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*AIA and FTVA
Remember Fallen Heroes*

Spokesman

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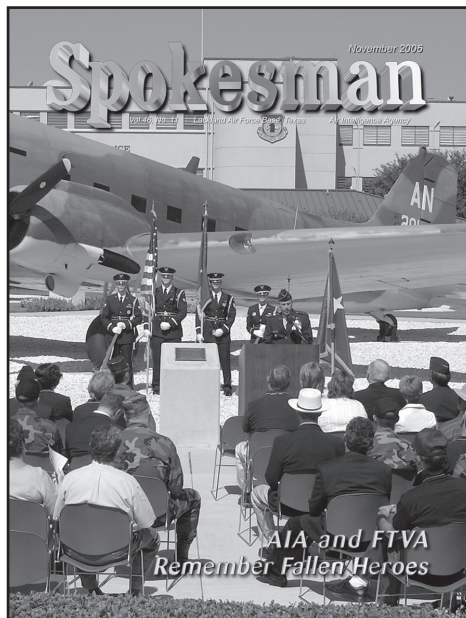
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Cover designed by Kathleen Barnes
Member of the Air Intelligence Agency and the Freedom through Vigilance Association gathered Sept. 29 to honor the "Silent Heroes" during the Remembrance Ceremony at AIA. See page 10 for story and more photos.

Think before you hit 'Send'

*Commentary by
Col. Charles Brown Jr.
USAF Weapons School commandant*

NELLIS AIR FORCE BASE, Nev. (AFPN) – During my twenty-plus years of service, I have watched how we communicate and its impact on our ability to operate effectively as organizations and leaders.

With the access to so many communication tools – e-mail, cell phones and Blackberrys – I wonder how effective and ineffective we've become at the same time.

During my first Nellis tour as a captain, my organization had one computer for the entire office, and no one had e-mail or a cell phone. Now, I personally have two computers, a cell phone, a Blackberry and three separate e-mail accounts. With all this technology, one might think my ability to effectively communicate and lead has increased tenfold. I'd argue that it hasn't.

Back when we didn't have all of this technology, we actually had to talk to people. We used to stand around and talk, because no one was in his cubicle sending and reading e-mails. We either picked up the phone or got up from behind our desk to communicate. We had personal interaction and saw facial expressions and body language to judge how our communication was being received.

Don't get me wrong, I think all of the communication technology is great and does improve our effectiveness. However, I also see these tools as necessary evils that detract from the effectiveness of organizations and leaders.

The communication tool that has contributed the most to the effectiveness and ineffectiveness is e-mail. The one thing I appreciate about e-mail is how it allows organizations and leaders to communicate more quickly and to a broader audience.

I can send one e-mail and get the word out to everyone quickly. However, I think e-mail is less effective when working an issue with a small group.

We often send, wait for the response, then respond to the response, then someone responds having not read the other responses, then we thank each other for the responses, and so on. Sometimes it takes days to resolve something a simple phone call might have accomplished in half the time it took to draft and read each e-mail. Even worse, we create a firestorm due to either the misinterpretation or impersonal nature of an e-mail. I know from experience that people will write something in an e-mail that they would never say in person or over the phone. I know because I've called them after I've read the e-mail and their tone is completely different.



Courtesy photo

With technology such as e-mail at our fingertips, Airmen are encouraged to evaluate the effectiveness of this communication tool and think before they click send.

I think George Bernard Shaw's quote puts e-mail in perspective, "The single biggest problem in communication is the illusion that it has taken place." Just because an e-mail is sent, communication hasn't necessarily taken place.

Communication doesn't occur if the e-mail is not read or if it is misinterpreted. Many times, I've had success resolving issues and saving time by having a dialogue by either picking up the phone or moving from behind my desk to talk face-to-face.

The verbal exchange and the immediate feedback not only allow me to adjust my message, but also to hear what the other party thinks. It is my belief that this type of communication is more effective solving challenging issues than the "send, wait, respond" syndrome prevalent today.

I'm not saying that we should become old school and never e-mail. However, there are times when e-mail is less effective than an old-fashioned conversation. As leaders and Airmen, we need to determine when e-mail is not just a communication tool, but an effective or ineffective communication tool.

Bottom line, before you draft and hit send, think about how much time you might save and how much better you might communicate by picking up the phone or moving from behind your desk.

Compared to e-mail in certain situations, the feedback received, personal relationships developed and trust you build through conversation can make you more effective as an organization and leader. Think before you hit send.

ACC sets safety record

Leadership attributes success to Wingman culture

*By Staff Sgt. Amy Robinson
Air Combat Command Public Affairs*

LANGLEY AIR FORCE BASE, Va. (ACCNS) – The results are in and, according to the numbers, Air Combat Command knows how to get the job done - safely even with manpower and monetary cuts.

By the close of fiscal 2006, the command set new records for the lowest number of Class A ground and flight mishaps and closed out a fifth year without a single weapons mishap.

"The good news is the ground and flight numbers have gone down, and we've had the best record ever," said Col. Billy Gilstrap, ACC's director of safety. "What this says is that leadership, risk management and accountability are paying off."

Throughout 2006, Airmen reduced the number of Class A flight mishaps by 67 percent - a mere four mishaps in 2006 compared to the tally of 12 in fiscal 2005.

This is the lowest flight mishap rate in 16 years, spanning the history of Tactical Air Command, ACC's predecessor, and ACC combined, said Col. Kelly Fletcher, ACC chief of flight safety.

In addition to the reduction in Class A flight mishaps, the command also lowered the number of Class A ground mishaps by 30 percent - from 20 mishaps in 2005 to 14 mishaps in 2006 - the lowest number of ground mishaps since ACC was created in 1992, said Chief Master Sgt. Kevin Ennis, ACC chief of ground safety.

The chief attributes the successful year to a focus on leadership, training and accountability, stating the command's wingman culture helps emphasize safety at all levels.

"I've worked ground safety for 20 years, and ACC is firmly committed to getting the safety message out, making sure that those sound bites get out to the commanders and down to the lowest level,"

We have had some impressive 'knock-it-offs' by young Airmen when they lacked the tools, training or equipment to do jobs correctly. That has paid dividends—convincing people that we do have time to do it right."

- Gen. Ronald Keys
ACC commander

said Chief Ennis.

Although leaders at all levels can continue to emphasize ground, flight and weapons safety, Colonel Gilstrap said poor judgment is probably the leading cause of a lot of reportable mishaps.

"That's the hard part - the human factor," he said.

But human factors included, the colonel said the safety mindset the command has built over the years is beginning to show - at all levels - and has been recognized by ACC's senior leadership.

To top off 2006, Gen. Ronald Keys, ACC commander, attributes 2006's successful safety record to ACC wing commanders, their focus on training and the "Leader-Wingman Culture."

"We have had some impressive 'knock-it-offs' by young Airmen when they lacked the tools, training or equipment to do jobs correctly," said the general.

"That has paid dividends - convincing people that we do have time to do it right ... lose the sortie - not the jet or your finger."



New programs provide more choices for enlisted force shaping

*By Staff Sgt. Julie Weckerlein
Air Force Print News*

WASHINGTON (AFP) – Air Force officials here announced Oct. 16 two additional enlisted programs to help support current force shaping efforts to reduce 40,000 active-duty Airmen.

The programs, a date of separation rollback and a limited active duty service commitment waiver, join the current tools of reducing the number of accessions into the enlisted force, career job reservations and the NCO retraining program.

"It's important for Airmen to understand why we are cutting 40,000 from our ranks," said Chief Master Sgt. of the Air Force Rodney J. McKinley. "We must recapitalize and modernize our force while staying within our budget constraints. Having the right number of people saves money, allowing us to divert those dollars to maintain our technological edge and make us an overall more efficient Air Force."

The DOS rollback applies to enlisted Airmen with certain re-enlistment ineligibility codes or assignment availability codes.

These individuals will be required to separate from the force by March 15, 2007. The DOS rollback specifically affects Airmen with less than 14 years or more than 20 years of service.

The LADSC Waiver Program allows retirement-eligible master and technical sergeants in overage AFSCs to have all or portions of an extension waived and voluntarily retire by Sept. 1, 2007. Waivers can be granted for extensions due to promotion, PCS, attending professional military education, technical training, Air Force educational leave of absence, and Bootstrap.

While the Air Force needs to implement these additional enlisted force shaping programs to help meet endstrength numbers, Chief McKinley stressed the goal remains to have a balanced force and to ensure the right people are in the right job at the right time.

"We would like it if we didn't have to do this, but there's no other place for us to get the money," said Chief McKinley. "We had to make this tough decision."

Force shaping initiatives affecting officers were announced

earlier this year and Air Force officials continue to monitor the success of those programs.

"It's important to keep in mind what force shaping is all about: The present and future state of the Air Force," said Lt. Gen. Roger A. Brady, deputy chief of staff for manpower and personnel. "We have to balance our (force) for now and the coming years to have the kind of force we need to win the long war we are in now and be prepared for whatever comes next."

Unlike commissioned officers, enlisted Airmen are not being offered separation incentive pay because it's not currently authorized by law.

"Congress allows us to offer monetary incentives to officers, but there's no provision to pay enlisted Airmen," said Chief McKinley, "Back in the early '90s the Air Force was granted the authority to offer financial incentives to enlisted members. Today, we will work to reach our numbers through the current programs."

Chief McKinley stressed Airmen should fully understand the opportunities and implications of the force shaping initiatives.

"Knowing the options in regard to retraining or special duty assignments can allow Airmen to remain in our Air Force and provide us with a balanced force to meet the demands of the current war and those in the future,"

the chief said.

The chief has personal experience in meeting Air Force needs through retraining. He has held positions as a medical technician, aircraft mechanic and first sergeant.

"I love the Air Force and everything about it," he said. "It didn't matter to me which (Air Force specialty code) I was in -- I was going to do the best job I could do and serve my country. Airmen today are facing a similar situation and difficult choices. But if they want to continue serving in the U.S. Air Force, there may be ways for them to do that."

The chief also wants to ensure Airmen don't think the Air Force is just becoming a smaller force.

"We are changing to become a leaner force, more capable of doing more things through streamlined processes and career fields," said the chief. "The Air Force as a whole is changing, and force shaping is a part of that."

"We are changing to become a leaner force, more capable of doing more things through streamlined processes and career fields."

-Chief Master Sergeant Rodney McKinley
Chief Master Sgt. of the Air Force

Air Force leaders to discuss new 'Cyber Command'

By Staff Sgt. C. Todd Lopez
Air Force Print News

WASHINGTON (AFP) - Air Force leaders are gathering in early November to discuss plans for creation of a new command, one chartered with flying and fighting in cyber space.

Cyberspace became an official Air Force domain, like air and space, on Dec. 7, 2005, when Secretary of the Air Force Michael W. Wynne and Chief of Staff of the Air Force Gen. T. Michael Moseley introduced a new mission statement.

In a letter to Airmen, they said the new mission was to "deliver sovereign options for the defense of the United States of America and its global interests -- to fly and fight in air, space and cyberspace."

Now, Air Force leaders are planning to stand up a new "cyber command," to be responsible for fighting in that domain, said General Moseley.

"To deliver the full spectrum of effects we will evolve a coherent enterprise, with warfighting ethos, ready to execute any mission in peace, crisis and war," the general said. "We will foster a force of 21st century warriors, capable of delivering the full spectrum of kinetic and non-kinetic, lethal and non-lethal effects across all three domains. This is why we are standing up an operational command for cyberspace, capable of functioning as a supported or supporting component of the joint force."

Air Force leaders begin planning for the new cyber command Nov. 16 at

the Cyber Summit. During the summit, Air Force leaders will chart a way ahead for the Air Force's role in cyberspace, also called the cyber domain, said Dr. Lani Kass, director of the Air Force Cyberspace Task Force.

"The chief of staff of the Air Force is going to gather his senior officers and talk about the new domain, in which, according to our mission, we are going to fly and fight," she said. "Our objective is to come out with a course, a vector, that will set us up for transforming our Air Force, to get us ready for the fight of the 21st century."

According to Dr. Kass, cyberspace is neither a mission nor an operation. Instead, cyberspace is a strategic, operational and tactical warfighting domain -- a place in which the Air Force or other services can fight.

"The domain is defined by the electromagnetic spectrum," Dr. Kass said. "It's a domain just like air, space, land

which is part of the atom, can travel from one atom to the next. This concept is key to electronic communication and energy transmission.

An electron may travel from a cell phone to a cell tower, for instance. The path the electron takes, the shape of its path, the speed it travels, and the direction it travels are all critical to ensuring the cell phone works and that a usable signal is received. As part of a signal, an electron can travel from a handheld computer to a reception tower, over a wire to a telephone, to a television through an antenna, from a radio transmitter to radio, and from computer to computer as part of a network.

The electron can also travel, as part of energy transmission, from a microwave oven to popcorn seeds to make them pop, from generators over a wire to a light bulb, and from an X-ray machine through bone to a detection plate to make an image for a doctor to review.

The places where the electron travels is the cyber domain, or cyberspace. And the ability to deliver a full range of cyber effects -- to detect, deter, deceive, disrupt, defend, deny, and defeat any signal or electron transmission -- is the essence of fighting in cyberspace.

In the United States, Americans depend on the cyber domain for nearly everything they do. The cyber domain is the "center of gravity" for all aspects of national power, including economic, financial, technical, diplomatic and military might, Dr. Kass said.

"Cyberspace is something on

"Our objective is to come out with a course, a vector, that will set us up for transforming our Air Force, to get us ready for the fight of the 21st century."

-Dr. Lani Kass
Director of the Air Force Cyberspace Task Force

and sea. It is a domain in and through which we deliver effects -- fly and fight, attack and defend -- and conduct operations to obtain our national interests."

The cyber domain includes all the places an electron travels. The electron,

New name... same mission

*AFIWC changes to
AFIOC*



As of Oct. 1, the Air Force Information Warfare Center became the Air Force Information Operations Center.

Although the name has changed, the center will continue advancements in network warfare, electronic warfare and influence operations missions while leading the Air Force, as well as the Department of Defense, in contributions to information operations and integration into combat power.

Information operations more accurately defines the center's mission, vision and role in today's Air Force.

which, as a technologically advanced nation, the United States is hugely dependent," Dr. Kass said. "You use your ATM card, you use your cell phone and you go to an Internet cafe. If somebody is pregnant, they go have a sonogram. If they are sick, they have an X-ray or an MRI. All those things are in cyberspace. Our life has become totally bounded, dependent on cyberspace. Therefore, the importance of that domain is not only for how we fight, but also for our way of life."

Failure to control and dominate the cyber domain could be catastrophic, both at home and on the battlefield, Dr. Kass said. An enemy who wanted to inflict damage on the United States could use the cyber domain to penetrate any number of online systems. Once they have gained access, they might be able to delete or manipulate information to create an effect.

"Picture for a second that you are trying to fix an aircraft and all the information in your computerized manuals has been corrupted and you begin to put things together backward," Dr. Kass said.

The attacks of 9/11 illustrate another kind of effect that can be inflicted through the use of the cyber domain. The terrorists responsible for the attacks used global positioning system receivers to guide planes into the towers in New York. They trained on aircraft simulators, they used the Internet to recruit participants, and they transferred money to fund their activities electronically.

In Iraq today, America's enemies are using the cyber domain and improvised explosive devices to inflict damage on American Soldiers, Marines, Sailors and Airmen.

"We just commemorated the 10th anniversary of Khorbar Towers," Dr. Kass said. "What the enemy used for that

occasion, and what the enemy is using in Iraq every single day, is the radio frequency spectrum for remotely detonated devices."

The Air Force now dominates both air and space above a theater of operations, so it has "cross-domain dominance" there. But the Air Force must gain dominance in cyberspace as well, because cyberspace superiority is now a prerequisite to effective operations in all other warfighting domains.

The U.S. military's control of air, land, sea and space depends entirely on communication and transmission of energy in its various forms. For the Air Force and its sister services, continued dominance in their respective domains means establishing cross-domain dominance across air, space, land, sea and now cyber.

"Cross-domain dominance means being able to deliver effects in all domains at the same time, at the speed of sound and at the speed of light," Dr. Kass said. "We cannot afford to allow an enemy to achieve cross-domain dominance before us. This is the nature of the transformational mission the chief and the secretary gave us."

While the Air Force develops mastery of the cyber domain, America's enemies are quickly becoming more adept in their own use of the domain, in part, because of the low cost of fighting there.

"Enemies who cannot match us on land, at sea, in the air, or in space, are exploiting the fact that in cyberspace you have a very low entry cost," Dr. Kass said. "Low cost is what makes that domain extremely attractive to nations, criminal and terrorist organizations who could not possibly attack



Photo by William Belcher

Chaplain (Col.) Wayne R. Knutson Jr., AIA Senior Agency Staff Chaplain, was presented the Legion of Merit Award by Brig. Gen. Mary Kay Hertog, Director of Security Forces, Headquarters U.S. Air Force, at a ceremony held Oct. 13 at the Airmen's Memorial Chapel, Lackland AFB, Texas.

Awarded the Legion of Merit

Chaplain (Col.) Wayne R. Knutson, was awarded the Legion of Merit Award in a ceremony held at Lackland Air Force Base, Texas, Oct. 13.

The award recognized him for his time as the 37th Training Wing Chaplain - leading the largest and most diverse chaplain staff in the Air Force.

He also built a "boots on the ground" ministry specifically designed to meet the spiritual needs of over 15,000 troops preparing to deploy while attending the Basic Combat Convoy Course.

He and his team of 94 spiritual caregivers delivered 38 weekly worship services, counseling and guidance to more than 370,000 people in 14 faith groups in the Lackland community.

■ Cyber Command

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the United States symmetrically. All you need to do is buy a laptop or a cell phone. As a matter of fact, you can just go to an Internet café and not even buy that stuff. You can buy yourself a phone card and you can cause high-impact effects."

Until recently, the Air Force had not named cyberspace as a separate warfighting domain or said it would fly and fight there. But now that the Air Force has recognized cyber as a warfighting domain, it will begin specific planning on how it can conduct both defensive and offensive actions there.

"What I see in the future is true cross-domain integration, to deliver effects, like we deliver in air and space, where the commander has at his disposal, truly sovereign options, as stated in our mission, which is the ability to do

whatever we want, wherever we want, whenever we want, and however we want -- kinetically, and nonkinetically and at the speed of sound and at the speed of light," Dr. Kass said.

The Air Force is still working on what exactly it means to fight in the cyber domain. While the Air Force knows some of what it wants to accomplish -- things similar to what it is doing already in air and space, for instance -- there remain challenges to working in the new domain.

"One of the most important things we do, in and for cyberspace, is enable the kill chain," Dr. Kass said. "It allows us to help find, fix and finish the targets we are after. The problem is finding the target. Most of the enemies are hiding in plain sight."

Finding an enemy in the cyber domain means sifting through the huge amount of data there. In the United States, or above a battle space, there are thousands of signals, and most of

those are "friendly." The challenge is identifying the signal of someone that means to do harm.

"If you could use the cyber domain, this river of ones and zeros, to pinpoint where the bad guy is and who he is talking to, so you can get not only the small fish but get all his best friends and maybe his boss, then you are using cyber to its full capacity," Dr. Kass said. "That is a lot of data there, and the trick is to find him in that huge flow of information, that one piece that will allow you to find him, fix him in place, or track him if he moves."

Being able to discern what is a friendly signal and what is an enemy signal is one of the challenges the Air Force faces as it moves into the cyber domain. While the Air Force works on that challenge, it is also working to define which Airmen will be the ones to conduct cyber operations, what kind

See Cyber Command, Page 9

Deployment shorts



Courtesy photo

Senior Airman Shauna Burnette stands in front of a MQ-1 Predator at Balad Air Base, Iraq.

Senior Airman Shauna Burnett 301st Intelligence Squadron

I was deployed to Balad, Iraq, from January to May 2006 to perform TCN (Third Country National) escort duty. Although I was very anxious about serving in Iraq, my TCN assignment in Balad proved to be the most rewarding experience of my life. During my four month deployment I worked with Iraqi, Philippine, Indian, and Turkish nationals. My interaction with TCNs on a daily basis was an eye opener to other cultures and disciplines.

At times workers didn't want to take orders from females that were in charge of their site or area. However, other workers were very respectful of women and put them on a pedestal. It all depended on the influences and traditions of their homeland.

Knowing there are places in the

world where people are limited because of their gender and economic position helped me see how blessed we are as U.S. citizens. We have an infinite amount of opportunities and amenities freely available to us on a daily basis.

My time in Iraq has helped me appreciate the life that is available to us, and the people who continually and unselfishly fight for our freedom.



■ Cyber Command

Continued from Page 8

of training they will need, and what exactly their job will be.

"One of the issues we are going to be discussing is who is the cyber-warrior," Dr. Kass said. "What will he or she need to be able to do? What kind of educational skills, what kind of technical skills, what kind of training, and what kind of career path do we need to offer to those kids who are coming into our Air Force and wanting to fly and fight not only in air and space, but also in cyberspace."

Dr. Kass said the Air Force doesn't believe it will have trouble finding Airmen to fill the role of cyberwarrior, however.

"Kids today live on the Internet, they establish an alternative reality there," she said. "Getting those kids interested in doing something amazing in our Air Force across the electromagnetic spectrum should be easy. This is new and exciting - where people who love to interact in the high-tech arena, for example, can generate significant effects for the defense of the United States."

Like in other domains, the Air Force will probably conduct more than just defensive operations. Fighting in cyberspace also means conducting offensive operations. It is unclear now exactly what will constitute an offensive cyber operation, but it is likely the effects the Air Force will eventually bring to bear upon America's enemies will look much like the effects America's enemies bring to bear upon America.

"Imagine, hypothetically, if I could substitute -- instead of the picture of a beheading on a terrorist Web site, a picture of Captain Kangaroo or an MTV show," Dr. Kass theorized. "Maybe I could break that cycle of recruiting more guys that want to come to our home and kill us."

Remembering our own AIA, FTVA host Remembrance Ceremony

By Staff Sgt. Kristine Dreyer
Air Intelligence Agency Public Affairs

Member of the Air Intelligence Agency and the Freedom through Vigilance Association gathered Sept. 29 to honor the "Silent Heroes" during the Remembrance Ceremony at AIA.

"We meet here today to express our gratitude, to celebrate what they accomplished and to honor them for their service to our country," said Maj. Gen. Craig Koziol, AIA commander, during the ceremony. "Most of all, we meet here to remember them."

For the last 25 years, AIA and FTVA have joined together to remember the intelligence professionals who have given the ultimate sacrifice while protecting their country's freedom.

To honor the men and women's commitment to the intelligence mission, retired Chief Master Sgt. Robert Crabtree led the audience in calling out names of people and organizations to be remembered from the past year.

As family and friends paid their respects, the 149th Fighter Wing paid special tribute with a fly over.

The ceremony concluded with the Alzafar Shrine Highlander Pipe Band playing "Amazing Grace" and the Air Intelligence Agency Drill Team conducted a 21-gun salute followed by "Taps."



Photos by Ted Koniares

Members of the Air Intelligence Agency Honor Guard present arms while a bugler plays "Taps" during the Remembrance Ceremony Sept. 29.



(Above) Retired Chief Master Sgt. Robert Crabtree leads the audience in calling out names of those who have given the ultimate sacrifice for their country. (Left) The Alzafar Shrine Highlander Pipe Band plays "Amazing Grace" during the conclusion of the Remembrance Ceremony.



Four more added to Hall of Honor

By 2nd Lt. Malinda Singleton
Air Intelligence Agency Public Affairs

The Air Intelligence Agency, along with the Freedom Through Vigilance Association, inducted four new members into the Hall of Honor during a ceremony held in the Ardisana Courtyard at Lackland Air Force Base, Texas, Sept. 30.

This year's inductees were retired Cols. William P. Fife and James W. McLendon, retired Chief Master Sgt. James C. Swindell, and retired Master Sgt. Delano R. Jolly.

Mrs. Ann Fife accepted the plaque and honor for her husband who was unable to attend the ceremony, and Mr. Clay Swindell accepted the honor on behalf of his family in honor of his late father.

"Today we are here to honor four men who are real true warriors and heroes," said Maj. Gen. Craig Koziol, AIA commander. "Their personal sacrifice and dedication to duty characterize their contributions to this command."

Colonel Fife was recognized for his accomplishments as the first to put receivers on an RB-49 and fly it against the emerging Soviet threat, paving the way for what we recognize today as Intelligence, Surveillance, and Reconnaissance or ISR.

Colonel McLendon was recognized for his accomplishments during his 38 year career spanning from his years as an enlisted analyst to commanding the Regional Security Operations Center at Medina Annex, Texas. He assisted with the formation and development of emerging missions such as Intelligence Support to Special Operations and the MRSOC.

Chief Swindell was a widely recognized expert in secure communications and was frequently called upon to conduct inter-service and national level presentations at Headquarters



Photo by Ted Koniars

Maj. Gen. Craig Koziol stands with this year's Hall of Honor inductees; Mrs. Ann Fife who accepted the honor for her husband Col. William P. Fife (ret.), Col. James W. McLendon (ret.), Mr. Clay Swindell who accepted the honor on behalf of his family and his late father Chief Master Sgt. James C. Swindell (ret.), Master Sgt. Delano R. Jolly (ret.), and Chris Cook, FTVA vice president.

United States Air Force Security Service, Headquarters USAF, The Defense Communications Agency and the National Security Agency. The CMSgt. James C. Swindell Award, which originated in 1974, is presented annually to an AIA unit that is recognized as providing the best communications and information operations.

Sergeant Jolly was recognized for his many first time innovations for the logistics maintenance community. As a maintainer, he pioneered the first airborne operator training simulator and modified the first C-47 for combat missions in Vietnam. He later played a pivotal role in modernizing field maintenance course instruction and implemented modifications to aircraft which yielded dividends in reconnaissance capabilities then and now.

The four newest members to the Hall of Honor join 143 other members

that have been inducted by AIA and FTVA throughout the past 23 years.

"Each of you have helped pave the way for making AIA the premier agency it is today," General Koziol said when addressing the inductees. "Each of you have my sincere admiration and on behalf of the men and women of AIA, I thank you and your families for being here."



Chicken Soup for the Warfighter's Soul

By Joe N. Wiggins

Air Intelligence Agency Public Affairs

Many people wouldn't expect to see a celebrity regularly called on to consult with Fortune 500 companies and living in a world of millionaires, musicians and movie stars hanging out with military audiences, but Dan Clark isn't your typical celebrity.

The primary contributor to the world-famous "Chicken Soup for the Soul" series of books, Dan Clark spoke to the Air Intelligence Agency commander's conference on his personal observations and feelings about the military and his recent tour of Iraq, Kuwait and Afghanistan. During that tour, he spoke to thousands of troops in those countries and 2,500 sailors aboard the U.S.S. Harry S. Truman.

"Airmen today need to connect the dots, to understand their piece of the puzzle matters; for example, the tiniest screw stops the largest grandfather clock," he stated strongly. "The technology these people keep coming up with, the information they deal with keeps an IED from exploding, saves lives or keeps someone out of the hospitals I've visited."

Part of his appreciation for what all Airmen do, especially those in AIA, came from his experiences while visiting AIA units.

"I was fortunate enough to get a tour of the inside of an RJ (RC-135V/W) and watched what some of the Airmen do," he said. "Suddenly, I got it; we are going to win this war," he stated clearly. "It made me more proud, made me feel safer when I saw what they do."

"How many 9-11s haven't happened because of AIA Airmen? That is how you (Airmen) connect the dots with what you do; you are keeping the fight overseas so we don't fight this war on our soil," he continued.

While his praise and appreciation for

Airmen is strong, his appreciation for their families is equally as powerful.

"You're all serving your country, in uniform or not," said the million-seller. "Everyone needs to acknowledge that fact; educators, ministers, bus drivers, police officers, anybody and everybody in the community need to acknowledge that when that person has his mom or dad deployed, we rally and rise to the occasion so they know how grateful we are."

The author has also noticed a noticeable change in appreciation for the troops as they come home from the stories told about the Viet Nam veterans that didn't return to that appreciation.

"I was in the Chicago O'Hare airport when our first troops were just coming back from Desert Storm. There is a band meeting them, everyone in the terminal was waving a little American flag and here's this long-haired guy, with 'Viet Nam Vet' printed on his jacket watching them come through the terminal, and I remembered thinking, 'oh, this could be drama,'" he explained.

"My eyes are fixed on the Viet Nam vet, as he is watching the band playing for the troops as they get off the plane. He steps out in front of the crowd, walks up to the troops, pauses, drops his bag and every eye in the place is watching him. As they confront each other he says 'welcome home' and embraces the soldier" he recalled. "Right then everybody clapped and I realized we had learned the lesson and everything was different."

The best-selling author also was clear in his conviction that a personal setback shouldn't be a life altering setback, especially when talking about suicide.

"People in the Air Force need to understand that their fellow Airmen are committing suicide for the same reasons



Photo by William Belcher

Dan Clark, a primary contributor to the "Chicken Soup for the Soul" book series, entertains the crowd while speaking at the AIA Commanders Conference.

people in the private sector are committing suicide; lost love and financial ruin," he stated passionately.

The author battled back from near-permanent paralysis after a football injury and personally related to how an event can seem to be life-altering, but really isn't.

"Airmen, just like other people, need to understand that failure is an event, not a person," he commented. "I thought I was depressed when I was paralyzed and hit rock bottom, but I wasn't; I discovered I was disappointed and discouraged, but not truly depressed. I may have messed upon on my job, but I'm not a screw up."

"It is very important for everyone to be able to separate the difference between what is right and who is right, to separate the person from the performance," he continued. "Who is right is an opinion, and it is based upon comparing ourselves against someone else, and that is all relevant."

"So, let's fix the personal life that is messing up, and that is where the wingman comes into play. We must be aware of and look out for each other," he stated.

See Clark Page 19

For love of sport

Intelligence officer participates in Ironman 70.3

*By Staff Sgt. Kristine Dreyer
Air Intelligence Agency Public Affairs*



While many people travel to Cancun, Mexico, to soak up the sun while enjoying a day at the beach, a different crowd, to include an Air Force intelligence officer, was found at the well-known spring break location with a different idea of fun on their minds.

First Lieutenant Alexandra Gallogly, chief of plans and programs at the Air Intelligence Agency Office of the Inspector General, competed in the Ironman Cancun 70.3 Sept. 17 in Mexico.

In the competition, professionals and amateurs completed a 1.2-mile swim followed by a 56-mile bike ride and finished up with a 13.1-mile run.

"This is probably one of the only sports where amateurs and professionals compete side by side," said the Boston native. "It makes it that much more real when I see #1 male or female triathlete swim past me, and know that we are racing against each other."

While competitors raced through the course in 114 degree heat index, their mental, as well as physical, abilities were challenged each step of the way by several rules which were enforced during the event. In addition to proper removal and placement of equipment during transitions to the different disciplines, working with other competitors is also mentioned in the rule book.

"In a triathlon, it is everyone for themselves. The sport can be more brutal than football, especially the swim starts," said the lieutenant. "If you try to help another person, you may be penalized or disqualified. There are no allies or teams in a triathlon. Your primary resource is your body and the power you generate. You cannot take the opportu-

Photo courtesy of 2digital.com.mx
First Lieutenant Alexandra Gallogly, chief of plans and programs at the Air Intelligence Agency Office of Inspector General, prepares to begin the Ironman Cancun 70.3 Sept. 17 in Mexico.

nity of another athlete's momentum; this includes drafting."

Drafting is a tactic used when cyclists group together to reduce air resistance for others traveling behind the shield of cyclists. Although commonly used in cycling, running, and car racing, this strategy is strictly prohibited in USA triathlon events.

With an 8-hour course completion time limit, endurance training, race techniques and strategies are all a huge part of the sport.

"Every second of the race counts from beginning to end, including the transitions between the three disciplines" said the lieutenant, "so it was important for me to develop a good training plan."

To begin training smarter not harder, the lieutenant hired USA Triathlon Level II Coach Bob Byard, a retired Air Force lieutenant colonel who began competing in Ironman triathlon when he was 52 years old.

"I really didn't know much about the sport in the beginning," said Lieutenant Gallogly. "While researching triathlon on the internet, I found Bob's Web site, so I decided to give him a call."

After meeting with his new athlete, Coach Byard quickly

Det 1/AFCO competes for base Intramural Golf Championship

The Detachment 1/AIA, Air Force Cryptologic Operations team took 2nd place in the 2006 Fort George G. Meade Intramural Golf Championship.

This was the first year Det 1/AIA, AFCO, captained by Tech. Sgt. Frances Jackson put a team together that consisted of two primary four-man teams and two alternate four-man teams.

"I picked up the sport because my husband plays and now I'm hooked. If I'm not on the golf course, I'm on the driving range," TSgt. Jackson said, who was the only female team captain and has only been playing for five months.

The season ran from August through September and consisted of 11 four-man teams from Navy, Marines, Army and Air Force members assigned to Fort George G. Meade, Md. The Fort Meade Morale Welfare and Resources office sponsored the season by providing funds for green fees and range tokens. Participants, who played every Thursday, paid for cart fees if they chose to ride.

Throughout the season there were a few bumps and bruises.

"Of course there are the memories I care to forget, like the time I broke the club head off of my driver on the first tee of the first round of playoffs, or the time I shanked the ball and hit a car driving down the road," Staff Sgt. Jay Stowell, a primary player commented. "But of course there are the good memories, like the time I chipped it in from about 25 yards out, you know, the kind of lucky shots that keeps you playing golf."

On Sept. 28, the last day of intramurals, and with a record of 7-5, AFCO

competed against the 29th Intelligence Squadron for a chance to go to the playoffs. When the dust settled, AFCO won their ticket to the playoffs.

the 9th hole."

On Tuesday, Oct. 10, AFCO went head to head against the Marines, who were 12-0. In the end, Team 1A, TSgts.

Frances Jackson and Travis Wilson and Team 1B, SSgts. Jay Stowell and David Bauer beat the Marines by 1 point. That meant AFCO would bout for the Intramural Base Championship.

The forecast predicted rain but when it came time to play, it was sunny with a temperature of 75 degrees. It couldn't have been a more perfect day for golf. It was AFCO against the 22nd Intelligence Squadron on Thursday, Oct. 12. Team 1B, SSgts. Stowell and Bauer lost their match by the 11th hole so it was up to Team 1A, TSgts Jackson and Wilson who needed to win in order to secure the championship.

"It was the toughest match we have ever played. Every hole we tied, or were up one or visa versa but neither team could get a good lead," said TSgt. Wilson

The team just expected to have a good time together playing a sport they all loved, but were thrilled they came in 2nd place.

"We were tied going into the 18th hole and it was a dog-leg left par 5. Both of our tee shots were short of the turn

while the 22nd IS had a direct shot to the green. They birdie the hole, we bogeyed it but when it was all over we took our defeat with huge smiles on our faces! We came in second which was more than we could have ever imagined!" said TSgt. Jackson.



Courtesy photo

Tech. Sgts. Frances A. Jackson and Travis Wilson (front row) and Staff Sgts. David Bauer and Jay Stowell (back row) show off their 2nd place awards. The Det 1/AIA, AFCO team took second in the 2006 Fort George G. Meade Internural Golf Championship.

Staff Sgt. David Bauer, a primary player commented, "Who would have thought we would have ever made it to the playoffs? Most of our wins were based on forfeits, but when we did play against another team, we either won by the skin of our teeth or were behind by

A tradition of Code Talkers

By Dr. Dennis Casey

Air Intelligence Agency History Office

Since the earliest of times, effective communications in war represented an essential ingredient. The pages of history suggest that leaders who knew their own strengths and weaknesses as well as those of their enemies usually gained success. Prudent military leaders occasionally took extraordinary measures to discover what was going on beyond their field of vision.

Perhaps no one in the ancient world understood this better than Alexander the Great. Accurate intelligence and effective communications allowed him and his armies to conquer much of the known world at that time. Other leaders such as Julius Caesar, Genghis Khan, Napoleon Bonaparte, and George Washington all benefited from the advantages of useful intelligence and effective communications in the pursuit of their objectives.

But communications could be intercepted and opposing actions taken by an enemy. To deal with this, codes were developed to conceal real information. Secret writing or cryptology-codes gained notoriety during the renaissance when leaders including Queen Elizabeth of England, King Philip II of Spain, and Cardinal Richelieu of France discovered that secret writing or communication in code offered significant advantages in the conduct of the state's business.

This practice transferred to America and by the time of the American Revolution coded messages had become commonplace. Several of America's founding fathers, Thomas Jefferson and Benjamin Franklin among them, became adept at coded communications. By the American Civil War, cryptology seemed to be here to stay. Cryptology received scant attention in the United States after the Civil War while European countries were making significant developments in cryptology in the late 19th century,

For a brief period during World War I, development by Ralph Van Deman, Herbert O. Yardley and others set the foundation for later developments in American cryptanalysis, but American intelligence and secret communications were largely dependent on and overshadowed by British intelligence.

The sudden and unexpected Japanese attack on Pearl Harbor on Dec. 7, 1941 challenged the American military leadership to learn how to communicate quickly and effectively. In 1941 the Japanese were skilled in cracking codes and also had a knack for breaking them. This had been demonstrated after 1921 when the American Office of Naval Intelligence obtained a copy of the "Imperial Japanese Navy Secret Operating Code-1918." By the time the code was translated five years later in project "Red Book" and processed with

periodic updates, it was clear that the Japanese understood cryptanalysis very well and knew how to manipulate the codes of other nations.

One American thought about and came up with a unique solution to the problem of communication. Philip Johnson was the son of a missionary raised on the Navajo reservation and was one of the very few non-Navajos who spoke their language fluently. As a young man he had served in World War I and knew of the military's search for a code that would be essentially undecipherable. He further recalled that during World War I the Choctaw language had been used successfully to encode messages. Johnson knew that Navajo was an unwritten language and complicated in the extreme. Its syntax, its tonal characteristics and its dialects made it virtually unintelligible to anyone without extensive training and detailed knowledge of the culture. Also, the language did not include any sounds that could be duplicated in German, Italian, or Japanese. The fact that it was spoken only in the Southwest United States was another advantage in favor of its use by the military.

In early 1942 Johnston met with Maj. Gen. Clayton B. Vogel, the commander of the Amphibious Corps of the Pacific Fleet. He arranged with the general to carry out tests under simulated combat conditions to show that Navajos could encode, transmit and then decode a three-line message in 20 seconds or less, which was the time factor the Marines felt was critical. Under normal conditions encrypting a written message, sending it by radio in Morse code, transcribing the incoming text and then decrypting it often required an hour or more of precious time. On Feb. 28, 1942, four Navajos living in the Los Angeles area handled five messages in record time following this procedure. With positive results in hand and the promise of much faster communications, General Vogel recommended to the commandant of the Marine Corps that the Marines recruit 200 Navajos.

At this point the primary question was whether or not the Marines could find 200 Navajos to serve. Some assumed that since they lived in often remote areas of the Southwest that their willingness to join up and leave their farms and homes would be compelling reasons for them and other Indian tribes as well to decline the opportunity to serve. Actually the reverse was true. During World War I military authorities estimated that more than 12,000 American Indians had served in the military. Some 600 Choctaw and Cherokee Indians were assigned to the 142nd Infantry of the 36th Texas-Oklahoma National Guard Division. The 142nd experienced combat in France and its Indian soldiers were widely recognized for their contributions. Four men from the unit were

■ Code Talkers

Continued from Page 15

awarded the *Croix de Guerre* while others were decorated for gallantry. American Indians had served during World War I in appreciable numbers and would likely do so again.

Philip Johnston not only agreed that Navajos would volunteer again for military service but many just might be taken into the U.S. Marines for what amounted to cryptologic training. There were a few skeptics about whether use of the Navajos would work. Earlier attempts to use Indian languages had met with some difficulty because the languages did not have words for military terms like tank, machine gun, etc. Johnston worked with some Navajos to come up with words in Navajo that could be used to designate military terms. Once a test list had been prepared, it was the use of these special words that convinced General Vogel that the idea had merit.

In May 1942, the first 29 Navajo recruits arrived for boot camp at Camp Pendleton in Oceanside, Calif. Following their basic training, they reported to Camp Elliott, Calif. for training as code talkers. Their first major task involved the development of a dictionary and specific Navajo words that would be used for some 450 military terms. The dictionary and all code words had to be memorized during training. As the code talker had to translate each Navajo word into its English equivalent and then use the first letter in the English equivalent in continuing the process, the use of Navajo words accelerated the communication process significantly. Examples of these special words included *besh-lo* (iron fish) which meant submarine and *dah-he-tih-hi* (hummingbird) which meant fighter plane. Graduation from the difficult training at Camp Elliott meant a duty assignment right away. Before the war ended in 1945, 540 Navajos would serve in the Marines. Approximately 375 trained as code talkers.



Photo courtesy of National Archives and Records Administration
Cpl. Henry Bake, Jr., and Pfc. George H. Kirk, Navajos serving in December 1943 with a Marine Corps signal unit, operate a portable radio set in a clearing that they have hacked in the dense jungle close behind the front lines.

Success in the field quickly was attributed to the code talkers. Praise for their skill and accuracy came from every corner. Their participation was decisive in determining the outcome at Iwo Jima. During this key battle, Maj. Howard Connor, signal officer for the 5th Marine Division, stated that the Navajos brought victory. Connor had six code talkers working around the clock during the first two days of the battle and they sent and received more than 800 coded messages. The Navajos were also active in other battles including Guadalcanal, Saipan, Bougainville, Tinian, Anzio, Salerno, Normandy and Tarawa, to name just a few.

Navajos joined the war effort in significantly high numbers given the size of their population in the United States. More than 3,600 young Navajo men and women joined the armed forces and more than 10,000 went to work in the factories. Despite the depth of this contribution, they were still not allowed to vote in Arizona until 1948, in New Mexico until 1953 and in Utah

until 1957.

Perhaps the Navajo contribution became the most well-known during the battle of Saipan. Here the 43rd Division of the Imperial Japanese Army commanded by Lieutenant General Yoshitsugu Saito stood poised against the 2nd and 4th Marine Divisions and the Army's 27th Infantry Division. Once the Japanese Navy located in the general area of Saipan was eliminated as an effective force, the defenders on Saipan were soon without any possibility of support. General Saito decided to defend the area to the last man. Throughout the conflict that raged from June 15, 1944 to July 9, 1944, the Navajo code talkers successfully directed naval gunfire to the entrenched Japanese and eventually eliminated much of their force when General Saito ordered a direct assault against the American positions. Not only did General Saito perish but he took most of his men with him in what amounted to a suicide mis-

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■ *Code Talkers*

Continued from Page 16

sion. The extent of the Japanese defeat would not have taken place had it not been for the Navajo code talkers.

But the Navajos were not the only Native American group to be employed as code talkers. During the early months of World War II, 17 Comanche young men received training by the United States Army to be code talkers. William Karty, a Comanche himself, was working as the director of the Fort Cobb Indian Reservation when the war began. Like Philip Johnston, he felt the Comanche language would be a wonderful upgrade to the Army's use of cryptology. In the spring of 1941 Comanches from the general area of Lawton, Okla. enlisted into the army and shortly were selected for special duty in the Signal Corps. Their contributions as code talkers in combat began with D-day.

Of the original 17, only Charles Chibitty survives. Their efforts largely went unnoticed until the French Consul honored three of the Comanche code talkers in 1989 with the Chevalier de L'Ordre National du Merit. Charles Chibitty was later honored at the Hall of Heroes in the Pentagon for his bravery and courage under fire at Omaha Beach and elsewhere.

Whether a code talker or not, American Indians supported World War II in significant numbers. More than 44,000 American Indians out of a total Native American population of less than 350,000 served with distinction during World War II in both the Pacific and European theaters of war. Another 40,000 American Indians left their homes and reservations to work in America's factories and production plants all over the country. Some who served in uniform were granted their nation's highest honor. Jack C. Montgomery, a Cherokee from Oklahoma received the Medal of Honor for actions near Padiglione, Italy for courage under fire and gallantry. Ernest Childers, a Creek also from Oklahoma, and Van Barfoot, a Choctaw from Mississippi, also received the Medal of Honor for extraordinarily courageous actions in the Italian campaign. Years later, at a 4th Marine Division convention held in Chicago in June 1969, many of the Navajo code talkers who were still alive received the Navajo Code Talker's Medallion at the behest of President Richard Nixon. While time has considerably thinned the ranks of the code talkers, their contributions to victory in World War II stand as an example of what is possible and attainable given commitment, determination, and love of one's country.

Neither the Comanche nor the Navajo codes were ever broken.

■ *Ironman*

Continued from Page 13

found he had his work cut out for him.

"I told him I wanted to compete in my first sprint distance triathlon in six weeks while building up to a half iron distance race, so I needed to learn how to ride a bike and fast," said the lieutenant. "Needless to say, the cycling part was the most challenging for me in learning how to ride in the aero position and working the gears. Most people grow up riding a bike, but I was strictly a competitive swimmer from age three."

Immediately, Coach Byard provided the lieutenant with a specific training plan for the event held in Austin. The targeted training and hard work led the first-time triathlete to place 9th in her age group of 401 athletes and 135th overall while competing against approximately 3,000 women at the triathlon after just a month and a half commencing training.

"From that moment, I was definitely hooked," she said. "Triathletes are very welcoming and friendly, but also very competitive. Almost everyone out there has a Type-A personality, so we all want to do well. You have to be Type-A in order to make the time for the training required to perform and survive. But at the end of the day, everyone just wants to have a good race and for everyone else to finish safely and strong."

Although her love for the sport keeps her dedicated, her personal fan club provides her with the support she needs to keep going.

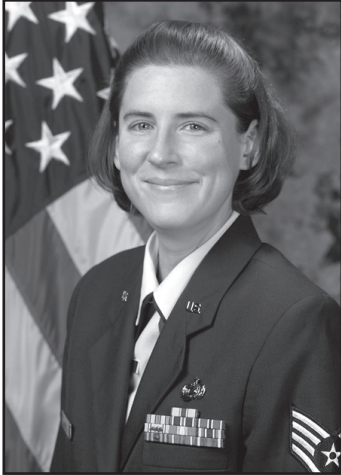
"Your body hurts so much at times that you really learn a lot about yourself while you're out there. Often times I motivate myself by thinking about finishing strong, so I can see my husband and son who are waiting for me at the finish-line," said the lieutenant. "Without my husband's love and support, I could not have the things I want most in life—my family, my work, and my sport."

"I am extremely proud of my wife's accomplishments, said Maj. Patrick Gallogly, Air Intelligence Agency. "She has proven to me that she puts 100 percent into everything she does. I fully believe the only reason she isn't a professional athlete is because she has chosen her family and career over her sport."

With the weather getting cooler, triathlon season is coming to an end, but the lieutenant plans to keep training toward next year's goal.

"I would love to cut my time to 5 hours, 45 minutes and move up to a full Ironman next year," she said. "It's a crazy sport, and people tell me I'm crazy for doing it, but I love it. I feel great knowing that I am properly training, fueling and caring for my body every day."

*November is American Indian and
Alaska Native Heritage Month*



Staff Sgt. Julie Bunker

*Air Intelligence Agency Executive Services
Assistant NCOIC, Executive Services*



1st Lt. Manuel Alvarez

*Air Force Information Operations Battlelab
Chief, Network Effects*



Tech. Sgt. Cozette R. Teasley

*29th Intelligence Squadron
Mission Director, Technical Exploitation Center*

Hometown:Marlboro, Mass.
Time in Service: 10 years

Personal and Career Goals: Finish my degree in Criminal Justice and to volunteer more in the community. Career goal-to get promoted of course!

How does your job contribute to the overall success of the Air Force mission?

I track, control, and disseminate Executive level correspondence to more than 12,000 individuals within AIA. I also ensure the AIA Commander meets his Travel requirements while using the most efficient and cost effective methods to the Air Force.

What accomplishment during your career are you most proud of?

I was awarded NCO of the Year while assigned to the Pentagon and received a White House tour and attended a ceremony in the Rose Garden with the president.

"SSgt Bunker's performance and professionalism is exceptional. She is a model NCO who is consistently performing above her peers. SSgt Bunker coordinated a complete office renovation while managing all higher headquarters evaluations/decoration taskers and keeps the Agency Director of Staff on track in an exceptionally high-paced atmosphere. Her flawless duty performance makes her the perfect choice for Warrior of the Week."

**- Tech. Sgt. Heather Ransom
NCOIC Executive Services, AIA**

Hometown: Coamo, Puerto Rico
Time in Service: 3 years

Personal and Career Goals: My personal goals are to one day have a family and be the best husband and father possible and obtain an MBA. I want to continue my career broadening and the professional development needed to be a better officer so I can lead by example and be a positive mentor to my troops and the community.

How does your job contribute to the overall success of the Air Force mission?

I am a project officer at USAF's focal point for innovation in information operations. The AFIOB advances Air Force and Joint force combat capability by transforming new ideas into operational demonstrations through contract development, budgeting, testing, project execution and analysis.

What accomplishment during your career are you most proud of?

I am most proud to serve my country as an officer in the Air Force and as a member of the HQ AIA Base Honor Guard.

"1st Lt. Alvarez is the Battlelab's sharpest-looking troop. It's obvious from his professional appearance he takes great pride in his service to our nation. He is currently researching proposals that may significantly advance the United States Air Force's Information Operations capabilities."

**- Lt. Col. Jim Bray
Deputy Commander, AFIOB**

Hometown:.....Fayetteville, N.C.
Time in Service: 17 years

Personal and Career Goals: To become a first sergeant, complete my bachelor's and Master's degrees.

How does your job contribute to the overall success of the Air Force mission?

The avenues we are able to explore at the TEC are unlike any other Signals Development Center. The work we do for our worldwide customers serves one single purpose and that is catching the bad guys.

What accomplishment during your career are you most proud of?

There are several and it is hard to single one event. I am just proud that I have been able to serve 17 years upholding the Air Force core values.

"Tech. Sgt. Teasley is assigned as mission director at the Technical Exploitation Center (TEC). Her technical skills, hard work, enthusiasm, and dedication greatly impact the mission and enhance operations in support of the Global War on Terrorism. She works hard handling her TEC mission and Air Force duties. She has been formally recognized by her supervisors and peers for her exceptional work ethic and outstanding contributions to the Air Force and civilian communities."

**- Master Sgt. Kelvin Belser
Superintendent**

■ Clark

Continued from Page 12

"When people equate failure with events and not themselves, they are OK; when they equate failure with themselves and not events, they are not OK."

While the author is passionate about making a distinction between events and a person's self-image, he doesn't buy into the idea of having balance in life.

"I think balance is a misnomer and it creates guilt," he said. "Nobody has ever found balance; what I call it is being out of whack."

"If something happened today that put my family completely out of whack, as much as I love visiting with the military, I would go home and fix that," he stated. "It is important to keeping everything rolling; if my wife or my child needs me, I go to them and fix it."

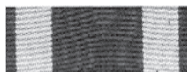
Although Clark makes about 150 speeches per year, he has a totally different motivation for speaking to military audiences.

"This is my way of serving my country, and keeping my life in perspective," he explained. "The two hours I spent at Brook Army Medical Center in San Antonio today changed my life forever," he said.

"I view my job as a professional business speaker is to take the military experience into the corporate arena and not vice-versa," he said. "I want every corporate executive to understand the value of hiring a vet, to explain what they bring to the table."

Clark's trips to Afghanistan and Iraq left him with a very clear message for everyone in AIA.

"It's not the person's rank that matters most in life, it's not what you do for people above your rank that matters; it's what you do for people below your rank that truly matters," he concluded. "What you do for people who can't do anything for you is what defines who you are."



Meritorious Service Medal

68th IOS
SMSgt Cindy Riley
AFIO
Maj Leslie F. Himbrook
MSgt Susan A. Kitrick
AFIO
Maj William C. Kingdon
Det 2 318 IOG
Lt Col Robin S. Williams



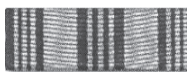
Air Force Commendation Medal

68th IOS
MSgt Paul Pruitt
SSgt Thomas Drake
SSgt Hytham Elsaleh
SSgt Jamie Rodriguez
AFIO
TSgt Kevin P. Hysell
AFIO
Capt Kenneth G. Thill
453 EWS
TSgt Matthew S. Doyle



Joint Service Achievement Medal

68th IOS
A1C Corey Gallagher



Air Force Achievement Medal
AFIO

SrA Tamara M. Rogalski

Quarterly Awards HQ AIA

Amn of the quarter:
A1C Timothy Marble
NCO of the quarter:
TSgt Cynthia Vice
SNCO of the quarter:
MSgt Paul Figueroa
CGO of the quarter:
Capt Ryan Leszczynski
Civ. - Entry level
Nancy Moreno
Civ. - Inter. level
Rosa Rendon
Civ. - Senior level
Martha Gamez

AFIO

Amn of the quarter:
SrA Kyle R. Mills
NCO of the quarter:
SSgt Rebecca L. Bench
SNCO of the quarter:
MSgt Scott Shurley
CGO of the quarter:
1Lt George Van Osterom
Jr. tech. of the quarter:
SrA Patrick Kincaid
Sr. tech. of the quarter:
SSgt Randall Gearhart
Civ. - Entry level
Debra Maple
Civ. - Inter. level
Antonio Gonzales
Civ. - Senior level
Andy Carnes

NASIC

Amn of the quarter:
A1C Luke Hansen
NCO of the quarter:
TSgt Matthew Robinson
SNCO of the quarter:
SMSgt Kurt Wachs
Jr. tech. of the quarter:
SrA Benjamin Leiby
Sr. tech. of the quarter:
SSgt Bteven Bair
CGO Cat I & overall:
Capt Kendall Jordan
CGO Cat II:

Capt Brandon Bennett
IMA CGO:
Capt Heather Hall
IMA FGO:
Maj Glenn Maxwell
Civ. Cat. I:
Linda Wood
Civ. Cat. II:
Jessica Steinberger
Civ. Cat. III:
Matthew Kemelhar

Det. 4, 18th IS

Amn of the quarter:
SrA Zachary Knaus
NCO of the quarter:
SSgt Sarah Dowling
SNCO of the quarter:
MSgt Brian Bailey
Jr. tech. of the quarter:
SrA Erich Krauz

68th IOS

Amn role model of the quarter:
A1C Nicholas Hazen
NCO role model of the quarter:
SSgt Jaime Rodriguez
SNCO role model of the quarter:
MSgt Brian Van-Nierop

Promotions

To airman first class:
68th IOS
Terry Phillips

To senior airman:

68th IOS
Robert Brotz
James Crosiar
Wilman Dean
Joshua Hiller
Nicole Johnson
Karmen Love
John Mcelreath
David Swoboda
Jeffrey Thompson
Justin Zamora
Andre Williams
AFIO
Amanda C. Jordan
Ryan M. Knight

To staff sergeant: 566th IOS

Matthew Andrews
Robert Blevins
Joshua Christenbury
Joseph Haroun
Sean Hicks
Meagan Lemery
Elisa Lien
Christopher Pledger
Jason Wampler
Natalie Wang
Johnathan Worth
68th IOS
Jared Barr
Dan Herr
Jennifer Madden
Bellen Mendoza
Justin McGee
Amin Momna
68th IOS OL-EH
Julia Hogan
Jim Margerum

To technical sergeant: 566th IOS

Nora Gill
Jerry Kies
Robert Loftin

To master sergeant: 566th IOS

Gilbert Dayanan
Daniel Diprofrio
Christian Hodges
Mark Pietsch
James Switzer
AFIO
Eric M. Young

To lieutenant colonel: 566th IOS

Edmund Fitzgerald

To colonel: 566th IOS

Paul Smith

NCO Academy graduates

AFIO
TSgt Troy Richardson
TSgt Warren Braun

SOS graduates

AFIO
Capt Daniel Marcum



Air Intelligence Agency

The Air Intelligence Agency's headquarters is at Lackland Air Force Base, Texas; although, the agency's 12,000 people serve at approximately 70 locations around the world. The agency's mission is to deliver multi-source intelligence products, applications, services, and resources. It also provides expertise in the areas of information warfare, command and control warfare, security, acquisition, foreign weapons systems and technology, and treaty monitoring.

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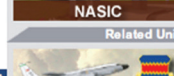
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New Language Learning Center
LACKLAND AIR FORCE BASE, Texas -- As Air Force operations continue around the globe, the need for linguists dedicated to Air Force and joint missions has never been greater or more important. Air Force linguists operating on the ground and in the air make up a critical component of our nation's intelligence mission.

HQ AIA hosts POW/MIA ceremony
LACKLAND AIR FORCE BASE, Texas -- In honor of National Prisoner of War/Missing In Action Recognition Day, a ceremony was held Sept 15 at the Air Intelligence Agency.



Annual Combined Federal Campaign begins
LACKLAND AIR FORCE BASE, Texas -- The Security Hill and Medina Community kicked off the Annual Combined Federal Campaign Fund Sept 14 in a balloon-filled celebration held at the Air Intelligence Agency.

Celebrating 59 years
FORT GEORGE G. MEADE, Md. -- Nearly 400 Airmen and their guests gathered at Club Meade Sept. 15 to celebrate the 59th anniversary of the birth of the U.S. Air Force.



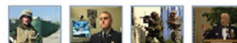
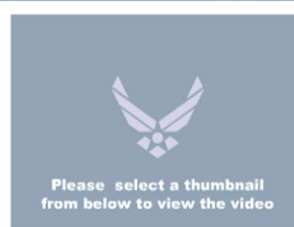
Staff Sgt. receives Bronze Star
FORT GEORGE G. MEADE, Md. -- An intelligence analyst assigned to the 32nd Intelligence Squadron here recently received one of the nation's highest military awards for actions while deployed in support of Operation Iraqi Freedom.



Tiger team, 39th IOS lay foundation for NWO course
HURLBERT FIELD, Fla. -- The Air Force cyberspace tiger team, which was established by the Air Force cyberspace task force, and the 39th Information Operations Squadron have set the groundwork for the Air Force's first network warfare operations curriculum.

Combat Dining-in brings 29th IS together

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September, a couple of dates to remember

As of October 17, 2006, AIA has a new website. We invite you to check it out at <http://www.aia.af.mil>. Here you will find biographies, news stories, wing and center fact sheets for the AIA enterprise.

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