially of military members within that very chain, but chaired by a single civilian appointed by the Secretary of Defense, with the explicit approval of the White House would be the principal policy advisor acting through the Assistant Secretary of Defense, Reserve Affairs, on behalf of the Reserve Components to the Secretary of Defense.

Secretary Marshall believed very deeply in the importance of this Board and appointed Assistant Secretary of Defense Anna M. Rosenberg, a recognized expert who had previously served in government posts under Presidents Roosevelt and Truman, giving her

broad authority to coordinate all defense policies on military manpower and civilian personnel. General Marshall also transferred to her office the responsibility of creating the initial membership of the Reserve Forces Policy Board, and responsibilities for all functions relating to manpower, industrial relations and labor supply.

Secretary Marshall also established a number of citizens committees to report through Assistant Secretary Rosenberg including the Defense Advisory Committee on Women in the Services. Thus, the Reserve Forces Policy Board, in fact and in law, remains the longest functioning advisory enterprise in the defense establishment.

The original concept of combining military and civilian knowledge and expertise was firmly established by Assistant Secretary Rosenberg who traveled extensively in the United States and overseas on inspection tours visiting most major American military installations. Much of her work concerned the amelioration of personal hardships created by the huge expansion of the armed forces. Her office sponsored, supported and managed a flow of legislative proposals to improve the conditions of service life. This included the conditions caused by the recall of many thousands who had served in World War II to active duty in Korea. While their military skills made them particularly desirable, they experienced yet another uprooting from civilian life facing combat and danger while others who had not served at all remained at home. We face the same challenges today.

General Marshall moved early to cope with the problems of the reserve forces, not only by appointing highly placed reserve officers in each service, and filling the positions of the Reserve Forces Policy Board, but by promoting legislation which went a long way toward bringing about order and fundamental fairness in reserve affairs with the enactment of the Armed Forces Reserve Act signed by President Truman, himself a combat veteran of World War I with the Missouri National Guard, in July 1952.

The parallels between the All Volunteer Force of 2010 and the post World War II Forces of 1950 are palpable and have been the primary focus of the Reserve Forces Policy Board in Fiscal Year 2010.

The Board began its work for Fiscal Year 2010 by planning the theme and program of meetings during the months of September and October

2009. The Board met formally during November 2009 and March and July 2010. Before each meeting the Board received detailed memoranda from the Chairman regarding the issues to be considered as well as guidance and information from the Chairman and the staff with regard to the subjects to be considered and the agenda including the guest presentations made by experts from many fields relevant to the work of the **Fiscal Year 2010 theme: The health of the command and the resources of the Reserve Components.**

The result of this concentrated attention to a single theme, made necessary by conditions at home and in the field, is a series of five explicit recommendations. Working closely with the Assistant Secretary of Defense for Reserve Affairs, and his staff, and recognizing that there are and have been activities at work at the highest levels of the Departments of Defense and Veterans Affairs during the same time period, the Board nevertheless believes these recommendations are uniquely based upon the unusual combination of personal and professional experience with these issues, by every member of the Board.

*It is not enough to fight. It is the spirit which
we bring to the fight which decides the issue.
It is morale that wins the victory.*

GEORGE C. MARSHALL, OCTOBER, 1948

II. Recommendations

The Reserve Forces Policy Board is pleased to recommend to the Secretary of Defense the following five changes in current practice relating to the Reserve Components:

- 1 Sufficient access to education, training, and equipment** should be budgeted for and provided to the Reserve Components. Operational readiness for the Reserve Components should be maintained at the highest practical level so as to assure access to Reserve Component units or individual reservists by the Secretary of Defense. This will necessarily include: (a) sufficient training,

education, and equipment with the active components, but in the case of Reserve Components through sequential management, over a period of months or years, and (b) appropriation of funds to maintain access to education and training by the Reserve Components, including funding for travel and other requisites of training and education. Sufficiency of funding is the bedrock of access and readiness.

2 Disability evaluation reform should continue. We support the interim progress being made by the Disability Evaluation System (DES) pilot program and in the provision of health care to the Reserve Components, particularly the combat wounded. We strongly recommend that the Secretary maintain intense scrutiny and heightened awareness of the particular requirements of the Reserve Components, including: (a) maintenance of unit command responsibility for the health and welfare of individual members, and (b) extreme sensitivity to the hazards of morale to the entire force when this relatively small percentage of service members is seen as neglected or underserved. This must be signaled from the highest levels of the Department of Defense.

3 Line of duty determinations should be streamlined and standardized, including: (a) identical formats for Department of Defense/Department of Homeland Security (DD/DHS) reports, and (b) consideration of a mandatory reasonable timeline for completing those determinations. Adequate funds must be budgeted for this activity which affects only the Reserve Components.

4 The Secretary of Defense should direct the Board to monitor the effects of repeated Reserve Component deployments and advise him on mitigation measures the Board believes are necessary.

5 Military legal assistance should be made available to the small, but deserving percentage of the total force of wounded/injured reserve component members who must have access to military legal assistance throughout the entire process, including through the Veterans Affairs system. By analogy, enemy detainees and accused service members are entitled to military legal representation throughout the legal process, whereas service members requiring and entitled to military and veteran health benefits, are not.

These five recommendations represent the virtually unanimous agreement among the Board members (some would have recommended an even stronger imperative) reached after lengthy consideration at the meetings,

and a fully briefed series of subsequent communications between the Chairman and the Board members.

Wars may be fought with weapons, but they are won by men. It is the spirit of the men who follow, and of the man who leads, that gains the victory.

GEORGE S. PATTON, SEPTEMBER, 1933

III. Report of Activities, Issues Considered, and Actions, Fiscal Year 2010

The new Chairman working closely with the Assistant Secretary of Defense for Reserve Affairs set the tone early during September and October 2009 stating his intention to (a) make the Board a place where flag officers would wish to have served as an important part of their career and integral to their service to the nation; (b) make the recommendations, based upon mature consideration of the Board, reliable and practical; and (c) assure that the Board would once again regain its position of trust and confidence in its activities, deliberations, and recommendations to the Secretary of Defense.

The **November 2009** meeting held at the Pentagon involved an intense series of presentations concerning the issues related to the deployment and redeployment of reserve component members, and included thoughtful and thought provoking presentations by **the Assistant Secretary of Defense for Reserve Affairs** and **the Deputy Secretary of the Department of Veterans Affairs**. The Board heard a detailed and informative presentation from a leading expert in the field of crisis and disaster management from the **Council on Foreign Relations**, with a view toward the consideration of combining certain activities of the Departments of Defense and Homeland Security, with a particular emphasis on homeland defense.

We also heard and considered a presentation with an especially broad perspective, on the statistics and real life impact of war time deployments from **BG Margaret Wilmoth, the Assistant for Mobilization and Reserve Affairs for Health Protection and**

Readiness in the Office of the Assistant Secretary of Defense for Health Affairs. The Command Sergeant Major of the 304th Civil Affairs Brigade, CSM Weltia Kenny Hill, made a strong presentation of the specific problems confronting reserve component soldiers in Iraq and Afghanistan, as well as a description of the post-deployment issues confronting the same troops.

The Command Sergeant Major had been invited in accordance with the direction given by the new Chairman: to receive briefings from all levels of those involved in reserve component deployment, including company and field grade and senior enlisted personnel.

We were particularly pleased that **Major General Arnold Fields (Retired)**, the Special Investigator General for Afghanistan Reconstruction, and **Former Board Chairman Albert C. Zapanta** exchanged their views with the members and staff.

The Honorable W. Scott Gould, Deputy Secretary of Veterans Affairs, was particularly knowledgeable and forceful in his formal presentation to the Board. Of particular interest and enlightenment for Secretary Gould and the Board members were the exchanges which took place among Board members, the Deputy Secretary and his staff, and other well-informed officials of the Department who attended the public session of this meeting.

These exchanges led to the continuation of a very detailed dialogue among Chairman Greenberg, former Chairman O'Connell, Deputy Secretary Gould and **Secretary of Veterans Affairs, the Honorable Eric K. Shinseki**. This led to a further exchange of memoranda on the subject of the status of deployed reservists, and ultimately to a decision to elevate the consideration of these issues to the Deputy Secretary level in each department. This led to the pilot DES program, endorsed elsewhere in this report. The Board also concluded the public session with a presentation by the Deputy Undersecretary of Defense for the Office of Wounded Warrior Care and Transition Policy.

The **March 2010** meeting continued the theme of Fiscal Year 2010 with presentations by the General Counsel of the Department of Defense, the White House official in charge of its Wounded Warrior program, a representative of a large reserve-friendly corporation, and particularly poignant and pointed presentations

by military medical personnel and company-grade senior enlisted and officer representatives just returned from combat deployment in Iraq and Afghanistan.

Of particular interest and value to the members of the Board was the briefing by the **Honorable Jeh C. Johnson, General Counsel of the Department of Defense**. He made it clear that at the highest levels of the Department, team work was expected and was in fact the standard operating procedure. He welcomed participation by the Board in respect of some of the most visible legal issues confronting his office and the Department.

The Board also received a briefing from **Dr. John H. Nadeau, a Captain in the United States Navy Medical Corps**, now serving as **Force Surgeon, Marine Forces Reserve, and Professor of Medicine at Vanderbilt University**. Captain Nadeau is an expert on matters involving post traumatic stress disorder, traumatic brain injury, and related medical conditions. **Steven E. Zipperstein, Vice President, Legal and External Affairs, and General Counsel, Verizon Wireless**, was most impressive in describing the soldier-friendly activities of his company, with an emphasis on traditional employer support matters, but more importantly, with regard to the tangible ways in which his and other companies positively affect the lives of the service members in the field. We also heard an extremely eloquent presentation from **Matthew C. Flavin, White House Director of Veterans and Wounded Warrior Policy**. His emphasis, as a combat veteran himself, was the seriousness with which the White House was addressing the new and historical issues confronting returning reservists.

The Honorable Dennis M. McCarthy, Assistant Secretary of Defense for Reserve Affairs was invited to brief the Board on those strategic and tactical issues confronting the Reserve Components, resulting in a spirited exchange of views. The Board also considered the excellent presentation of **James M. Sims, National Commander of the Military Order of the Purple Heart** who explained the broad mission of his organization, and its outreach to returning reservists, particularly emphasizing the need for individual contact to ensure that the delivery of proper military and veterans benefits.

At the request of the Chairman, the Board considered an extensive briefing by **Captain Sharif I. Faruque, Commander HHC, 143d Sustainment Command (Expeditionary), Joint Sustainment Command-Afghanistan**. This extremely articulate and well-informed

company grade officer made one of the most compelling arguments for the close and sustained monitoring of post-deployment health and benefit issues. The Board was exceptionally impressed with the knowledge and experience shown by Captain Faruque, who appeared to be a fine example of the type of officer whose retention and promotion should be encouraged.

The reinstatement of the annual presentation of the **Citizen Patriot Award** was particularly heartfelt and appropriate as the presentations were made to **Senator Bob Dole** and former **Chairman** of the Board **Terrence O'Connell**, both of whom exemplify the physical pain and suffering of military service, the sacrifice of continued public service, and the example to all serving personnel as well as to all Americans of the enormous costs of service. The Board was particularly pleased to recognize with an additional Citizen Patriot Unit Award, the **Fourth Light Armored Reconnaissance Battalion**, United States Marine Corps Reserve.

The **July 2010** meeting had presentations from all of the services by knowledgeable and expert professional representatives on medical and legal matters, and focused on changes in the Medical Evaluation Board/Physical Evaluation Board (MEB/PEB) programs, the new pilot DES activity, and the current status of LOD determinations. The discussions and consideration of the issues at this meeting were particularly spirited and were enhanced by the attendance and active participation by the Assistant Service Secretaries, and the Board member representing the Army. The result was an unusually strong consensus with regard to the five recommendations contained in this report.

Major General Michael H. Sumrall, Acting Director of the Joint Staff, National Guard Bureau, had previously been designated by the Chairman to study in-depth, with a small group of Board members, the medical issues being considered throughout the year by the Board. His report and briefing to the Board was complete and gave an intelligent and insightful review of the current status of reserve component medical issues, from his point of view. The Chairman was pleased to have a lengthy conversation with **General (Retired) Frederick Franks Jr.**, at work on completing a special study for the Department, prior to the meeting. We were pleased that Colonel Bauer, his executive officer, was able to attend portions of both the March and July meetings. It was especially helpful to have the presentation of **Richard O. Wightman, Jr., Deputy Assistant Secretary of Defense for Reserve Affairs (Materiel and Facilities)**, himself a former Military Executive of

the Reserve Forces Policy Board briefing the Board on its historical mission and current resources.

The Board also was interested to hear the detailed presentation of **Mr. Bret Stevens, Principal Deputy, Transition Policy, Office of Wounded Warrior Care and Transition Policy** with an update on the DES pilot program for wounded warriors. This presentation along with those made by representatives of the Army, Navy, and Air Force Medical Evaluation Board/Physical Evaluation Board methods, engendered a spirited exchange among members of the Board and these officials. The Board also heard a detailed line of duty briefing from the Assistant for Mobilization and Reserve Affairs Force Health Protection and Readiness, who again had taken time to brief the Board on this topic of exceptional concern. The Board also heard presentations by legal representatives of the Army, Navy, and Air Force regarding the MEB/PEB process. The exchange again provided much in the way of provocative discussion, and led ultimately to one of the specific recommendations the Board made to the Secretary of Defense.

The Chairman was especially proud and pleased to be presented with the American Flag flown over Camp Black Horse, Afghanistan by **Major Jeffrey A. Ritsick, Garrison Commander**. While the award was given in the name of the Chairman, it was accepted with humility and gratitude on behalf of the entire Board, for the service of the Garrison and its sacrifices in combat.

During September and October 2009 various office calls and other official visits were made by the new Chairman with high officials of the Department including the Deputy Secretary of Defense, the Undersecretary of Defense for Personnel and Readiness, the General Counsel to the Department of Defense, each of the Reserve Chiefs, and many other officers and officials within the Department. In addition, special attention was made in coordinating all of these activities with the Assistant Secretary of Defense for Reserve Affairs and his staff, particularly his Principal Assistant.

The Chairman was invited to make a presentation to field grade officers at a conference of the **United States Army War College**, and received a command briefing at the **Headquarters, United States Africa Command**, among other visits and activities, all conducted in his role as a special government employee, and without compensation or expense to the government.

The five specific recommendations which we make in this Annual Report arose from a close scrutiny of other specific issues. They resulted from the presentations at Board meetings, memoranda from The Chairman, comments of Board members at meetings or in memoranda circulated among Board members and Board staff. Mature consideration was given to a substantial number of additional concepts and **potential recommendations**, with which the Chairman had challenged the Board. They were deemed by a majority of the Board to be worthy of greater concentrated study.

While many believe that there is no legal or actual difference in their status as veterans of Reserve Component personnel returning from deployment, special care should be taken to ensure that this remains true in practice. While we have commended the new DES pilot program, it may be prudent after further experience and study to consider the abolition of the MEB/PEB system entirely, and substitute a procedure which may include an automatic designation of one hundred percent disability for those found to be medically unfit for continued service as a result of combat wounds or injuries. Additional study and consideration should be developed on the subject of elimination of warrior transition units, with a view toward Reserve Component members returning directly to home unit hospital/healthcare providers nearest that unit. Strong consideration should be given to recommending amending existing laws for the benefit of service members called to active duty, such as Uniformed Services Employment and Reemployment Rights Act (USERRA), and Servicemembers Civil Relief Act (SCRA). For example, there presently appears to be no provision for students whose payment for tuition may not be returned upon deployment, nor re-employment guarantees.

Further study and creative consideration, bearing budgetary constraints in mind, should be given to encourage employers to be proactive in support of Reserve Component members, with tax and other financial incentives, including substantial assistance for training service members when jobs or entire employers have disappeared during deployment.

More study should be devoted to the question of ease of the Military Occupation Specialty (MOS) transfer for wounded warriors within and among the services. Changes within each service and transfer across the services should be immediately enhanced. Deployability, by policy, should be removed as mandatory. First consideration for wounded/injured service members for administrative positions, while maintaining unit cohesiveness, should be a paramount consideration.

The Secretary may wish to consider strongly recommending a mandatory national defense policy in favor of employment for service members with defense contractors. Partnerships between and among federal, state and local governmental entities with private defense contractors to train and employ returning service members must be given the highest priority, including regular accountability for progress from the Departments of Defense, Veterans Affairs, and Labor. National defense policy must emphasize (a) continuation in uniform to the fullest extent possible; (b) continued employment of Reserve Component personnel by private industry or government agency; and (c) efficient and easy access to medical/health care at government, military or civilian facilities at full government expense. The policy shift must be away from how much will it cost, and who will pay for it, to let right be done for those who serve.

*National honor is national property of the
highest value.*

JAMES MONROE, MARCH, 1817

IV. Reserve Forces Policy Board Members 2010

The members of the Reserve Forces Policy Board, who served during Fiscal Year 2010, include a broad and deep level of experience. The Board welcomed a new Chairman and was encouraged by the regular and active participation of several former Board Chairmen, of the Assistant Secretaries for Manpower and Reserve Affairs from each of the services, the member of the Board representing the Army, and particularly the regular, enthusiastic, and most helpful participation and guidance of the Assistant Secretary of Defense for Reserve Affairs, and the members of his senior staff.

The Secretary, Members of Congress, and the President are respectfully invited to consult the full military and civilian biographies found at official websites which pertain to members of the Board. Every member has a long and distinguished career, both military and civilian. Excellent advanced education, both military and civilian, makes their achievements and experience highly valuable. They are all representatives of the cross-section of American military life intended by the Congress when it created the Board.

William S. Greenberg took the oath as Chairman on 31 August 2009, received his letter of appointment from the Secretary of Defense on 6 November 2009 and was reappointed by the Secretary of Defense effective 31 August 2010.



Mr. Greenberg is a Partner of McCarter & English, LLP. He is a member of the Bar of New Jersey, New York and The District of Columbia, The Supreme Court of the United States and several District and Circuit Courts of the United States.

He has been a Certified Civil Trial Attorney by the Supreme Court of New Jersey since 1983. He was President of the Association of Trial Lawyers of America, New Jersey, (The New Jersey Association of Justice) and has served as Trustee of the New Jersey State Bar Association and of the New Jersey State Bar Foundation.

In June 2009 he received the highest honor granted by the New Jersey State Bar Foundation, its medal of honor for his work in establishing the military legal assistance program, and especially in his public service (*pro bono*) representation of soldiers at Walter Reed. Retired Brigadier General Greenberg also served as special litigation counsel to The Adjutants General Association of the United States and was special litigation counsel (*pro bono*) to the National Guard Association of The United States. He received the Distinguished Service Medal from the National Guard Association of the United States. General Greenberg was also awarded the Presidential Achievement Award by the New Jersey State Bar Association for his public service in establishing the program of Military Legal Assistance (*pro bono*) for New Jersey reserve component personnel in Iraq and Afghanistan. His military awards include the Legion of Merit, the Meritorious Service Medal (second award), and the Army Commendation Medal.

Mr. Greenberg was a Commissioner of the New Jersey State Commission of Investigation. He also served as Assistant Counsel to the Governor of New Jersey and as a Commissioner of the New Jersey State Scholarship Commission. Professor Greenberg serves as the first Adjunct Professor of Military Law at The Seton Hall University School of Law.

He was chosen the New Jersey Lawyer Of The Year for 2009 by The New Jersey Law Journal. He has received The Distinguished Alumnus Award from Johns Hopkins in 2010, and The Rutgers Public Service Award for 2010 for his work in developing and leading the efforts to represent wounded and injured soldiers at Walter Reed as a matter of *pro bono* public service. He received the Major General Howard A. Louderback, Lifetime Service Award from the New Jersey Committee of the ESGR in 2010.

Reserve Forces Policy Board Members 2010



Honorable Thomas R. Lamont

Assistant Secretary of the Army for Manpower & Reserve Affairs

Board Member Dates: May 2009 – Present



Honorable Juan M. Garcia, III

Assistant Secretary of the Navy for Manpower & Reserve Affairs

Board Member Dates: September 2009 – Present



Honorable Daniel B. Ginsberg

Assistant Secretary of the Air Force for Manpower & Reserve Affairs

Board Member Dates: July 2009 – Present



LTG Daniel P. Bolger

Regular Army Officer

Army Deputy Chief of Staff, G-3/5/7

Board Member Dates: May 2010 – Present



RADM Raymond A. Spicer

Regular Navy Officer

Assistant Deputy Chief of Naval Operations for Operations, Plans and Strategy (OPNAV N3/N5B)

Board Member Dates: March 2010 – September 2010



MajGen Angela Salinas

Regular Marine Corps Officer

*Director, Headquarters, Marine Corps, Manpower
Management Division*

Board Member Dates: October 2009 – Present



Brig Gen Sharon K.G. Dunbar

Regular Air Force Officer

*Director, Force Management Policy, HQ USAF
Manpower, Personnel and Services*

Board Member Dates: February 2010 – Present



MG Robert G.F. Lee

Army National Guard Officer

The Adjutant General, Hawaii National Guard

Board Member Dates: October 2007– September
2010



MG R. Martin Umbarger

Army National Guard Officer

The Adjutant General, Indiana

Board Member Dates: December 2009 – Present



MG William C. Kirkland

Army Reserve Officer

Board Member Dates: October 2007 – October 2009



MG Jeffrey W. Talley

Army Reserve Officer

Commanding General, 84th Training Command, Fort Knox, KY

Board Member Dates: March 2009 – Present



RADM Jeffrey A. Lemmons

Navy Reserve Officer

Director, International Engagement for N52, Navy

Board Member Dates: January 2008 – Present



RADM Julius S. Caesar

Navy Reserve Officer

Vice Director, J9 JCDE, Joint Forces Command

Board Member Dates: February 2009 – Present



MajGen James L. Williams

Marine Corps Reserve Officer

Board Member Dates: March 2007 – March 2010



BGen James M. Lariviere

Marine Corps Reserve Officer

Commanding General, 4th Marine Division

Board Member Dates: February 2009 – Present



Maj Gen Douglas Burnett

Air National Guard Officer

The Adjutant General, Florida

Board Member Dates: March 2006 – June 2010



Maj Gen Robert B. Newman, JR.

Air National Guard Officer

The Adjutant General, Virginia

Board Member Dates: February 2009 – June 2010



Maj Gen Thomas R. "TC" Coon

Air Force Reserve Officer

Deputy Chief, Central Security Service; Mobilization Assistant to the Cdr, US Cyber Command; Dir, National Security Agency; and Chief, Central Security Service, Ft Meade, MD

Board Member Dates: February 2008 – Present

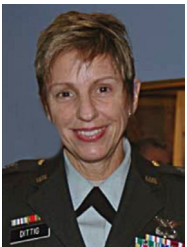


Maj Gen Anita R. Gallentine

Air Force Reserve Officer

Mobilization Assistant to the Deputy Chief of Staff, HQ USAF Logistics, Installations and Mission Support

Board Member Dates: November 2009 – Present



BG Sandra Dittig

Military Advisor to Chairman & Executive Officer to the Board

Board Member Dates: September 2008 – July 2010



GEN Loyd J. Austin, III

Chairman of the Joint Chiefs of Staff Designee

Board Member Dates: March 2010 – August 2010



VADM William E. Gortney

Chairman of the Joint Chiefs of Staff Designee

Director, Joint Staff

Board Member Dates: August 2010 – Present



RDML Daniel R. May

Regular Coast Guard Officer

Board Member Dates: March 2008 – June 2010



RDML Sandra L. Stosz

Regular Coast Guard Officer

Director, Reserve and Leadership, USCG

Board Member Dates: June 2010 – Present



RADM Steven E. Day

Reserve Coast Guard Officer

*Deputy Commander for Mobilization and Reserve
Affairs Atlantic Area, USCG*

Board Member Dates: March 2009 – Present

Our real problem, then, is not our strength today; it is rather the vital necessity of action today to ensure our strength tomorrow.

DWIGHT D. EISENHOWER

V. Schedule for Fiscal Years 2011 and 2012

The Board plans a schedule of three to five meetings in each of the fiscal years 2011 and 2012. Recognizing Board member responsibilities to other important activities, the Board intends to schedule a combination of full regular Board meetings together with briefing/inspection visits made by small working group members of the Board, the Chairman, or, when appropriate, the full Board. This schedule will include command briefing/inspection visits to Joint Base operations in the United States, and overseas. Briefings/meetings at each of the Combatant Commands which regularly deploy reserve component forces, and the new Walter Reed National Military Medical Center, the service academies, and the major service schools for field/general officers, will be scheduled. Every effort will be made to schedule these visits as well as regular Pentagon meetings based on the fundamental assumption that the most efficient and effective means of delivery of policy advice to the Secretary of Defense is through the Reserve Forces Policy Board.

In addition to these visits/briefings, the Board anticipates continuing its practice of inviting experts in their fields to Board meetings at the Pentagon. Additionally, we anticipate scheduling individual briefings/discussions with senior military/civilian leadership from the Departments of Defense, Veterans Affairs, and Homeland Security at the appropriate facilities within the Pentagon, on a regular basis.

The theme for Fiscal Years 2011 and 2012: **The Reserve Forces Policy Board an independent advisor with timely, accurate, and practical advice**, will require concentrated effort by a full staff including a full-time military executive, and the active participation of a vacancy-free board with all statutory members participating.

The visibility of a Board with this level of congressional responsibility at military installations at home and overseas cannot be over estimated. The strategic objective is to make the Secretary of Defense comfortable with the advice and support received from the Board, and the President and the Congress again reliant on this independent voice of the reserve component units and personnel.

*Be sure you put your feet in the right place,
then stand firm.*

ABRAHAM LINCOLN

VI. Conclusion

We are pleased that the Reserve Forces Policy Board, with a new Chairman, many changes in the Board Staff due to retirements and deployment, and regular changes in the membership of the Board itself, was able to consider so many issues related to the overall theme of the Fiscal Year 2010. The Board recognizes the diligence and hard work of departing staff members Brigadier General Dittig, Colonel Davis, Colonel Coughlin, and Colonel Betterton.

We should also like to make special mention of the efforts and diligence of Lieutenant Colonel Small, Sergeant Major Martz, Commander Brethen and Chief Warrant Officer Rubesha.

We are especially grateful to Dennis McCarthy, the Assistant Secretary of Defense for Reserve Affairs, David McGinnis, Principal Assistant to Secretary McCarthy, and Richard O. Wightman, Jr., Deputy Assistant Secretary of Defense, and their senior staff for the constant support and tangible results achieved by the Board. Without their efforts we could not have made the selection of a full-time two-star military executive, and movement of the Board offices to the Pentagon.

Finally, without the courtesy shown to the Chairman by his predecessors G. Kim Wincup, William Navas, Albert Zapanta, and Terrence O'Connell, together with their vast knowledge of the history and mission of the Board, and contribution of their time and efforts to his initial year as Chairman, would have made his responsibilities far more difficult to discharge.

VII. Bibliography

The organic statutes which create the Secretary of Defense and the Reserve Forces Policy Board, when taken together, are particularly compelling regarding the intent of Congress as to the importance of the Reserve Forces Policy Board. We invite all those interested in the history and functioning of the Board to examine the legislative history behind the statutes.

The volumes of biography and history referred to below each contain specific references with regard to the facts and opinions of the active participants in the establishment of the Office of the Secretary of Defense, the Reserve Forces Policy Board, and its predecessor. These are merely examples of the vast archive of materials which pertain to the individuals, institutions, and ideas which supported creation of an independent policy advisor to the Secretary of Defense.

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2. 10 U.S.C. 10301 (The Reserve Forces Policy Board)
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17. Harry S. Truman, *Mr. Citizen* (New York: Bernard Geis, 1960)
18. Carlo D'Este, *Patton: A Genius for War* (New York, Harper Collins, 1995)

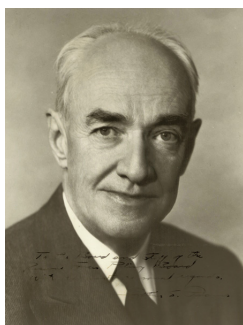
VIII. Chairmen of the Reserve Forces Policy Board

*When a thing is done, it's done. Don't look back.
Look forward to your next objective.*

GEORGE C. MARSHALL



1952-1953
Charles H. Buford



1953-1955
Arthur S. Adams



1955-1957
Milton G. Baker



1957-1977
John Slezak



1977-1985
Louis J. Conti



1985-1989
Will Hill Tankersley

... the Secretary shall transmit to the President and Congress a separate report from the Reserve Forces Policy Board on the reserve programs of the Department of Defense and on any other matters that the Reserve Forces Policy Board considers appropriate to include in the report.

10 USC § 113 (c)(2)



1989-1994
John O. Marsh, Jr.



1994-2001
Terrence M.
O'Connell, II



2002-2004
Albert C. Zapanta



2005-2006
William A. Navas, Jr.



2006-2009
G. Kim Wincup



2009-Present
William S. Greenberg

Reserve Forces Policy Board Directory

Chairman/Military Executive • Room 2E592

Staff Members of the Reserve Forces Policy Board

RFPB Staff • Room 2E593

7300 Defense Pentagon • Washington, DC 20301-7300
(703) 697-4486

<http://ra.defense.gov/rfpb>

Chief of Staff Lt Col Julie A. Small
Senior Enlisted Advisor SGM Gary L. Martz
Navy Reserve Policy Advisor CDR Brian C. Brethen
Marine Corps Reserve Policy Advisor LtCol Kenneth Olivo
Air Force Senior Policy Advisor Col Marjorie Davis
Coast Guard Reserve
Senior Policy Advisor CWO4 George M. Rubesha
Administration NCO SGT Selena Suhir
Administrative Assistant Ms. Ramona Sellman

*The first requisite of a good citizen in this Republic
of ours is that he shall be willing and able to
pull his weight.*

THEODORE ROOSEVELT, NOVEMBER, 1902



ESTABLISHED BY CONGRESS 1952



THE UNITED STATES OF AMERICA
OFFICE OF THE SECRETARY OF DEFENSE
RESERVE FORCES POLICY BOARD
ANNUAL REPORT 2010

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