

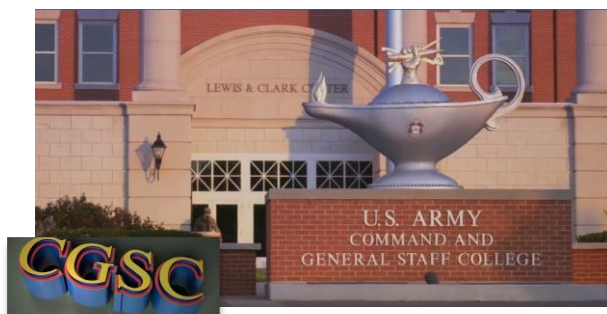
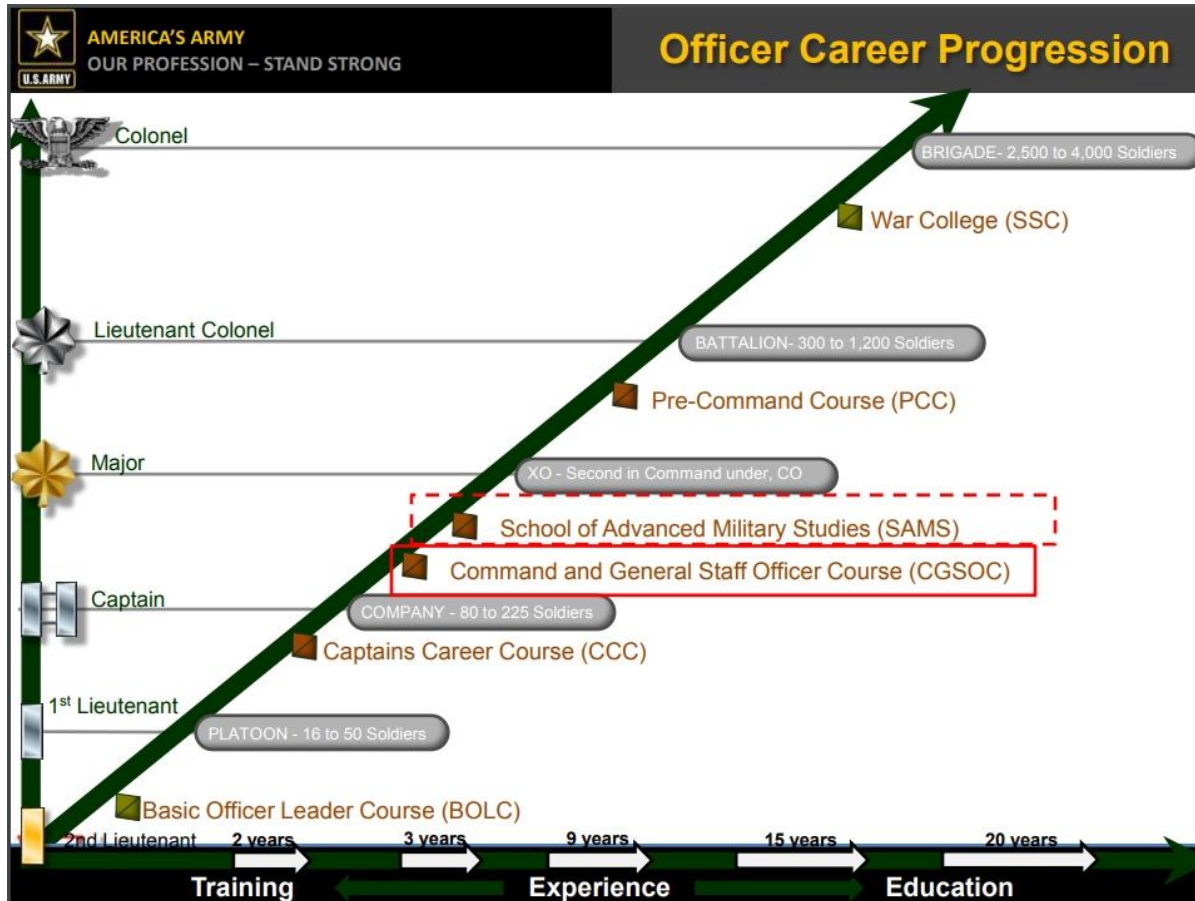


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**March 23, 2016 - Home Again – North Carolina**

It was good to be home. Major Neil Edgar, 30<sup>th</sup> Armored Brigade Combat Team S2, Intelligence Officer in Charge, would continue in that role through 2017 while looking for an opportunity for growth and promotion. Given the pace and breath of activities over the past 16 years, the first-year home from Kosovo would feel somewhat “mundane”. But time takes care of that. Neil’s replacement as Intelligence Officer in Charge arrived in May of 2017 and worked with his replacement as he pursued an open O-5 (Lieutenant Colonel) slot.



**CGSC – Command and General Staff Officer’s Course – July-September 2017**

The full 44-week CGSS course is offered once a year at Fort Leavenworth, KS, with broad choices among more than 170 elective courses and focused programs in Special, Joint, or Space Operations. Courses start in July each year. The first 16 weeks of the course are offered three times a year at each of the satellite campuses at Fort Belvoir, VA, Fort

Lee, VA, Fort Gordon, GA and the Redstone Arsenal, AL. Masters Degrees may be earned at the main campus at Fort Leavenworth, but may not be earned at the satellite campuses.

Command and General Staff Officers' Course consists of two components, the Command and General Staff Officers' Course (CGSOC) Common Core Course, and the Advanced Operations Course which is the credentialing course for field grade officers in the operational Army. Students complete these courses in an experiential learning environment which yields adaptive, self-aware, field-grade leaders of character and competence who are capable of shaping the joint operational environment.



### The Common Core Course

The Core Course curriculum includes seven blocks of instruction:

- Foundations
- Strategic Studies
- Operational Studies
- Army Operations
- Managing Army Change
- Rise of the Western Way of War
- Leadership: Forging Success in Uncertain Times



The Foundations block establishes a foundation and sets the conditions for all subsequent learning within the Command and General Staff Officers' Course Common Core, the Advanced Operations Course (AOC), and elective courses. The Strategic Studies block introduces students to the joint, interagency and multinational environment and the doctrinal and theoretical concepts required to perceive, understand, and analyze strategic-level military problems and challenges.

The Operational Studies block helps students to understand the strategic and operational level joint force capabilities and limitations, operational level joint force capabilities, national, and legal considerations. It includes an examination of the roles, functions, capabilities, and limitations of the US Air Force, US Navy, US Coast Guard, US Marine Corps, US Army, US Special Operations Forces (SOF), US Space Forces, interagency capabilities and issues, multinational considerations, and operational legal issues.

The Army Operations block integrates US Army doctrinal concepts and principles as they apply to tactical units executing full-spectrum operations through participation in classroom discussions and practical exercises. These lessons require students to recognize that one's understanding of an operation, situation, or problem involves a mental process or model, and helps them analyze complex problems, determine requirements, capabilities and shortfalls, and to then develop feasible plans for developing and executing solutions.

The Managing Army Change block serves to familiarize students with the higher-level (strategic) agencies and the complex/interdependent force management processes used to change the Army to meet DoD transformation and the 2006 Quadrennial Defense Review goals of the contemporary operational environment.

The Rise of the Western Way of War block covers the history of the evolution of warfare and its applicability to current military planning. It explores the relationship between war and society from 1300 to the present, and assesses how the social, political, and economic changes in the larger society force changes within military organizations.

The Leadership block introduces students to the challenges of organizational leadership in a changing and uncertain environment. It also focuses on the concept of leadership styles and their underlying theories or strategies. Specifically, students discuss the relationship between leadership style, climate, and performance, and then conclude with a discussion to develop an understanding of the complexities of leading a change management process.

Throughout the entire Core Course, the student is taught "How to Think" instead of "What to Think" while using the Military Decision-Making Process, thereby enabling him/her to develop focused solutions to entirely new problems that evolve in today's uncertain and volatile world. This is done with a balanced focus on Current Operations, Future Operations, and Planning functions, along with an attempt to teach students how to synchronize actions to attain the effects desired.



### Advanced Operations Course

The purpose of the Advanced Operations Course (AOC) is to develop operational field-grade officers with a warfighting focus for battalion and brigade command who are capable of conducting full spectrum operations in joint, multinational, and interagency environments. This develops officers who have the requisite competencies to serve successfully as staff officers in division through echelons-above-corps assignments. It covers "how our Army fights" and includes the following:

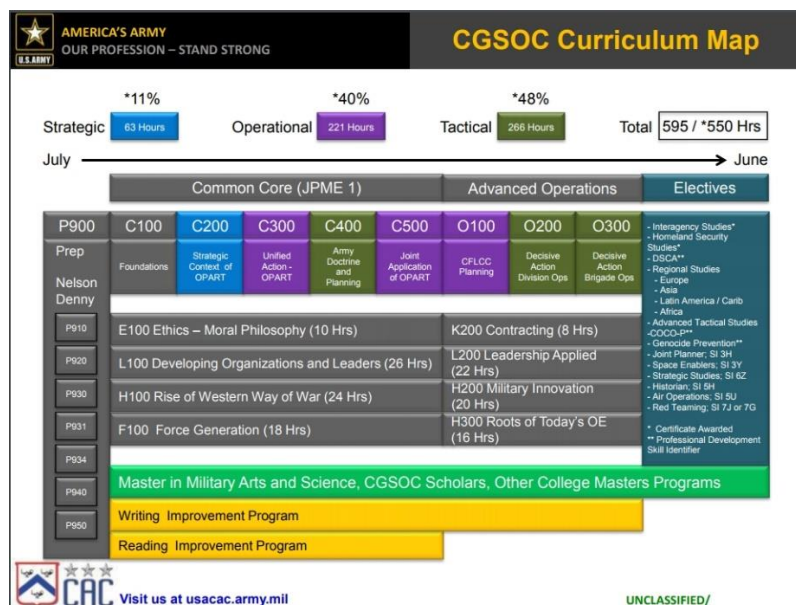
- Today's Operational Environment
- Full Spectrum Operations
- Theory of War and Doctrine
  - History
  - Critical Thinking
  - Decision Making
- Conduct of War
  - Build/develop the force
  - Train the force
  - Employ/fight the force
  - Sustain the force

- Large scale Combat Operations
- Peace Enforcement
- Counter-terrorism
- Peacekeeping/NEO
- Nation Assistance
- Counterinsurgency
- Counter-drug
- Joint Multinational Operations
- Interagency Operations
- Deploy/Redeploy the force
- Commandership
  - Digitized Skills
  - Combat TTP
  - Information Operations TTP

### Elective Courses

Following completion of the Core Course and AOC, students are allowed to select 192 hours of elective studies that round out their Command and General Staff Officers' Course education. The menu of elective courses includes courses in the following areas:

- Graduate Studies for a Masters Degree
- Army Tactics
- Digital Systems
- Logistics & Resource Operations
- Joint, Interagency, and Multinational Operations
- Military History
- Command and Leadership
- Navy, Air Force, and Marine Corps Studies
- Miscellaneous and Specialty Topics



## July - August 2017 - North Carolina National Guard's Warfighter Exercise



FAYETTEVILLE, N.C. - Inside a large, tan tent in Fort Bragg, North Carolina, National Guard Soldiers are hard at work; calling out information as it comes across computer screens, holding meetings, checking communication equipment, conducting rehearsals and finalizing orders.

The Soldiers of the Headquarters and Headquarters Company, 30th Armored Brigade Combat Team (ABCT) are preparing for war, and for the next several days they will be tested, observed and evaluated on their ability to lead.

Major Edgar said it was wild! "We spent two weeks in tents fighting a simulated wartime scenario. The purpose was for the Brigade to exercise its staff and the key leadership of its subordinate Battalions."

The war they are fighting comes in the form of training scenarios that they must react to as part of their Warfighter Training Exercise meant to test and prepare them for the larger event they will participate in next year.

This is the first of several training exercises, each one growing larger and involving more Soldiers, ensuring the 30th brigade is ready should they need to answer the nation's call.

Army Master Sgt. Brent Mast, Battle Noncommissioned Officer for the 30th ABCT, is one of the many Soldiers making last-minute preparations before the official start of the exercise. He manages all the operations inside the tactical command post,



North Carolina National Guard Soldiers with Headquarters and Headquarters Company, 30th Armored Brigade Combat Team, prepare a terrain model at an armory in Fayetteville, N.C., on July 27, 2017, prior to a rehearsal for the briefing they will give their command the following day.



monitoring communications from units underneath the 30th's leadership and the sections that make up the headquarters.

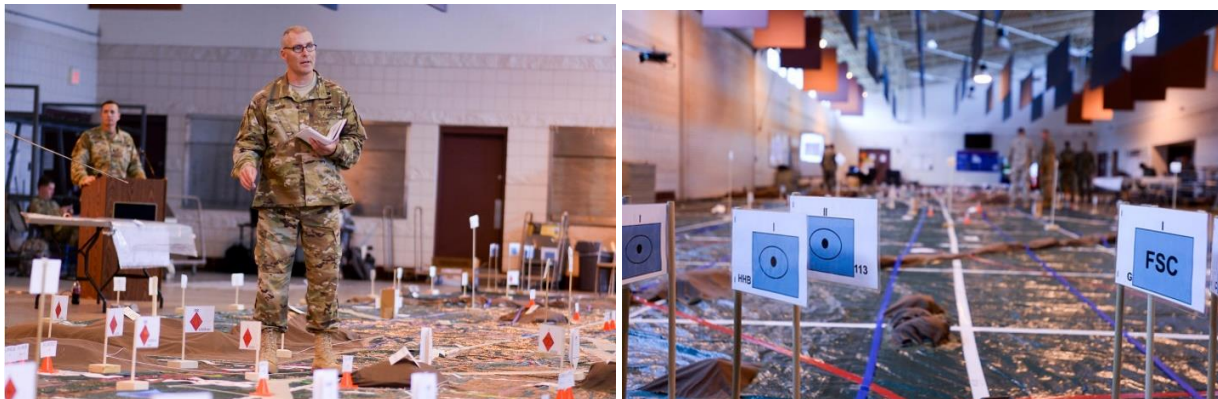
"It is really a partnership between subordinate combatant leaders and the brigade command to ensure that everybody has the knowledge and equipment and manning that they need before they LD and are in contact with the enemy," Mast said.



The LD is the Line of Departure and Mast compares it to the beginning of a boxing match.

"You start a boxing match and the two boxers go up, they touch gloves and then they dance around, they try to get a read on each other," Mast said. "Once that boxer moves forward and he actually reaches out and punches that other person, when you get within the range that the other boxer can hit you, that's the LD. That's when you can be decisively engaged."

That line of departure is what the 30th is training for and it is different than the training these Soldiers have experienced in the past.



For Army Staff Sgt. Lindsey Salazar, a human resources noncommissioned officer with HHC, 30th ABCT, the whole experience is new as this is her first Warfighter Exercise.

"It is very beneficial because it's a lot of people's first time doing something of this magnitude," Salazar said. "It is going to set our expectations for what needs to be executed when we go to the National Training

Center. It's just like everything you do in life, you need to practice doing it to become proficient in it and it is what's required if we do get deployed."

For many years Soldiers have been focusing on Counter Insurgency (COIN) training and although that is still relevant, it is no longer the main focus.

"The COIN fight of the past 10-15 years is not something we're completely focused on," said Army Lt. Col Edward Wallace, the executive officer for the 30th ABCT. "As the threats have evolved, we have changed our training to support the additional response capability that we need to have. Given the global threats out there, we've developed the decisive action training environment to help us shape how our training events happen, so we can better prepare for those contingencies."

Mast, who has over 20 years of service, including two combat deployments with the National Guard, is hopeful that the change in training will make an impact on the Soldiers in his unit.

"One of the things I've seen was the focus being on satisfying outside entities that we had checked this block on this brief or that brief," Mast said. "It became about rosters, not about rehearsals. We're refining that now and I have faith that with enough training, and with the current leadership guiding our efforts, that the check the block mentality will give way to those rehearsals."

Rehearsing is exactly what this current training event is all about, building the unit's readiness and ensuring that they work together like a well-oiled machine.

"I've seen the brigade over the past six months really grow as a team to gel at both the staff level and at the units to help them build their proficiency, enhance their staff processes and develop operations," Wallace said. "I think the training has been very beneficial for the unit and it will definitely pay dividends down the road."

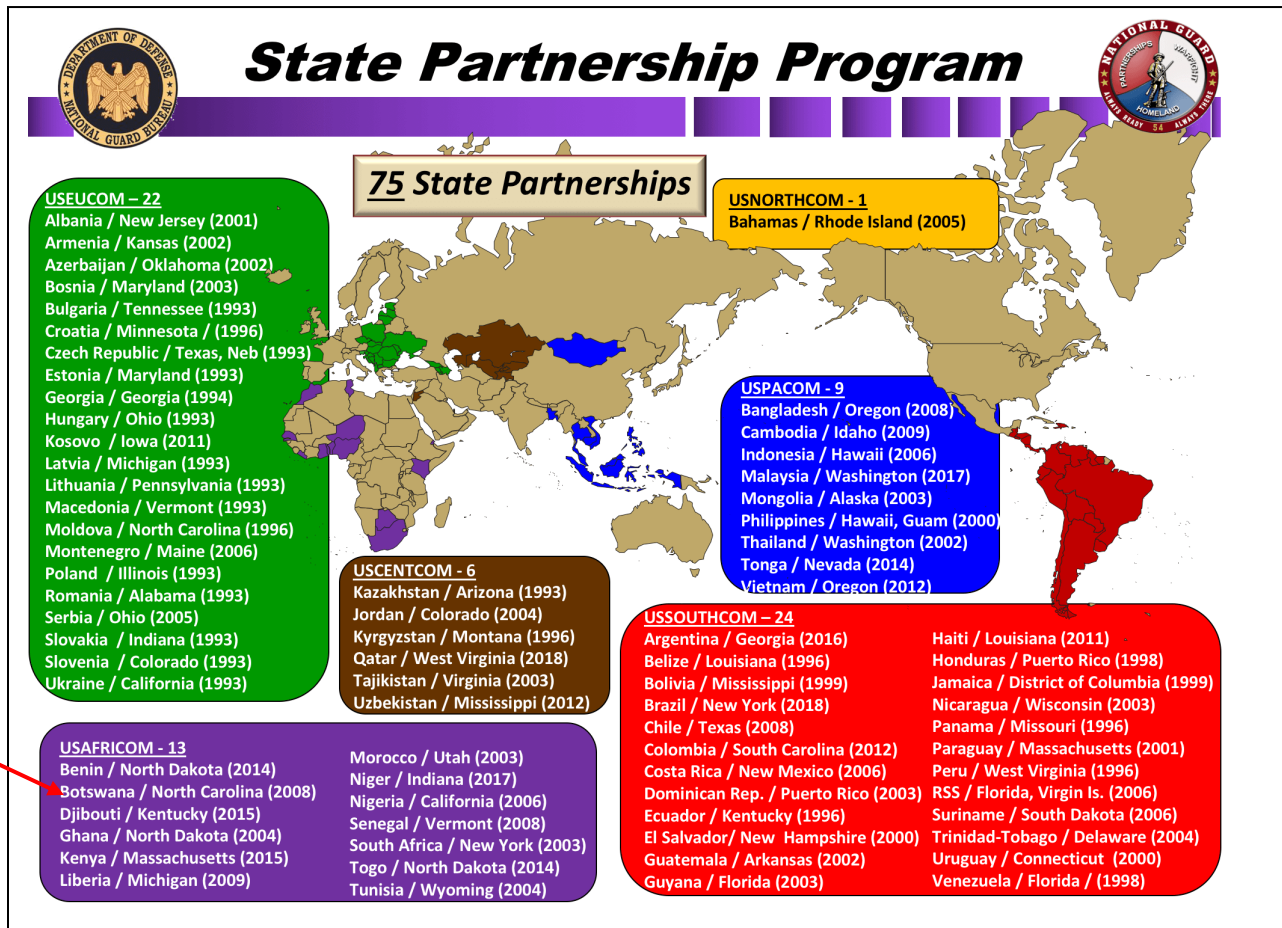
"This is the baseline," Mast said. "The true refinement and improvement will occur after the AAR at the conclusion of this and it will be on those battalion commanders to ensure that they are sustaining what we know worked here and continuing to improve the things that they have identified as weakness."



The training concludes with an after-action review (AAR) where leaders within the 30th ABCT sit down with the active-duty Soldiers observing the training and controlling the scenarios.

Major Edgar felt his team did extremely well and he personally received some of the best feedback of his career from a retired Major General (2 stars). The General pulled him aside after one of Major Edgar's Mission Analysis briefings and told him it was one of the best he had ever seen. This 2-Star General had been in the service over 30 years! It was nice to know the train you're on is going in the right direction.

## State Partnership Program

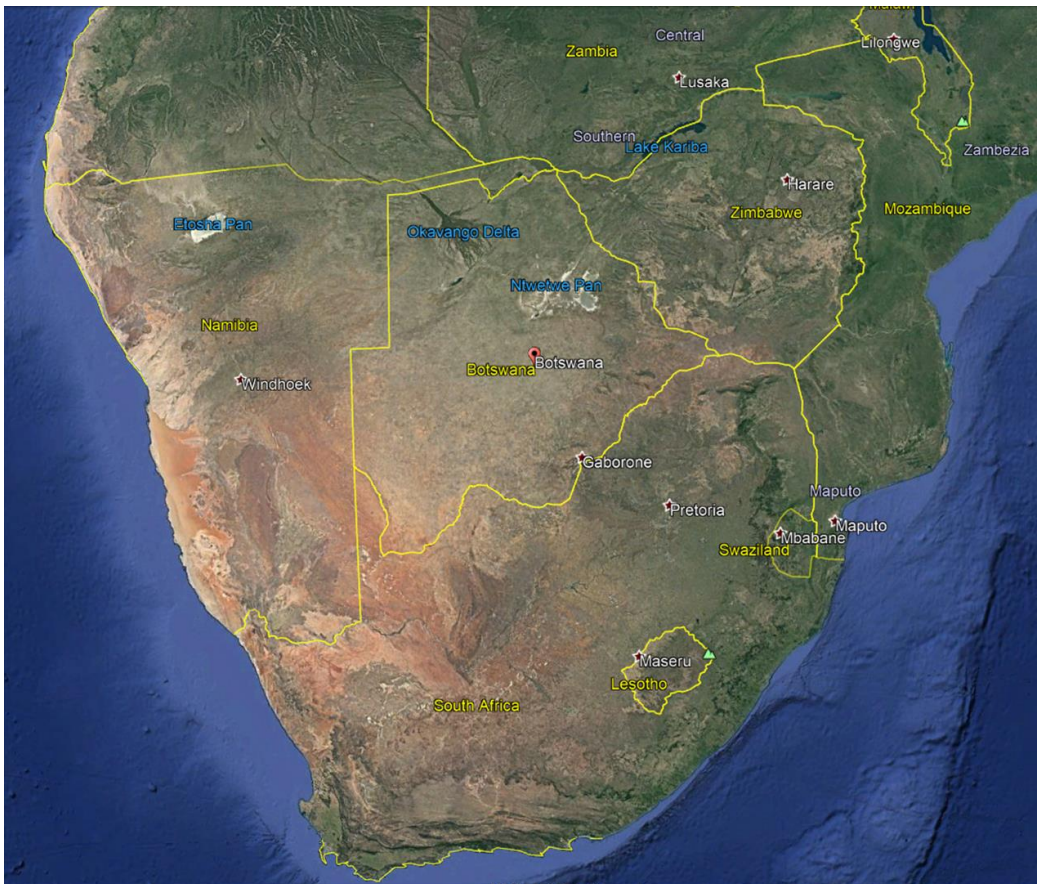


The State Partnership Program has been successfully building relationships for 25 years and now includes 75 partnerships with 81 nations around the globe. SPP links a unique component of the Department of Defense - a state's National Guard - with the armed forces or equivalent of a partner country in a cooperative, mutual, beneficial relationship

The SPP evolved from a 1991 U.S. European Command decision to set up the Joint Contact Team Program in the Baltic Region with Reserve component Soldiers and Airmen. A subsequent National Guard Bureau proposal paired U.S. states with three nations emerging from the former Soviet Bloc and the SPP was born, becoming a key U.S. security cooperation tool, facilitating cooperation across all aspects of international civil-military affairs and encouraging people-to-people ties at the state level."

This cost-effective program is administered by the National Guard Bureau, guided by State Department foreign policy goals, and executed by the state adjutants general in support of combatant commander and U.S. Chief of Mission security cooperation objectives and Department of Defense policy goals. Through SPP, the National Guard conducts military-to-military engagements in support of defense security goals but also leverages whole-of-society relationships and capabilities to facilitate broader interagency and corollary engagements spanning military, government, economic and social spheres.

### Summer, 2018 - N.C. National Guard security forces visit Botswana, African Continent



The Botswana Defense Force (BDF) and the North Carolina National Guard have been state partners for 10 years conducting over 70 Army and Air Force engagements in Botswana and in North Carolina.

These latest missions to Botswana are part of the National Guard's State Partnership Program or "SPP." SPP is in its 25th year of existence and the program has conducted thousands of National Guard and partner state engagements across the globe. The program now has 74 partnerships with countries throughout the world.

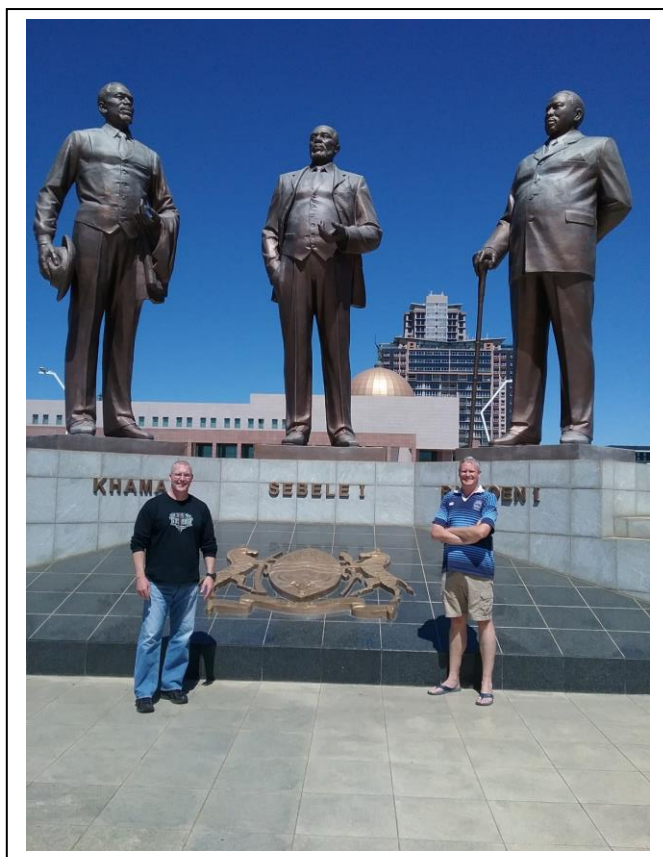
The N.C. Guard has two state partnerships; Botswana and Moldova. Moldova is a small eastern European country between Ukraine and Romania and has been partners with the N.C. National Guard for 22 years.

The Botswana Defense Force (BDF) is the military of Botswana. It was formed in 1977 and the commander-in-chief is the President of Botswana. The main force is the army; there is also an air wing, but no sea-going navy, although there is a river contingent attached to the ground forces, with 10 Panther airboats & 2 Boston Whaler Raider class vessels.

### September 14, 2019 – Intelligence Fusion Training

Major Neil Edgar and another member of the North Carolina National Guard went to Africa to work with the Botswana Defense Forces (BDF) Intelligence Officers. They helped facilitate training on the modern-day concept of “Intelligence Fusion”.

As the U.S. military transforms to an information-based force, it will need processes and methods to collect, combine, and utilize the intelligence that is generated by its assets. The process known as *fusion* will play an important role in determining whether this intelligence is used in the most beneficial manner. The process of fusion, combining pieces of information to produce higher-quality information, knowledge, and understanding, is often poorly represented in constructive models and simulations that are used to analyze intelligence issues. This report describes one approach to capturing the fusion process in a constructive simulation, providing detailed examples to aid in further development and instantiation. The sequential fusion method is intended to determine whether separate intelligence observations are close enough geographically, have consistently identified the same battlefield entity, and contain high-quality information, all of which must be considered

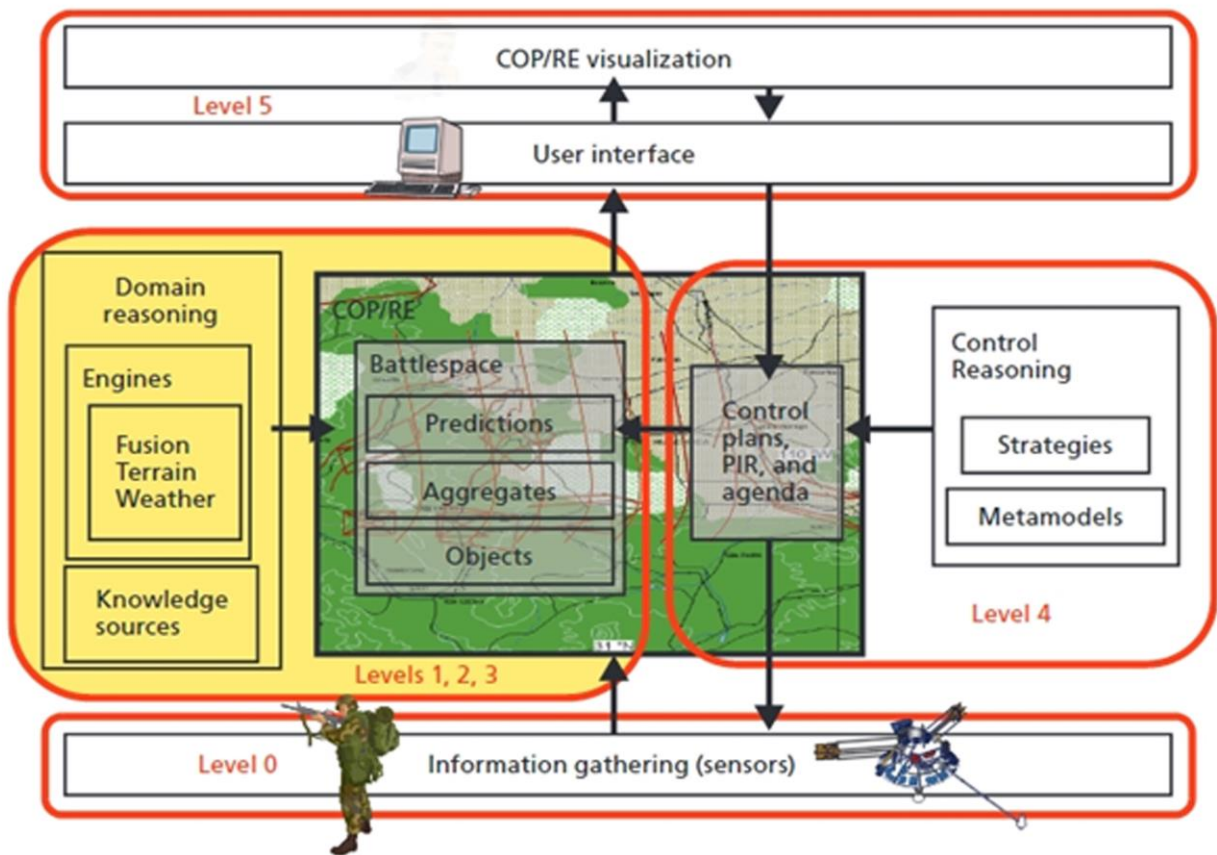


before fusion of intelligence can occur. The fusion process described in this report is, for the most part, an implicit representation of the generation of battlefield intelligence and can be used in a constructive simulation or fusion model to better understand the dynamics of intelligence-gathering systems and their effect on intelligence metrics.

In the hostile, complex, and chaotic counterinsurgency environment, people can support the government and the insurgency to varying degrees at the same time — and be similarly resentful of both. Identifying all but the unequivocally irredeemable as an "enemy" and labeling anyone wearing a government uniform as a "friend" not only creates a false paradigm of human identity, but it also artificially bounds the U.S. military's options for influencing a population during a counterinsurgency operation. Analyzing complex environments, such as Iraq or Afghanistan, through simplified approaches that incorporated color-coding and enforced a strict division of analytic specialties lead analysts to make unhelpful and logically unsound assumptions about human identity. Color-coded, enemy-centric analyses also reinforced the inaccurate and unhelpful notion that the enemy and society are separate constructs in the counterinsurgency

environment, or separate subsystems (or groups) within a larger societal system. On the contrary, what is needed is an all-source, holistic, fused approach to analysis that takes into account sociocultural ambiguities. "Intelligence Fusion" proposes a paradigm shift in how intelligence is combined for analysis and how the product of that analysis can provide a more complete picture of counterinsurgency operations for commanders and other decisionmakers. The concept of behavioral intelligence analysis discards the old method of color-coding in favor of a spectrum of hostility. In other words, analysts would work from the assumption that all actors might have the capacity to behave in a way that is more or less conducive to the U.S. military's objectives in a conflict.

### Joint Directors of Laboratories Data Fusion Model



NOTE: COP = common operational picture. PIR = priority intelligence requirement. RE = running estimate.  
 RAND TR416-1.1



It was a productive trip and a great cultural experience as well. A trip to Botswana to support the SPP has long been on his military bucket list and he hopes to return again.

While the BDF is the military organization of Botswana, one of their primary missions is anti-poaching. Major Edgar shares their passion. It was personally very rewarding to work with the BDF and fine tune their anti-poaching operations.

“Africa is beautiful and the people are an absolute delight”, observed Major Edgar. “They are kind, friendly and very soft-spoken.”



## Rights of Passage – Blending with the Local Culture

While on assignment, his hosts treated him to a short safari. “The African 'bush' is amazing, he said.





Major Edgar was also introduced to the local cuisine – a right of passage for all American soldiers who visit Botswana. The first was the local beer, Chibuku Shake-Shake.

**Chibuku** is a commercial sorghum beer based on the traditional Umqombothi home-made African beers. The main grains used are malted sorghum and maize but may also contain millet. It was first brewed during the 1950s in Kitwe, Zambia by Max Heinrich, who trained in brewing in Berlin.

The beer has a rather low alcohol content (usually less than 3%) and is known to have a heavy and distinctly sour aroma. In appearance, the beer is opaque and light tan in color. It has a thick, creamy and gritty consistency (from the maize).



Umqombothi is brewed following traditional customs and these vary slightly between regions. The recipe is often passed down through the generations. The beer is traditionally prepared over a fire outside of the house. It then passively cools to ambient temperatures outside the house.

The ingredients used are: equal measures of maize meal, crushed mealie malt (corn malt) and crushed sorghum malt. The maize malt provides a lighter-toned beer with a mellower flavor. The sorghum malt provides a darker beer.

The ingredients are mixed in a cast-iron pot, known as a potjie in South Africa. Four measures of warm water are added. The mixture is left overnight. The mixture starts fermenting and bubbles appear. A sour odor can be detected.

A small portion of the wort is removed and put to one side. The remaining mash is cooked until a crusty sediment forms. This product is known as isidudu and can be eaten as a porridge. When making beer, the isidudu is left to cool for a day.

After the mixture has cooled, it is poured into a large plastic vat. The wort that was set aside is added to the vat. A handful of sorghum malt and a handful of maize malt is added to the vat. The brew is stirred with a traditional stirring spoon called an iphini. The vat is covered with a lid and blanket (to retain heat). The vat is put in a warm place overnight, to encourage fermentation.

The traditional method of testing to see if the brew is ready is to light a match close to the vat. If the match blows out quickly, the brew is ready. If the match remains lit, the brew is not ready. This is because the fermenting mash produces large amounts of carbon dioxide, which does not allow for combustion of the match.

When the brew is ready, the fermented mash is filtered through a large metal strainer, to remove the spent grains. The sediment at the bottom of the vat is known as intshela. The intshela is added to the strained beer, to give extra flavor.



The spent grains are squeezed out and are usually cast onto the ground for chickens. The brewer of the beer traditionally gives thanks to the ancestors while casting the corn.

Once the beer has been strained, it is poured into a large communal drum known as a gogogo. It is ready for sharing with friends and family. When guests arrive at the brewer's home to taste the beer and join in the celebration, they traditionally bring a bottle of brandy, as a symbol of gratitude.

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Another main staple in protein starved Africa is prepared in many styles and when in season, is a national delicacy.

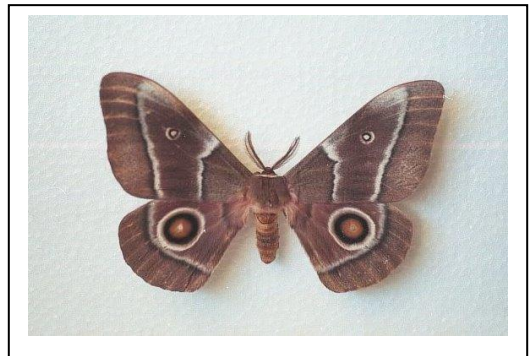


Shown here glazed on a bed of millet with a companion glass of warm Chibuku beer, *gonimbrasia belina* are an important source of protein for millions in the region.

**CAUTION:** You might not want to skip the next section if you do not have a stomach for the exotic!



Dried Mopane Worms - A species of emperor moth which is native to the warmer parts of southern Africa. Its large edible caterpillar, known as the **Madora**, feeds primarily but not exclusively on mopane tree leaves.



Cooking is easy and there are many preparations to choose from – boiled, fried, curried, stewed ....



Harvesting is easy also due to the massive populations following the rainy season.



Preparation, however, is not for the faint hearted as only the outer skin is dried and saved for cooking.



The feeling of wet caterpillar guts squishing through bare toes is an unforgettable part of the harvest.

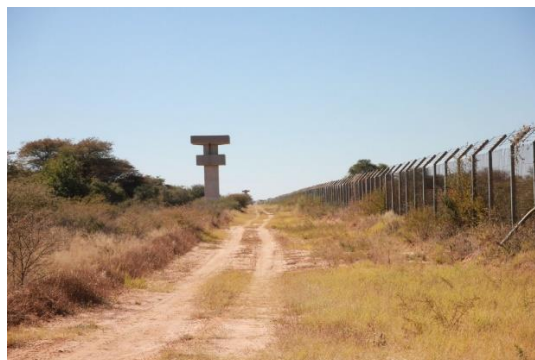
## July 2018 - North Carolina Air National Guard

Earlier that summer, members of North Carolina Air National Guard's 145th Airlift Wing Security Forces travelled to Botswana, Africa, in late June, to work side-by-side with their Botswana Defense Air Force counterparts in support of the National Guard's State Partnership Program, established by the Department of Defense.



145th Airlift Wing Security Force Tech. Sgt. Adam Barringer, left, and Staff Sgt. Eric Stitt, second from right, pose for a picture with their Botswana Defense Air Force counterparts. North Carolina Air National Guard's 145th Airlift Wing Security Forces travelled to Botswana, Africa, in late June 2018, to work side-by-side with their Botswana Defense Air Force (BDF).

In these photos, BDF Airfield Security explains how they conduct entry point security operations.



"It was great working with the BDF Air Force," said 145th Airlift Wing's Staff Sgt. Eric Stitt, a five-year veteran of the Wing's Security Force. "They were eager to work and learn best practices from our team and we learned a few things ourselves."

North Carolina's Air National Guard's Security Forces are charged with protecting and defending the 145th Airlift Wing's air base, at Charlotte Douglas International Airport. They also have similar capabilities as Army Military Police and frequently interact and collaborate with local, state and federal law enforcement.

"I have one overseas deployment to the U.A.E. in 2015, and this is my first SPP mission," said Stitt. "While in Botswana we'd have morning classroom sessions and then move to the airfield to execute what was discussed in class. It was a great experience."

"NCNG Botswana SPP engagements will only increase over the next 24 months," said Sgt. 1st Class James Andrews, NC National Guard's SPP coordinator. "The level of professionalism and pride in their [BDF] defense mission is clearly visible. Our strong relationship and ability to learn from each other's forces is what makes this program successful."

This particular SPP engagement is a starting point to build on in anticipation for a larger AFRICOM sponsored multi-state exercise in 2019 called Upward Minuteman 2019.

#### **January 10, 2020 – North Carolina National Guard Joint Force Headquarters – Raleigh, NC**

Today, Major Neil Edgar was recognized for his growth, progression and contributions to the United States Army by being promoted to the rank of Lieutenant Colonel. The ceremony was well attended by members of his immediate family, a large contingent of fellow employees at Cisco Systems, superior officers and fellow soldiers.

Major Merrill opened the ceremony with an introduction and summary of Neil's accomplishments:

*Ladies and Gentlemen, welcome to the promotion ceremony for MAJ Neil Edgar.*

*MAJ Edgar received his commission from the North Carolina Military Academy in August of 2005. As a Lieutenant, he served as an Infantry Officer with Company F, 425<sup>th</sup> Infantry, Airborne, Long Range Surveillance, at Selfridge Air National Guard Base, in Selfridge, Michigan. He held the positions of Platoon Leader and Executive Officer. In 2009 he deployed with Company F to Iraq, in support of Operation Iraqi Freedom. While stationed at Forward Operating Base Sykes in Northern Iraq, he led the men of Company F while they conducted border-interdiction, reconnaissance, surveillance and time-sensitive*



*targeting missions. 150 men of Company F deployed to Iraq. In 2010, 150 men returned home.*

*Soon after returning from Iraq, he transitioned back to North Carolina and branch-transferred to Intelligence. His most notable achievement as a North Carolina Guardsman, was serving as the 30<sup>th</sup> Armored Brigade Combat Team S2 during a deployment to Kosovo in 2015. He successfully led a 72-soldier intelligence section in a complex operating environment. During the rotation he was responsible for briefing General Officers, and worked routinely with the US Embassy in Kosovo, the US Embassy in Macedonia, the Kosovo Security Forces and the Kosovo Police.*

*During his career, MAJ Edgar completed the following schools and courses to refine his tactical leadership skills and staff capabilities:*

*Airborne School, Air Assault School, Pathfinder School, the Sniper Leaders Course, Jumpmaster School, the Reconnaissance and Surveillance Leaders Course, the National Guard Joint Staff Training Course, Defense Support of Civil Authorities Course, and most recently, the Command and General Staff Officer Course.*

*His awards include the following:*

*The Bronze Star Medal, Meritorious Service Medal, Army Commendation Medal, Army Achievement Medal, Army Good Conduct Medal, Reserve Component Achievement Medal with 4 Oak-leaf Clusters, National Defense Service Medal, Armed Forces Expeditionary Medal, Iraq Campaign Medal, Global War on Terrorism Service Medal, Armed Forces Reserve Medal with 'M' Device and Bronze Hour Glass, Army Service Ribbon, Overseas Service Ribbon, NATO Service Medal, Michigan State Broadsword, Michigan State War on Terrorism Ribbon, Michigan State OCONUS Ribbon, North Carolina National Guard Service Ribbon, Senior Parachutist Badge, Air Assault Badge, and Pathfinder Badge.*

There was one very special guest in attendance who was invited to be an integral part of the ceremony. Neil's father, WWII Navy veteran, Seaman Second Class Howard Donald Edgar, Jr., US Navy Gunboat PGM-28 – Asia Pacific Theater, proudly stood by his son.



Major Merrill continued:

*MAJ Neil Edgar and his Father, Howard Edgar will now come forward, accompanied by the North Carolina Army National Guard Chief of Staff, COL Wes Morrison who will Administer the Oath of Office.*

Colonel Morrison: "I, Neil Eric Edgar, do solemnly swear that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office on which I am about to enter. So help me God.

COL Morrison: "Publish the Order"

MAJ Merrill: Attention to Orders!



**The Secretary of the Army has reposed special trust and confidence in the patriotism, valor, fidelity, and professional excellence of Neil E. Edgar.**

**In view of these qualities, his demonstrated leadership potential, and dedicated service to the North Carolina Army National Guard, he is therefore promoted to Lieutenant Colonel. The promotion is effective 07 November 2019.**

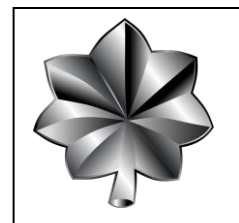
**Signed,**

**Charles Lingel**

**Colonel, United States Army**

Lieutenants Colonels are commissioned officers in the United States Army, serving in the grade of O-5. They receive their commission upon appointment by the Secretary of the Army.

Their primary function of Lieutenant Colonels is to serve as commanders of battalion-sized elements (around 800 soldiers). Although, they can also serve as





staff officers at the brigade level or above, aiding in the planning, resourcing, and functioning of units.

Lieutenant Colonels serving as commanders of battalions are the final authority on everything that occurs in the battalion, recognized as responsible for everything the battalion does or fails to do.

A Command Sergeant Major (E-9), who is tasked with advising the commander and aiding him however possible, aids Lieutenant Colonels in their endeavors to command battalions and ensure they can achieve any mission set they are tasked with.

Lieutenant Colonels, as with Majors, are considered field-grade officers, meaning they do not actually conduct operations with soldiers like company-grade officers do (i.e. lieutenants and captains); rather, they overwatch the operations of all the units comprising their battalions and act to ensure they work together to achieve mission ends.



A Proud Father and a Son Continuing the Tradition



The Cisco Team



The NCNG Team



The Family Team



**So, What is Next**

North Carolina National Guard Joint Forces Headquarters in the G2 (intelligence) section, Botswana in March 2020, Space Cadre Courses.....stay tuned!