

**STRATEGY
RESEARCH
PROJECT**

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**THE UNITED STATES ARMY RANGER TRAINING BRIGADE:
INTO THE FUTURE**

BY

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USAWC STRATEGY RESEARCH PROJECT

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ABSTRACT

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The nature and lethality of the urban environments, newly developed navigational aids, core values of Rangers past and present, and the "Total Force" concept, requires an examination of the current training program. New thinking in what we teach, how we teach, and where we teach the U.S. Army Ranger Course should be carefully examined. Certainly, there will not be a shortage of ideas on how we should or should not train soldiers to become Rangers for our future force. However, the philosophical cornerstone of the Ranger Training Brigade must always be to produce the Army's toughest, most disciplined small unit combat fighters our country has to offer. This study examines current training in the Ranger Training Brigade in light of future challenges for our Army. Some continue to resist change, especially if it means the training is more demanding mentally and physically. There are those who cannot grasp the notion that leaders lead by inspirational example, without cynicism, trusting in themselves, their subordinates and their

superiors. We must have the courage to tailor the course to be more proactive in meeting the physical and mental challenges of future warfare. We must produce Rangers capable of leading our soldiers on the complex and uncertain battlefields of tomorrow. Our soldiers, our Army, and our country deserve nothing less than the best.

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BACKGROUND

The United States Army Ranger School was established in September 1950 with the purpose of training 17 Airborne Ranger Companies for the Korean War. The heroic actions of those Airborne Ranger Companies resulted in then Chief of Staff of the Army, General Collins, directing the following:

1. Extend Ranger training to all combat units in the Army.
2. Establish a Ranger Department to conduct a Ranger course of instruction.
3. Build the program from lessons learned from the Ranger Battalions of WW II and the Airborne Ranger Companies of the Korean conflict.
4. The overall objective of Ranger training is to raise the standard of training in all combat units.¹

In October 1951, the Commandant of the United States Army Infantry School established the Ranger Department and extended Ranger training to all combat units in the Army. On 1 November 1987, the Ranger Department was reorganized as the Ranger Training Brigade (RTB). Since its inception, the mission has never changed: to develop the leadership skills, confidence and competence of students by requiring them to perform effectively as small unit leaders in tactically realistic environments approaching that found in combat.² The mission implied additional training tasks to develop leaders who are physically and mentally tough, self disciplined, and challenge them to think, act, and react effectively under a high level of stress

approaching that found in combat. Consequently, the U.S. Army Ranger Course has emerged as the most widely sought after and recognized course available to teach and develop functional skills relevant to fighting the close combat, direct fire battle.

If the Army expects graduates of the Ranger Course to remain relevant in the future, it must initiate ways to enhance the training based on current and future battlefields not those of the past. Battlefields of the future will be much different: huge, fluid, and complex, with highly mobile and lethal forces operating anywhere, day and night.

Future adversaries may look much different from those we have faced in the past. Somalia, Haiti, and Bosnia provide a glimpse of what lies ahead. The days of defending the Fulda Gap are history. U.S. conventional military dominance encourages future adversaries and competitors ranging from established nations to non-state groups such as terrorists, insurgents, and new and unpredictable extremists to avoid direct military confrontation. We should anticipate their use of asymmetrical means of warfare, such as weapons of mass destruction (WMD), information and counter-electronic cyberspace terrorism, and deliberately taking the fight to urban areas. Our future enemies will apply technological and operational surprise to offset our conventional advantage to achieve their goals even posing a direct threat to the U.S. homeland.³

Our rapidly changing world deals ruthlessly with organizations that refuse to change and the Ranger Training Brigade will not be an exception. For the Ranger Training Brigade to remain relevant in the future we must carefully look at what we do, why we do it, and ask if there is a better way to do business for our future requirements? As the President of AT&T once said, "When the pace of change outside an organization becomes greater than the pace of change inside the organization, the end is near."⁴

The challenge we have today is that we cannot "bootstrap" new capabilities overnight to handle unanticipated problems. As one senior officer stated, "Desert Storm was not won in 100 hours of fighting. It was won with 20 years of preparation."⁵ To be relevant in the future, we must transform ourselves, while maintaining the readiness required for responding to today's threats. We need to anticipate trends and future scenarios. As new threats arise, we must decide which of our current capabilities to retain or discard and what new ones to develop. As General Reimer current Chief of Staff, Army stated:

What this century's history teaches us is that the Army's real strength is its ability to change and adapt to the period's requirements. Our ability to change was the key to victory in two world wars and a cold war, and it will be the foundation for our future success.⁶

Reality dictates that the Ranger Training Brigade must embrace and institutionalize the process of change in a

disciplined, common sense manner that allows us to move closer to the future vision our senior leaders have developed. During this introspection, only those core values, which have served us with distinction over the past 25 years, should be non-negotiable. Everything else, our organization, force structure, location, equipment, training scenarios, and mission profiles must be scrutinized to meet the needs of the Army today and tomorrow. If we refuse to change in a timely manner, we could be fundamentally unprepared for the future.

What about the environmental conditions we train for in the Ranger Course? Are we leveraging the full spectrum of available technology to provide Ranger students with environmental settings they are likely to encounter in the future? More pertinent questions emerge from this introspection. What types of skills are required of the Rangers of tomorrow? What type of battlefield will we fight on? Are we training for urban combat? What about the emerging threats in environments that require appropriate combinations of lethal and nonlethal force? These are tough questions with an infinite range of implications; cost, facilities, manpower, and time are but a few issues. It is our responsibility, however to address these issues in order to prepare for the challenges that are ahead on the close combat battlefield.

The Ranger Course is the ideal training venue to teach and train for certainty and uncertainty simultaneously in near combat

conditions. Graduates of the course must be capable of conducting operations in tactical environments so demanding that the limits of their physical and mental capabilities will be widespread. We must find a way to combine a warrior ethos with intellectual agility to rapidly create solutions to ambiguous situations. In current deployments of our conventional Army forces, ambiguous situations are the norm: situations are confused; the battlefields are non-linear; and rules of engagement are snarled. All of these elements, combined with the proliferation of lethal weapons in the world, are a recipe for disaster.

Ranger students must be disciplined in every respect to efficiently operate in these modern situations. The course must instill in them a disciplined approach of not what to think, but how to think, in the complex battlefields of tomorrow. This study examines current training in the ranger Training Brigade in light of future challenges for our Army.

WHAT IS A RANGER?

Rangers are superb in close combat situations requiring quick decisions and directive actions by a competent professional who leads from the front. A Ranger is a specially selected and well-trained soldier who has successfully completed the most demanding instructional course the Army has to offer--the U.S. Army Ranger Course. He is a soldier who lives by the fundamentals of the

Ranger Creed, which to a Ranger graduate is more than a document; it is a way of life. The Ranger Creed (Appendix A) embodies the core values of all Rangers past, present, and future. The Ranger Creed promotes voluntary service, acceptance of professional hazards, and loyalty to unit, acknowledged elitism and expectations of the highest levels of proficiency. Its principles demand patriotism, commitment, physical readiness, mental alertness, moral correctness, and loyalty to one's comrades. Common values create the strong bonds that inspire the sense of purpose necessary to sustain soldiers in the brutal realities of combat and help them deal with the demanding requirements of all other military operations.⁷

The U.S. Army Ranger Course attracts a special soldier, a three or four time volunteer. He must volunteer for the Army, airborne school, and finally Ranger school. Due to resource constraints and mission requirements, Ranger training is available for male soldiers in the basic combat arms of infantry, armor, field artillery, special forces, and armored cavalry scout.

There may be many reasons for soldiers to attend the Ranger Course. It may be the excitement, discipline, adherence to standards, the challenge to serve with the best, historical significance with a long and heroic past, career enhancement, or perhaps it is to become a member in an elite fraternity, the U.S. Army Rangers.

Whatever the reason, Ranger graduates are highly sought out in the conventional and special operational units in the Army today, based on the core competencies, confidence, discipline, and the ability to work lead effectively in demanding situations the mirror those found in the close combat fight. Specific skills or qualifications and selectivity beyond the usual military recruiting standards define each. However, certain units in the Army are distinct even from this classification. As argued by Eliot Cohen, even in "a well run and motivated army...some units are more elite than others."⁸ These core competencies and rules were put to paper circa 1759 when Major Robert Rogers developed standing orders (Appendix B) for his unit titled, "Standing Orders Rogers Rangers". These orders remain pertinent even today and can be argued was the basis for the Ranger Creed, hence the core values all Rangers live by today. During the Ranger Course, students are challenged to their limits of leadership to exacting standards as written by Major Rogers. An Italian soldier's statement may best describe why a soldier would want to attend the U.S. Army Ranger Course.

I offer neither pay, nor quarters, nor food; I offer only hunger, thirst, forced marches, battles, and death. Let him who loves his country with his heart, and not merely with his lips, follow-me.

Giuseppe Garibaldi--1849

THE RANGER TRAINING BRIGADE TODAY

The Ranger Training Brigade (RTB) is located at Fort Benning, Georgia and is the proponent agency for the Army and Department of Defense for Ranger, and Long Range Surveillance Leader training. The Ranger Course develops the combat arms related functional skills of officers and enlisted volunteers who are eligible for assignment to units whose primary mission is to engage in the close combat direct fire battle. The course requires students to perform individual as well as collective tasks and missions in a realistic environment under mental and physical stresses that approach those found in combat. Emphasis is placed on the development of individual abilities for applying established doctrine while further developing military skills in planning and conducting Infantry, airborne, air assault, and amphibious squad and platoon operations. The elements of Ranger training consist of physical conditioning, military skills, technique training, tactical operations, and combat leadership.⁹

Soldiers who volunteer to attend the demanding training report to the Ranger Training Brigade at Fort Benning, Georgia. After an intensive one-week physical and military skill assessment, they enroll in the Ranger Course. The Ranger Course is 61 days in length with an average of 19.6 hours of training per day, seven days a week. It is divided into three phases of training; a Benning Phase, Mountain Phase, and a Florida Phase.

Each phase is conducted at a different geographical location teaching specific skills related to that geographic location. The course is conducted in difficult terrain under mental and physical stresses, including nutritional and sleep deprivation that is intended to approach those found in combat. It is unlike many, if not all, of the other Army's individual training schools in that officers and enlisted personnel train together. In fact, rank is not worn on the Ranger student uniform to ensure that one standard for all is maintained.

The Benning Phase is 20 days in length and is conducted by the 4th Battalion at Ft Benning, Georgia. This first phase focuses on physical conditioning, and small unit patrolling, but the primary goal of this phase is to determine if the Ranger student has the fortitude and motivation to make it through the entire 61 difficult days of training. Additionally, it will assess his ability to work as a member of a team. Ranger students must learn to rely on each other. The physical and mental demands of the training rapidly increase as instructors attempt to identify who will not quit and who can "maximize" innate abilities. The Benning Phase identifies students who may be weak mentally and physically. Those students who make it through the Benning Phase normally have a hopeful opportunity to complete the remainder of the course.

The Mountain Phase is 21 days in length and conducted by the 5th Battalion, at Camp Frank D. Merrill near Dahlonega, Georgia.

During the Mountain Phase, students receive instruction on military mountaineering tasks as well as techniques for employing a platoon for continuous combat operations in a mountain environment. They further develop their ability to command and control a platoon size element through planning, preparing, and executing a variety of combat type orders and missions. The Ranger student continues to learn how to sustain himself and his subordinates in the adverse conditions of the mountains. The rugged terrain, severe weather, hunger, mental and physical fatigue, and the emotional stress that the Ranger student encounters during this phase afford him the opportunity to gauge his own capabilities and limitations, as well as those of his peers.

In addition to combat operations, the Ranger student receives five days of training on military mountaineering. During the first three days of mountaineering, he learns about knots, belays, anchor points, rope management, and the fundamentals of climbing and rappelling. His mountaineering training culminates with a two-day exercise at Yonah Mountain applying the skills learned during lower mountaineering. This is a true test of the confidence of each individual Ranger student.

During a five-day field training exercise, Ranger, students perform missions that require the use of their mountaineering skills. Combat missions are directed against a conventionally equipped threat force in a mid intensity conflict scenario.

These missions are conducted both day and night over an eight day field training exercise and include moving cross country over mountains, conducting vehicle ambushes, raiding communications/mortar sites, and conducting a river crossing or scaling a steep sloped mountain. Due to the demanding terrain and adverse weather conditions, the stamina and commitment of the ranger student is stressed throughout this phase of training.

The Florida Phase is 17 days in length and conducted by the 6th Battalion at Camp James E. Rudder, Eglin Air Force Base, Florida. Emphasis during this phase is to continue the development of the Ranger student's combat arms functional skills. They must be capable of operating effectively under conditions of extreme mental and physical stress. This is accomplished through practical exercises in extended platoon level operations in a jungle/swamp environment. Training further develops the students' ability to plan for and lead small units on independent and coordinated airborne, air assault, small boat, and dismounted combat operations in a mid-intensity combat environment against a well-trained sophisticated enemy.

The Florida Phase continues the progressive, realistic opposing force scenario. As the scenario develops, the students receive "in-country" technique training that assists them in accomplishing the tactical missions later in the phase. Technique training includes: small boat operations, expedient stream crossing techniques, and skills needed to survive and

operate in a jungle/swamp environment. A 12 day intensive field training exercise is a fast-paced, highly stressful, challenging exercise in which the students are further trained, but are also evaluated on their ability to apply small unit tactics and techniques.

In all phases of the Ranger training high standards are required and maintained despite the stressful environment that is continuous throughout the 61 days of the Ranger Course. Training in the mountains and waist high swamps in water, and long grueling marches through the night are the norm rather than the exception. Students are forced to their physical and mental limits. When a student pushes to his mental and physical limits, the weak may fall by the wayside. It is important to identify those Ranger students early on in the course. It is easy to quit, but it is irreversible. Quitting is looked upon with disdain in the RTB. Quitting is not a Ranger word. Quitters are removed from the course quickly and efficiently with little fanfare. Normally, when a Ranger student quits he is immediately dropped from the course due to a lack of motivation.

Prior to graduating from the Ranger course, each student's file is reviewed to ensure the minimal standards are met for leadership ability, tactical competence, physical ability, and discipline. The end state after 61 days of hard, demanding training to a set standard is a mentally hardened soldier, who possesses an enhanced capability to perform in combat if

required. His values and warrior ethic have no peer in the Army today. He is more confident in his ability to withstand the stresses of combat, to overcome all obstacles, and to accomplish his mission under extremely adverse conditions even if he is the lone survivor.

BUT--WHERE DO WE GO FROM HERE?

The future for the Ranger Training Brigade is a bright one. Currently a Ranger's elite status throughout the different services can be traced to the rigor of training they endured during the Ranger Course. The current Ranger Course is a success and has been since its inception in 1951. The core competencies of combat leadership, tactical operations, technique training, military skills, and physical conditioning must remain without change. We must not internalize in our day to day operations so much that we forget about tomorrow. We must not change the ability to immerse Ranger students in the most demanding training environment that exists today in the Army. The leadership challenges and the bonding that takes place during the course are lifelong, positive aspects of the course. However, the Ranger Training Brigade can not rest on its laurels from the past.

There are some challenges we must face as we look into the future and continue to seek a better way to do our business. We must continue to produce graduates who possess a high state of physical ruggedness and stamina. They must possess the military

skills, warrior ethos, and the confidence to lead the way in all that we do. As we look to the future we expect many of the missions of the Ranger graduates to be overt and peaceful, but we must anticipate there are still dangerous, gut-churning jobs to be done. Conflict today is marked by increased precision and firepower across expanded battlefield dimensions, increased speed and tempo, the ability to see the enemy at any time and anywhere and the means to take the battle to him continuously.¹⁰ The Ranger graduates must be prepared to lead the forces to accomplish this mission.

A particularly challenging aspect of the future environment will be the increasing likelihood of military operations in cities.¹¹ There are great debates ongoing today to determine how we will fight in the future in urban environments. The essential thesis involved is how we plan to leverage the new battle gear and combat systems available to soldiers. In addition, advanced communications currently available will drive new tactics about the close combat fight in the cities.

Urban environments will present particularly thorny problems to our military forces. The maze of streets, crush of population, and complex of buildings and vertical and subsurface constructions present a demanding landscape that has the capacity to absorb ground forces, confound the effectiveness of stand-off weapons, and slow operations to virtual standstill.¹² Although we might prefer to avoid urban situations, mission requirements

in peace and war may not allow this preference.¹³ "By 2010, 70% of the world will live in cities and urban swamps, and we're going to have to know how to fight there."¹⁴

We must take a hard look at integrating additional training scenarios of the Ranger course in the urban environment. As General Reimer recently stated: "In preparation to meet the demands of 2020 and beyond, planners must recognize the future environment will be increasingly urbanized, requiring forces that can discriminate between combatants and noncombatants and which can apply appropriate combinations of lethal and nonlethal force."¹⁵ Today only, two out of the 61 days are devoted to an urban combat environment. This is a challenge we must address quickly and it will be a tough task as well.

The easiest path would be to increase funding and increase the length of the course. Just as we had a "Desert Phase" in the Ranger Course 10 years ago in order to improve live fire proficiency, we could add an "Urban Phase" to improve urban environment efficiency. If additional funding to increase the length of the course is not available; we must look now at one or some combination of the training conducted at each location for incorporating urban training. This could become the premiere training environment for Ranger students to learn how to fight in our most probable close combat environment of the future. In the urban environments today, like Bosnia, Haiti, Macedonia, Somalia

and others in the future, force protection is critical to mission success.

Force protection is a matter of discipline for individual soldiers, the leaders, and units. Since the days of Robert's Rangers in 1759 until today, Rangers pride themselves on discipline. Force protection involves the full spectrum of protecting our soldiers from hostile direct and indirect fire, terrorism, and effects of NBC. The force protection training must be integrated in all phases of the Ranger Course. It must be a part of our operating and training tasks we conduct on a recurring basis. Ranger graduates must become the standard bearers for force protection techniques in our units. It is imperative to our survival on the close combat battlefield that force protection becomes a task that is not just an after thought, but foremost ingrained in every Ranger's thought process.

Technology has had a significant impact on our Army and drives much of how we train and what we train. Tomorrow's warriors will have to think small to survive. Future battlefields will be covered with tiny sensors to guide the fighting. There will be a blurry distinction between war and peace. Regular Armies will shrink. The dinosaurs of the conventional age--tanks, ships, and heavy bombers--will be replaced by mini-projectiles, precision-guided munitions, robots,

and small remotely piloted vehicles in the air, on land, or at sea.

In this type of environment, highly skilled soldiers will be the fighters of the future. Small, highly skilled, and independent teams of specially trained soldiers will conduct combat.¹⁶ Ground units would emphasize speed to facilitate the ability to concentrate rapidly for close combat as required.¹⁷ Additionally, we must examine every advantage our technological genius can supply and selectively exploit those few required for success. We cannot afford purely materiel fixes to every future problem; therefore, we must leverage those critical technologies that give us a decided advantage. We must be quick to capitalize on emerging technologies with the potential for significantly enhance the human dimension. Merging technology with the human dimension will improve the Ranger survivability, lethality, mobility, and ability to access and use all relevant information sources.

Land navigation training is critical to the success of any operation. The development of the Global Positioning System (GPS) has dramatically changed the way we fight on the battlefield as well as the way we mark targets and navigate. Using the GPS is a critical skill that leaders today and tomorrow must possess to be successful. Currently in Ranger school, we continue to teach and evaluate students in the use of the magnetic compass as a means for navigation. We must look at the

option to incorporate the use of the GPS as well. We cannot and should not abandon the compass, terrain association, and land navigation. We must begin to take advantage of the technology that the GPS provides and have Ranger graduates prepared for success once they arrive at their unit. This skill will become vital on the digitized battlefield of the future.

A fully integrated total force requires a common culture to bring about unit of thought and action. Shared operational and training experiences, common educational opportunities, and frequent exchange of leaders among active and reserve components the different services, coalition partners, and national and international agencies will serve to deepen mutual respect and reinforce a common ethic.¹⁸ Lighter, more agile National Guard combat forces will play an essential role in the combat operations in the future.¹⁹ If we are to act as one team, the active, National Guard, and Reserves, we must increase the number of Ranger graduates in those units. Recent statistics indicate that 16 National Guard/Reserve soldiers attended the U.S. Army Ranger Course during FY 97.²⁰

Ranger graduates are the seeds of our combat leadership for the future of our combat arms and this could be expanded to the entire force if resources become available. We must eagerly seek to incorporate other branches, other services, into the training stream along with members of the combat arms from the National Guard and Reserves. Proven in every conflict we have been in

during the last 50 years and those in the future, the Army will never fight unilaterally. It is a joint, combined team approach and as such the Ranger course should reflect the same. The course can provide for a common bond that soldiers, sailors, airmen, Marines, and coastguardsmen can rally around in a time of conflict. All of the additional allocations that would be passed to other services as well as the National Guard and Reserve combat forces would come at a cost. However, this cost may be worth the price if it strengthens the concept of a seamless force in combat.

As we seek to remain relevant to the Army in the future, we must not change the Ranger culture. It is one that can be summed up in the Ranger Creed. To a Ranger, the Ranger Creed is more than just a group of memorized words--it is a way of life. The Ranger culture begins to form during the time a soldier spends at the Ranger Training Brigade. In some cases, it begins to form as soldiers prepare themselves to attend Ranger School attending their home station pre Ranger Course. Training in the Ranger Training Brigade illustrates how training is used to instill key aspects of the Ranger culture: working with and relying on team members, ironclad discipline, neatness of dress, care of equipment, going beyond imagined physical limits, and never quitting until the mission is complete.

Training is also used to develop a bond with the Ranger community and strengthening the ties with the conventional Army.

The mission impossible spirit that is an essential part of any high performing unit like the Rangers must continue on course. As stated in a Senate report on the Army Rangers in Somalia that a "weakness" of the unit was the belief by the unit members and its commanders they can accomplish any mission.²¹ The last stanza of the Ranger Creed says it all--

Readily will I display the intestinal fortitude to fight on to the Ranger objective and complete the mission thou I be the lone survivor.

This warrior ethos is at the core of all Ranger training conducted at the Ranger Training Brigade. The warrior ethic does more than set expectations for heroic competence on the battlefield...it also sets the stage for leader behaviors.²²

CONCLUSION

If we are to be successful and remain relevant to the Army of the future, we must be willing to conduct an acute analysis of the training we are conducting today in the Ranger Training Brigade. We then must determine if we are meeting the needs of the Army today and in the future.

Remaining relevant to the needs of the United States means, we cannot live in the past. Relevancy requires constant change for the Army. Thus, Cold War organizations, tactics, techniques, procedures, and methods of funding do not lend themselves to coping with the challenges of the future. We must face the world as it is, not as we would like it.²³

Implementing changes promises to be a complex situation requiring careful balance. Implications are many and must be

thought through in detail. If we refuse to change in a timely manner, we could become fundamentally unprepared for the future challenges of ground combat. As the Ranger Training Brigade moves into the future, we must evolve to meet future challenges and sustain the relative capability advantage that we enjoy today. In a September 1993 issue of Army Focus magazine, then Army Chief of Staff General Gordon Sullivan noted thoughtfully and persuasively that "the times we live in are times of profound change... political, ideological, and technical. We must adapt to that change and we must grow."²⁴ We can not and should not resist to make the right decisions today based on a notion that what was good enough for us must be good enough for them now.

A multitude of training challenges faces the Ranger Training Brigade today as we look into the future. First, the time spent in an urban environment must increase. As General Reimer stated: "Since 1989, we have increasingly seen the need for an Army capable not only of defeating large combat formations, but also one that is organized, equipped, and trained to accomplish a broader range of twenty-first century missions, and responding effectively to the challenges of urban operations."²⁵

Second, we must recognize the benefits of technological change and can not turn our backs on innovation. The Global Positioning System has revolutionized the way we navigate in the Army today in the air and on the ground. We cannot fully realize the impact of new technologies until it is incorporated into

organizations at every level. This has been accomplished with the Global Positioning System. Training Ranger students to maximize the capabilities of this technology in a realistic, tough, demanding environment approaching that found in combat will enhance their effectiveness in future conflicts. It will be additional value added to their leadership and tactical lexicon for the next close combat fight. To be sure, we cannot forget that land navigation skills must continue to be trained. This skill, which is still trained in the Ranger Course today, is becoming a lost art in the Army.

Third, we must increase the number of Ranger graduates from the National Guard and Reserves. This will enhance the credibility of the "Total Force" concept. As General Reimer noted, our current high operational tempo has also caused increasing reliance on Reserve Components.²⁶ To have the common bond of being a Ranger graduate may be a means to end the chasm between the active and reserve forces. For sure, it will go a long way to create the desired seamless force of National Guard, Reserve Component, and active duty soldiers. Human behavior clearly illustrates that those soldiers with common experiences tend to group together amiably when facing a common goal or challenge.

Fourth, we must retain the current core competencies of the Ranger Training Brigade. The core competencies of rugged physical conditioning, military skills, technique training,

tactical operations, and combat leadership to achieve decisive victory must continue to be the cornerstone of the Ranger Training Brigade. Common core competencies lead to common values. Common values create the strong bonds that inspire the sense of purpose necessary to sustain soldiers in the brutal realities of combat and help them deal with the demanding requirements of all military operations.²⁷

In this time of rapid change, the U. S. Army still has one constant--the object to fight and win the nations wars.²⁸ If we as an Army and institution abandon this, nothing else will really matter. Wherever, in a time of both certainty and doubt, the Army force on the ground will continue to be manned with Rangers. It is the ground force who must ultimately achieve decisive victory.²⁹ The Ranger Training Brigade must continue to train skills not only on lessons learned from the past, but also train the imminent skills in the environments where we will fight in the future. Common sense initiatives and decisions now will ensure that the Ranger Training Brigade remains relevant and continues to be a vital asset to our Army into the future.

WORD COUNT--6712

APPENDIX A: RANGER CREED

Recognizing that I volunteered as a Ranger, fully knowing the hazards of my chosen profession, I will always endeavor to uphold the prestige, honor, and high esprit de corps of the Rangers.

Acknowledging the fact that a Ranger is a more elite soldier who arrives at the cutting edge of battle by land, sea, or air, I accept the fact that as a Ranger my country expects me to move further, faster, and fight harder than any other soldier.

Never shall I fail my comrades. I will always keep myself mentally alert, physically strong, and morally straight and I will shoulder more than my share of the task whatever it may be, one hundred percent and then some.

Gallantly will I show the world that I am a specially selected and well trained soldier. My courtesy to superior officers, neatness of dress, and care of equipment shall set the example for others to follow.

Energetically will I meet the enemies of my country. I shall defeat them on the field of battle for I am better trained and will fight with all my might. Surrender is not a Ranger word. I will never leave a fallen comrade to fall into the hands of the enemy and under no circumstances will I ever embarrass my country.

Readily will I display the intestinal fortitude required to fight on to the Ranger objective and complete the mission, though I be the lone survivor.

APPENDIX B: STANDING ORDERS ROGERS RANGERS

1. Don't forget nothing.
2. Have your musket clean as a whistle, hatchet scoured, sixty rounds powder and ball, and be ready to march at a minute's warning.
3. When you're on the march, act the way you would if you were sneaking up on a deer. See the enemy first.
4. Tell the truth about what you see and what you do. There is an army depending on us for correct information. You can lie all you please when you tell other folks about the Rangers, but don't ever lie to a Ranger or officer.
5. Never take a chance you don't have to.
6. When we're on the march we march single file, far enough apart so one shot can't go through two men.
7. If we strike swamps, or soft ground, we spread out abreast, so it is hard to track us.
8. When we march, we keep moving till dark, so as to give the enemy the least possible chance at us.
9. When we camp, half the party stays awake while the other half sleeps.
10. If we take prisoners, we keep'em separate till we have had time to examine them, so they can't cook up a story between'em.
11. Don't ever march home the same way. Take a different route so you won't be ambushed.
12. No matter whether we travel in big parties or little ones, each party has to keep a scout 20 yards ahead, 20 yards on each flank, and 20 yards in the rear so the main body can't be surprised and wiped out.
13. Every night you'll be told where to meet if surrounded by a superior force.
14. Don't sit down to eat without posting sentries.
15. Don't sleep beyond dawn. Dawn's when the French and Indians attack.
16. Don't cross a river by a regular ford.
17. If somebody's trailing you, make a circle, come back onto your won tracks, and ambush the folks that aim to ambush you.
18. Don't stand up when the enemy's coming against you. Kneel down, lie down, hide behind a tree.
19. Let the enemy come till he's almost close enough to touch, then let him have it and jump out and finish him up with your hatchet.

Major Robert Rogers 1759

ENDNOTES

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² Ibid.

³ General Peter J. Schoomaker, Special Operations Forces: The Way Ahead Macdill AFB, Florida, U.S. Special Operations Command 1997), 2.

⁴ Ibid, 6.

⁵ LTG Ellis D. Parker, "Why Army Modernization Is Vital to Our Future", Army Magazine, March 1997, 16.

⁶ General Dennis J. Reimer, "Challenge and Change: A legacy for the Future", Military Review, July-August 1997, 108.

⁷ Ibid., 116.

⁸ Susan L. Marquis, Unconventional Warfare: Rebuilding U.S. Special Operations Forces (Brookings Institute Press: Washington, D.C., 1997), 45.

⁹ Ranger Training Brigade Briefing, Ranger Course Review.

¹⁰ Reimer, 109.

¹¹ National Defense Panel, Transforming Defense: National Security in the 21st Century (Arlington, Va.: The National Defense Panel, December 1997), 14.

¹² Ibid., 36.

¹³ Ibid., 37.

¹⁴ Darlene Himmelspach, "Top Marine to troops: Buck up and buckle down," San Diego Union-Tribune, 4 December 1997, taken from 5 December 1997 Early Bird, 15.

¹⁵ Reimer, 110.

¹⁶ Douglas C. Waller, The Commandos: The Inside Story of America's Secret Soldiers (Simon and Shuster, New York, New York, 1994), 366-367.

¹⁷ National Defense Panel, 34.

¹⁸ National Defense Panel, iv.

¹⁹ Ibid., 54.

²⁰ Bill Rieger <riegerw@benning-emh2.army.mil>, "Ranger Training Brigade," electronic mail message to Frank Helmick <helmickf@aol.com>, 28 January 1998.

²¹ Richard J. Newman, "Tougher than Hell", U.S. News and World Report, 3 November 1997, 48-49.

²² Walter F. Ulmer, "Military Leadership into the 21st Century: Another Bridge Too Far?""", Parameters, vol. 28, no. 1 Spring 1998, 19.

²³ General Dennis J. Reimer, "America's Army: Into the Twenty-First Century", National Security Studies Quarterly, Volume 4, Issue 1, Winter 1998, 124.

²⁴ Ulmer, 8.

²⁵ Reimer, America's Army: Into the Twenty-First Century,

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129.²⁹ Department of the Army, The Annual Report on the Army After
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