

Promotion Ceremony



~ In Honor of ~

**Colonel Tracy Michael
to
Brigadier General**

**25 June 2026
1000 hours**

*United States Army Institute for Religious Leadership
Zimmerman Auditorium
10100 Liberty Division Road
Fort Jackson, South Carolina 29207*

Sequence of Events

Arrival of the Official Party

National Anthem

Mrs. Kimberley Moseley-Marsh

Invocation

Reverend (Dr.) Marion Newton

Host Remarks

*Lieutenant General Mary K. Izaguirre
The Surgeon General and Commanding General
United States Army Medical Command*

Publication of the Promotion Order

Placing of Rank

*Jacket: Mrs. Regina Michael and Mr. Devvin Michael
Shirt: Mrs. Dana Kowalcheck and Mrs. Delorean Gray
Garrison Cap: Mrs. Rosa Michael*

Oath of Office

Lieutenant General Mary K. Izaguirre

Presentation of the Flag and Accessories

*Belt: Command Sergeant Major Kyle S. Brunell
Pistol: Command Sergeant Major Kyle S. Brunell
Color Bearer: Command Sergeant Major Kyle S. Brunell
Presentation of Flag: Lieutenant General Mary K. Izaguirre*

Presentation of Honors

Honoree Remarks

Brigadier General Tracy Michael

Benediction

Dr. Nelson K. Williams

The Army Song

Receiving Line

Reception

Lieutenant General Mary K. Izaguirre

*The Surgeon General and Commanding General
United States Army Medical Command*



Lieutenant General Mary K. Izaguirre is The 46th Surgeon General of the United States Army and Commanding General, United States Army Medical Command. Prior to her appointment as The Surgeon General and Commanding General, she served as the Commanding General, U.S. Army Medical Readiness Command, East and Chief of the U.S. Army Medical Corps.

LTG Izaguirre received her Bachelor of Science degree in Biology from Houghton College in 1991 and was commissioned through the Health Professions scholarship program as a second lieutenant in the United States Army. She received her Doctor of Osteopathic Medicine in 1995 from Philadelphia College of Osteopathic Medicine in Philadelphia, Pennsylvania, and completed

residency training in Family Medicine in 1998, and Faculty Development Fellowship in 2002, both at Madigan Army Medical Center, Fort Lewis, Washington.

LTG Izaguirre is board certified in Family Medicine and is a Fellow of the American Academy of Family Physicians. She received a Master of Public Health from the University of Washington in 2002, a Master of Military Arts and Science from the Command and General Staff College in 2008, and a Master in National Security and Resource Strategy at the Dwight D. Eisenhower School of National Security and Resource Strategy in 2015.

LTG Izaguirre's military education includes the War College, Army Command and General Staff College, AMEDD Officer Advanced Course, AMEDD Officer Basic Course, Army Flight Surgeon Course, Division Surgeon Course, and Brigade Command Course.

LTG Izaguirre's military assignments include Commander, Tripler Army Medical Center, Honolulu, Hawaii from 2018-2020; Supervisory Assistant Deputy Health Affairs, Assistant Secretary of the Army for Manpower and Reserve Affairs, (MPQ), Pentagon, Washington, DC from 2015-2018; Commander, U.S. Army Health Clinic Schofield Barracks, Schofield Barracks, Hawaii from 2012-2014; Division Surgeon, 4th Infantry Division, Fort Carson, Colorado, and Tikrit, Iraq, in support of Operation Iraqi Freedom and Operation New Dawn from 2009-2012; Chief of Soldier Care, Evans Army Community Hospital, Fort Carson, Colorado from 2008-2009; Director of Residency Training, Department of Family Medicine, Fort Bragg, North Carolina from 2005-2007; Associate Program Director, Department of Family Medicine, Fort Bragg, North Carolina from 2003-2005; Deputy Surgeon, Combined Joint Civil Military Operations Task Force, Bagram, Afghanistan in 2003; Director of Research, Family Medicine Residency Program, Dewitt Army Community Hospital, Fort Belvoir, Virginia; Faculty Development Fellow, Madigan Army Medical Center, Fort Lewis, Washington from 2000-2002; and Family Medicine Residency Faculty, Madigan Army Medical Center, Fort Lewis, Washington from 1998-2000. Prior to her current position, she served as the Commanding General for Medical Readiness Command, East from 2021-2023 and Chief of the U.S. Army Medical Corps from 2022-2024.

LTG Izaguirre's military awards include the Army Distinguished Service Medal, Legion of Merit (two Oak Leaf Clusters), Bronze Star Medal (Oak Leaf Cluster), Meritorious Service Medal (three Oak Leaf Clusters), Army Commendation Medal (two Oak Leaf Clusters), and the Army Achievement Medal (Oak Leaf Cluster). LTG Izaguirre is an Army Flight Surgeon, has earned the Expert Field Medical Badge, the Army Staff Identification Badge, and holds The Surgeon General's 9A Designation. LTG Izaguirre is a member of the Order of Military Medical Merit.

LTG Izaguirre and her husband Joseph Izaguirre remain grounded through the joy and adventures of parenting their five children.

Colonel Tracy Michael

*Commander
68th Theater Medical Command*



Colonel Tracy Michael is a native of Brooklyn, New York and served for eight years as a Signal Soldier before being selected for a Green-to-Gold ROTC Scholarship. In 1998, he graduated from the University of Washington, Seattle, WA, with a bachelor's degree in Anthropology and was commissioned a Second Lieutenant in the Medical Service Corps.

He most recently served as the Commander, 1st Medical Brigade, Fort Cavazos, Texas. His previous assignments include Commander, Kimbrough Ambulatory Care Center and U.S. Army Medical Department Activity, Fort George G. Meade, Maryland; Director of Public Affairs, Office of the Army Surgeon General; Chief, Congressional Affairs, Office of the Army Surgeon General and Commanding General, U.S. Army Medical Command; Commander, 1st Medical Recruiting

Battalion, Fort Meade, Maryland; Legislative Liaison to Congress, Office of the Chief of Legislative Liaison (OCLL), HQDA; Aide-de-Camp to The Surgeon General and Commanding General, U.S. Army Medical Command; Director of Business Development, TRICARE Regional Office-South, San Antonio, Texas; Battalion Executive Officer, and later Brigade Support Operations Officer (SPO), 173rd Airborne Brigade Combat Team, Vicenza, Italy and Operation ENDURING FREEDOM, Afghanistan; Chief, Joint Plans and Programs Division (JPPD), U.S. Army Medical Materiel Center-Europe (USAMMC-E), Pirmasens, Germany; Commander, HHC, Special Warfare Medical Group, and later Chief Medical Logistics Plans and Operations, U.S. Army Special Operations Command, Fort Bragg, North Carolina and Operation IRAQI FREEDOM, Iraq; Commander, Bravo Company, 32nd Medical Logistics Battalion, 44th Medical Brigade, Fort Bragg, North Carolina; Division Medical Supply Officer (DMSO), and later Medical Logistics Plans and Operations Officer, 82nd Airborne Division, Fort Bragg, North Carolina; Treatment Platoon Leader, and later Executive Officer, 547th Area Support Medical Company, 62nd Medical Group, Fort Lewis, Washington.

COL Michael is a graduate of the Army Medical Department Basic and Advanced Courses, the U.S. Army Command and General Staff College and the Dwight D. Eisenhower School for National Security and Resource Strategy, National Defense University. He holds a Master of Business Administration (MBA) degree from Indiana University, a Master of Healthcare Administration (MHA) from Baylor University and a Master of Science (MS) in National Resource Strategy from the Eisenhower School, National Defense University. He is board certified in healthcare management, and a Fellow in the American College of Healthcare Executives (FACHE). He is also a Health Innovators Fellow at the Aspen Institute and a member of the Aspen Institute's Global Leadership Network.

His awards and decorations include the Legion of Merit, Bronze Star Medal, Defense Meritorious Service Medal, Meritorious Service Medal, Army Commendation Medal, Army Achievement Medal, Global War on Terrorism Service Medal, Afghanistan Campaign Medal (with two bronze stars), Iraqi Campaign Medal (with bronze star), NATO Defense Medal, Meritorious Unit Citation, the Order of Military Medical Merit, Army Staff Identification Badge, Combat Action Badge, Expert Field Medical Badge, Master Parachutist Badge, Pathfinder Badge, Air Assault Badge and the Recruiter Badge.



General Officer Flag

Flags, standards and banners have long led armies into battle. The Assyrians used a standard whenever an army was formed. Each army displayed its own unique one to indicate the location of the chief. Subordinate commanders often had their own standards, which might be no more than a pole with feathers.

Later, the Roman legions carried a staff with a metal eagle, which the commanding generals had posted outside their tents as a means of identifying their quarters.

During the Middle Ages, the standard changed to become a flag and was used by the kings going into battle as a means of identification. In the 13th century, Genghis Khan is purported to have had his banner mounted on his personal chariot. He also gave banners to district chiefs. The British continued the practice which, in turn, was carried over to the Continental Army. Even Napoleon Bonaparte went into battle surrounded by his Imperial Guards who carried his flag, which was posted outside his field headquarters.

During the Civil War, American generals used their own personal flags; some were rectangular, and some had swallow tails. The swallow tail flags became less popular as the United States followed the European tradition of using rectangular flags, exclusively. The personal flag of the generals became a matter of pride, and each officer designed his flag according to his own tastes. Interestingly, according to some sources, General Grant thought that General Meade's white flag with a gold eagle was gaudy, "the flag of Imperial Caesar." Regardless, the flag was functional; it was a marker for messengers to deliver official dispatches.

In the early 20th century, the War Department designed the flags for their generals and admirals. Red flags with white stars were for the Army; navy blue for the Navy; scarlet, for the Marines; and more recently, ultramarine blue for the Air Force.

Today, it is customary for the general's flag to be posted outside his or her office, at a podium or in a parade. When in an official vehicle or in flight, either a small red flag or plate with the appropriate number of stars is fixed to the vehicle. Today, as in yesteryear, the flag is used to designate the general's location.

General Officer History

The Term “General”

The title comes from the Latin word *generalis*, which means pertaining to a whole unit of anything, rather than just a part. A general usually has overall command of a whole army. As a military term, “general” started as an adjective, as in captain general.

Before the 16th century, armies were usually formed only when needed for a war or campaign. Although the king would be the commander, he might appoint a captain general to command in his name. Later when the title of colonel became popular, some kings called their commanders, colonel generals. The British Army stopped using the “captain” part of the title in the 18th century, leaving just the term “general” to refer to the top commander. (Some countries still use the colonel general rank, among them, Russia.)

Because they were often away from the army attending to interests elsewhere, the king and captain general had an assistant—the lieutenant or lieutenant general who actually ran the Army. This was not a permanent rank until the 17th century. One of the colonels might be appointed to lieutenant general for a war or campaign, but he still commanded his own regiment. As a matter of interest, the colonel could also be a captain of one of his regimental companies. Therefore, he could serve as a captain, colonel and general simultaneously.

The Army’s chief administrative officer was a sergeant major general who, like the lieutenant general, was also appointed for a particular war or campaign. He would have been an experienced soldier, possibly a commoner, who served as chief of staff. Most of his administrative work was with the regimental sergeants major, thus his title meant “overall” or “chief” sergeant major. His duties included such things as supply, organization, and forming the Army for battle or march. A loud, commanding voice was a key requirement. As the general ranks became fixed during the 17th century, the sergeant portion was dropped from the title leaving the title “major general.”

The lieutenant general and major general dealt directly with the colonels who led the regiments making up the army. When the number of regiments became too numerous for the two generals to handle effectively, they organized battle groups or brigades, usually composed of three or more regiments. Brigade comes from the Florentine word *brigade* which, in turn, comes from the Latin *briga*. Both terms refer to fighting or strife. The brigade’s commander was the brigadier, which in some armies became the brigadier general.

General Officer History

General Washington was the first to wear three stars when he became the nation's first lieutenant general in 1798. After he died in 1799 there was not another lieutenant general until 1855. However, by 1832, the major general who commanded the Army wore three stars. In 1855 Congress honored Winfield Scott for his service as commanding general since 1841 and his accomplishments during the war with Mexico in 1847 by making him a Brevet Lieutenant General.

He held that rank until he retired in 1861. The next three-star general was Ulysses S. Grant in 1864. Since World War II, the Army and Marine Corps have had lieutenant generals in constant service.

When Ulysses S. Grant became the first General of the Army of the United States, he chose four stars as his rank insignia. When General William T. Sherman became General of the Army, he changed the rank in 1872 to a gold embroidered seal of the United States between two silver stars.

When General Pershing was made General of the Armies of the United States, no special rank was designed so he wore four stars. No other officer has received that honor during his lifetime. (In 1976, Congress authorized the President to posthumously promote General Washington to the rank of General of the Armies and specified that he would rank first among all the officers of the Army, past or present.) No others were promoted to general between 1918 and 1929. During that time, only the major general chosen as Army Chief of Staff became a general so his rank would equal his Naval counterpart's. The promotion of others to general did not occur until World War II.

In 1944, Congress created the rank of General of the Army and specified that five stars would signify the rank. The President appointed Generals George C. Marshall, Douglas MacArthur, Dwight D. Eisenhower and Henry H. Arnold to that rank. The last general officer to be appointed to the five-star rank was Omar N. Bradley in 1950.

General Officer History

The Use of Stars for the Rank

The generals' stars are the oldest rank insignia still in use by our armed forces. When our Army began in 1775, the Continental Congress commissioned George Washington as a General and the Commander in Chief. He, along with his major and brigadier generals, wore distinctive colored sashes to show their ranks. It was worn across the breast, between his coat and waistcoat.

A few years later, the stars replaced the sash as general officer insignia. On June 18, 1780, a directive prescribed that major generals would wear two stars and brigadiers would wear one star on each epaulette. George Washington might have chosen the stars because the French generals and admirals in that war wore stars. Another story is that he was inspired by the stars of our new flag.



General Officer Belt

Up through World War I, all officers wore a brown belt with an interlocking eagle plate in garrison; it held their sabers. After the war, the belt was not worn. In July 1943, the Army Chief of Staff "expressed a desire," as the original memorandum states, "for a belt to be worn by all general officers when carrying side arms, except when actually going into combat." It was his idea that his belt would add a dressy touch to the khaki shirt and trouser uniform. The buckle design was inspired by the pre-World War I belt. The popularity of the belt took off during the Korean War. In 1957, when the Army changed the color of its basic belts to black, the color of this belt was also changed. It is worn at the discretion of the General; it is seldom used to carry a side arm.

General Officer History

General Officer Pistol

Up until World War II, officers usually provided their own personal weapons if they wanted something other than the standard issue .45 automatic. Early in World War II, the government ordered .38 caliber pocket hammerless automatic pistols for their general officers. For a time after the war, the Army gave the generals an option of being issued the .32 or the .38 caliber. Since about 1972, the manufacturer of the Army's standard service revolver produces a special issue for the general officers. It has a slightly nicer finish and a serial number beginning with "GO." Under the provisions of Title 10, U.S. Code, active-duty general officers and promotable colonels can be issued a Sig Sauer P320 M-18 General Officer's pistol on a loan basis. The loan of the pistol is valid until retirement from active duty, at which time the general officer can purchase or return it. If the pistol is returned, it is destroyed.

The Law Governing General Officers

The number of general officers and admirals on active duty is set forth in Title 10, U.S. Code. The law specifies the percentage of general officers at each rank for each of the armed forces. With some specific exceptions, at least 50 percent of all generals must be brigadier generals. No appointment to either lieutenant general or general can be made if that results in more than 15 percent of generals on active duty being in those grades. In the case of the Army and Air Force, of the 15 percent of general officers on active duty who may be serving in grades above major general, not more than 25 percent may be serving in the grade of general.

Ruffles and Flourishes

Ruffles and flourishes grew out of the 18th century European tradition of using the drum and bugle to salute generals. Ruffles are played on the drums; bugles sound the flourishes. They are played together, once for each star of the general officer being honored or according to title or office held by the honoree. Four ruffles and flourishes is the highest honor.

Acknowledgements

OTSG Protocol

Ms. Jane R. Houston

Mr. David J. Watson

Narrator

Mr. Gregory L. Canty

Proffer

Sergeant First Class Andre D. Harper



*COL Michael would like
to express his
sincere appreciation
for your attendance
at today's ceremony, especially
to those who have traveled from afar.
Your presence today
makes this day truly special
and one that will
always be remembered!*

COMBAT READY CARE...THIS WE'LL DEFEND!

The Army Song

*March along, sing our song,
with the Army of the free.
Count the brave, count the true,
who have fought to victory.
We're the Army and proud of our name!
We're the Army and proudly proclaim:*

*First to fight for the right,
And to build the Nation's might,
And The Army Goes Rolling Along.
Proud of all we have done,
Fighting 'til the battle's won,
And the Army Goes Rolling Along.*

*Then it's hi! hi! hey!
The Army's on its way.
Count off the cadence loud and strong;*

*For Wher-e'er we go,
You will always know
That the Army Goes Rolling Along.*

