

102nd INTELLIGENCE WING

Seagull



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“Back to School”

Professional Military
Education Series

Officer Edition | pg. 6

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SEAGULL IDEAS?

Do you have an idea for a Seagull article? Would you like to be the subject of a story? Births, marriages, sympathy notices and other information are always welcome. Let us know what is going on in your organization. *(Please limit articles to 500 words.)*

The next Seagull deadline is noon Friday, Feb. 5, 2010.

102nd IW COMMANDER
Col. Anthony E. Schiavi

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U.S. Air Force Photo/ Staff Sgt. Kerri Cole

DINING HALL MENU | Hours: 10:45 a.m. to 12:30 p.m.

Saturday:
Fried Chicken or Salisbury Steak

Sunday:
Steamship Round or Pork Chops

UPCOMING UTAs >> Unit Training Assembly duty hours are 7 a.m. to 3:30 p.m.

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FROM THE DESK OF THE 102 IW VICE COMMANDER

By Col. Christina Stevens



DEPARTMENT OF THE AIR FORCE
102D INTELLIGENCE WING (ACC)
MASSACHUSETTS AIR NATIONAL GUARD
OTIS AIR NATIONAL GUARD BASE MASSACHUSETTS

When Col. Anthony Schiavi, 102nd Intelligence Wing commander, shot down a MiG-23 Flogger in the sky over Iraq in 1991, by all accounts it was a textbook mission. When interviewed later he said, "...we were doing what we had been trained to do; to get three kills and make sure we got safely across the border and back home again."

A truck is burning on the Massachusetts turnpike. Master Sgt. Matt Stockwell, 102nd Intelligence Wing safety office, is serving in his civilian job as an EMT and responds.

"My training taught me to quickly recognize hazardous materials, determine the contents that were at risk and reduce the uncertainty. My Air National Guard training allowed me to much faster assess the incident and mitigate hazards," said Sergeant Stockwell.

An intelligence analyst considers an image that is confusing. Her training leads her through a critical analysis that allows her to source and correlate information to make a decision.

"I've been taught a way of thinking that I now just do without realizing it," she says.

I recently broke 11 minutes for my mile and a half run with barely a sweat. While not as cool as pushing the button on an AIM-7 Sparrow air-to-air missile, I had been running regularly and felt it was an accomplishment.

What do all these scenarios have in common? Training. Practicing over and over again so when we do something for real, it can happen smoothly.

Training is a process which intends to establish and improve the capabilities of military personnel in their respective roles. It is vitally important. Good training can improve our everyday activities and can save lives. Training is what we default to when things get tough. Here at the 102nd, we are committed to providing the highest quality training for our airmen, so when they are called upon to use their skills they are armed with the best possible knowledge.

One program we have put in place to help achieve that goal is our March super training weekend. Hopefully by now you all know that next month we will have a three day drill where we will accomplish much of the ancillary training requirement. I know ancillary training can seem painful but stop and think how helpful some of those skills will be if you should ever need them. In many ways military training is a benefit. Every one of the classes will provide valuable information if and when needed – both on and off duty. By the end of the February drill weekend you should know which classes you will be attending in March. Arrive with your ears open and your mind ready to learn.

Equally as important, if not more, is our skill set in our individual Air Force Specialty Codes. Here again the Wing is committed to providing our airmen the time and resources for the best possible training opportunities. Three hours every drill are set aside for work in your AFSC. Sunday mornings should be dedicated to working in your primary duty and assigned AFSC. This is a chance to sharpen our skills and practice our jobs – especially those tasks that don't get exercised as part of day-to-day life. If this isn't happening in your section, talk to your supervisor or please come in and see me.

Training - specialty and ancillary - is a key component in our readiness and mission execution. Training teaches the information and techniques necessary to be effective servicemembers.



102ND CIVIL ENGINEER SQUADRON TRAINING PROVIDES SERVICES TO OTIS

By Chief Master Sgt. James Haehnel
102nd Civil Engineer Squadron

During the November and December Unit Training Assembly weekends, the 102nd Civil Engineer Squadron's Site Development Flight honed the engineering skills they depend on during deployment missions. They developed a real world scenario here at Otis to improve their methodology while creating a valuable product for the Base.

Staff Sgt. Peter Kurt and Senior Airmen Thomas Ard, Theodore Trowbridge and Wallace Musser used sophisticated surveying equipment and a combination of surveying techniques to collect data that will be used to produce a detailed site plan of the drinking water well owned and operated by Otis Air National Guard Base.

The Flight employed both Global Positioning System surveying and conventional instrument surveying to collect data for the well site. The process of surveying in the remote well location required the team to set up the GPS base station at a known location and then move it to a series of other locations in a leap frog manner to establish a series of known accurate points that traversed the Base. The team was proficient in the procedure by the end of the weekend. The group used both GPS and traditional surveying equipment to survey buildings, utilities, and other features at the well site.

Surveying is the first step of a two-part process to document the complexity of the structures and underground utilities at the well site. During upcoming training weekends, the Flight will use this survey data and Computer Aided Drafting and Design to create detailed plans of the well site. They will also use the data to update engineering documents used by the 102nd Civil Engineer Squadron personnel in the day-to-day operations of the drinking water system for the entire Massachusetts Military Reservation.

When deployed, the Site Development Flight is expected to design construction projects and document existing infrastructure. These tasks require skills in surveying, Geographic Information Systems (GIS), Computer Aided Drafting and Design (CAD) and general engineering. This type of engineering work is practiced in commercial industry and by the full time civilian engineers that work in the 102nd CES. The home base project is a great match between contributing to base operations and preparing for deployment. Working on an actual project here allows the Site Development Flight to produce critical engineering data for the Otis water distribution system operators and allows the team to find solutions to problems they might encounter in other parts of the world, thus preparing them to carry out their duties more efficiently when deployed.



102ND DONATES UNIFORMS TO LOCAL CIVIL AIR PATROL SQUADRON

U.S. Air Force Photos/Capt. Evan C. Lagasse

As the 102nd Intelligence Wing transitions from the Battle Dress Uniform to the new Airman Battle Uniform, airmen here put their decommissioned BDUs to good use. Instead of allowing the old uniforms to collect dust and take up space in household closets, the airmen removed all rank and patches, washed, folded, bagged and donated their old uniforms to local Civil Air Patrol cadets. In the photographs below, Tech. Sgt. Christian Fiore, 253rd Combat Communications Group, loads a Civil Air Patrol truck with 65 donated BDU sets, Dec. 16. Fiore is the commander of the Cape Cod Composite Squadron Civil Air Patrol unit, holding the rank of captain.



Airman in the Spotlight



Airman First Class Diana Bidy

Airman 1st Class Diana Bidy, 102nd Intelligence Wing orderly room, has been with the 102nd for less than a year.

Airman Bidy was born and raised in Dorchester, Mass., where she still lives.

Civilian Job:

During the week, when she is not working at Otis, Airman Bidy works full-time at Brigham and Women's hospital in Boston, as a security concierge.

Hobbies: Laser tag, movies, ice skating in the winter.

Favorite movie(s): Grease (all time favorite), Cry Baby

Best book read: "Black Girl Lost" by Donald Goines. "It kind of introduced me to reading. I never liked it before," she says.

Ideal vacation: Sydney, Australia

If you would like to nominate a 102nd Intelligence Wing member for the monthly "Airman in the Spotlight" feature, contact Evan Lagasse at (508) 968-4003 or e-mail evan.lagasse@ang.af.mil.

MILITARY PERSON OF THE YEAR

By Capt. Evan C. Lagasse
102nd Intelligence Wing Public Affairs



The 102nd Intelligence Wing honors one deserving Airman annually as its "Military Person of the Year." For 2009, the award was earned by Master Sgt. John Mallard.

Mallard, 44, from Bourne, Mass., serves as the 102nd Intelligence Wing Honor Guard Non Commissioned Officer in Charge (NCOIC) while assigned to the 102nd Force Support Flight.

"Sergeant Mallard is a dedicated professional who strives for perfection in all endeavors. He consistently demonstrates sound, mature judgment and extreme flexibility," said Col. Anthony Schiavi, 102nd Intelligence Wing commander.

En route to being named the 2009 Military Person of the Year for the 102nd Intelligence Wing, Sergeant Mallard was selected as a Senior Non Commissioned Officer of the Quarter, the Senior Non Commissioned Officer of the Year and the Honor Guard Program Manager of the Year.

Sergeant Mallard is an exceptional leader, manager, and organizer who displayed strong leadership attributes and a sincere desire to excel while organizing and executing more than 300 funeral details and over 25 honor guard details in 2009.

The inspiring enthusiasm and spirit consistently displayed by Sergeant Mallard is credited for rejuvenating and breathing new life into the Color Guard Program, which increased its membership by 25 percent and its details by 60 percent. Sergeant Mallard encourages professional pride while focusing his team on top quality performance and mission excellence.

Sergeant Mallard's dogged adherence to the U.S. Air Force's third Core Value, 'Excellence in All We Do', is evident to anyone who attended one of the 50 in-house Honor Guard practices lead by the Senior NCO in 2009. The tireless practice schedule resulted in a 20-person team becoming fully qualified in Military Funeral Honors.

Officer PME: Training today's leaders every step of the way

*Some content originally published by 1st Lt. Yasemin Randall
39th Air Base Wing Public Affairs*

AIR AND SPACE BASIC COURSE

The first level of officer PME instruction is the Air and Space Basic Course. ASBC is a six-week training course that concentrates on the fundamentals of Air Force doctrine, core values, teamwork and officership. The course teaches newly commissioned officers their role as Airmen and understanding how air, space and cyberspace power fit into joint war planning.

SQUADRON OFFICER SCHOOL

The second level of officer PME is the Squadron Officer School (SOS). The SOS program is offered both in residence at Maxwell Air Force Base, Ala., and by correspondence through the non-resident online course. Captains with at least four and less than seven years of total active commissioned service, who are not in a failed or deferred promotion status, are eligible for SOS selection. SOS students learn leadership competencies and their roles as Air Force officers in air and space power and joint operations.

AIR COMMAND AND STAFF COLLEGE

The next level of officer PME is the Air Command and Staff College. ACSC is the intermediate PME course for selected officers in the major and major-select ranks. The 40-week course focuses on challenges of leadership and command, national and international security, strategy and war, expeditionary air and space power, joint forces, planning joint operations and joint air operations. The curriculum prepares officers to think critically and analytically about joint operations and strategy of war. Upon completion of the 34-semester hour course, students can obtain a Master of Military Operational Art and Science Degree.

AIR WAR COLLEGE

The senior-level officer PME is the Air War College (AWC). AWC is also a 40-week graduate-level program and is offered to selected colonels and lieutenant colonels. Although the AWC is open to international military officers and officers of other service branches, only U.S. students attending the senior-level PME are dually enrolled in the Air University Master of Strategic Studies degree program. The AWC curriculum consists of four areas of study: leadership and ethics, international security studies, national and military strategy, and joint/coalition military operations. The course focuses on coalition war fighting and national security issues. Upon completion of AWC, U.S. students obtain a Master of Strategic Studies degree through the Air University.

THE UNITED STATES AIR FORCE SALUTES AFRICAN AMERICAN HISTORY MONTH BEYOND COLOR EXISTS PRIDE: BLACK HISTORY MONTH

By Senior Master Sgt. Michael J. Poirier
102nd IW Human Resources Advisor

Americans have recognized black history annually since 1926, first as "Negro History Week" and later as "Black History Month". What you might not know is black history had barely begun to be studied - or even documented - when the tradition originated. Although blacks have been in America at least as far back as colonial times, it was not until the 20th century they gained a respectable presence in the history books.

In 1619, Africans were first brought to the English colony of Jamestown, Virginia, and among them was Anthony Johnson, an indentured servant who eventually purchased his own freedom, his own land and even his own servants. Over 150 years later, escaped slave Crispus Attucks became the first casualty in the 1770 Boston Massacre, and throughout the 18th and 19th centuries slave rebellions occurred, as people had become intolerant to the inhumanity of slavery.

Around the 1800s, the antislavery movement began to take off with prominent abolitionists, such as William Lloyd Garrison, the Tappan Brothers, Frederick Douglass and Harriet Tubman standing at the forefront of the movement. In the 1860s, slavery proved to be the main catalyst for the Civil War that would kill thousands, and later what became known as the "Civil War Amendments" freed slaves, provided civil rights to all Americans, and gave Blacks the right to vote.

In the early 20th century, Jack Johnson became the first Black heavyweight champion, W.E.B. DuBois founded the NAACP and Marcus Garvey formed the Universal Negro Improvement Association (UNIA), an organization established to promote Black pride and the unity of Blacks around the world.

The 1920s ushered in the Harlem Renaissance and notable figures from this era included Langston Hughes, Duke Ellington, and James Baldwin. By the late 1940s, Jackie Robinson had integrated

the game of major league baseball and just a year later, President Harry S. Truman issued an executive order integrating the U.S. Armed Forces.

With the 1954 decision of Brown v. Board of Education of Topeka, schools were racially integrated, however it was not until the gruesome murder of Emmett Till that the Civil Rights Movement began its' journey toward ensuring all had achieved equality. In 1957, after a difficult school year, members of the "Little Rock Nine," the first Black students to attend an all-white Central High School, graduated -- a positive indication of Blacks being on the path toward equal citizenship.

Despite continued violent and unfair treatment, the Rev. Dr. Martin Luther King, Jr. continued to encourage patience and nonviolence, and though his 1963 "I Have a Dream" speech energized many to seek equality, the late 1960s proved to be a trying decade, with the continued struggle for civil rights and the assassinations of Malcolm X in 1965 and King in 1968. As a result, many Blacks lashed out through a series of race riots in California, New Jersey and Michigan.

Affirmative action became the main focus of the 70s and 80s, and just within the last decade both Colin Powell and Condoleezza Rice became the first black man and first black woman, respectively, to hold the position of U.S. Secretary of State. Just two years ago, now President Barack Obama became the first Black person to be nominated as a major party nominee for president and by November of that same year, became the first Black person elected to that position.

Since 1926, Americans have come a long way from "Negro History Week" and have begun to recognize the impact and presence African Americans have had over the last 400 years. As we move forward in this new decade, historians will study and document what many will accomplish; reverence and pride will be accorded to those who will make a difference and many will place their names in the history books for all to read and revere.



VIEW OTHER ART AND PHOTOS AT WWW.AF.MIL

PRODUCED BY DEFENSE MEDIA ACTIVITY SAN ANTONIO

OPERATION HOMEFRONT NEW ENGLAND

By Bill Moore



Operation Homefront provides emergency and morale assistance for servicemembers, for the families they leave behind and for wounded warriors when they return home.

Operation Homefront, a nonprofit organization, was formed in February of 2002. It was developed to support the families of deployed service members immediately following 9/11. Operation Homefront is headquartered in San Antonio, Texas, and has evolved into a major nonprofit. Operation Homefront currently provides services to military families across the nation with 30 chapters serving 37 states. The national office handles cases in states that do not have their own chapter.

In 2008, Operation Homefront met the needs of more than 65,000 military families, to include active duty, Guard and Reserve from all branches of service. Since its inception, Operation Homefront has provided more than \$105 million of funding to programs that benefit military families.

Operation Homefront provides direct services that alleviate a military family's or individual's actual/complete emergency financial burden, as well as counseling and/or recovery support. Emergency financial assistance is provided in the form of checks paid directly to mortgage lenders, auto mechanics, contractors, hospitals, doctors, dentists and other providers. Other emergency funding assistance, which an applicant receives within 24 to 72 hours, includes the following:

- Emergency food
- Urgent/critical healthcare assistance
- Critical baby items; formula, food and diapers
- Financial assistance
- College scholarships for spouses and children
- Vehicle repairs and vehicle donations
- Furniture and household items
- Emergency home repairs
- Computer maintenance and repairs
- Vehicle and home remodels for disabled wounded warriors
- Operation Homefront Villages for wounded and their families

The majority of our clients are the lowest-paid servicemembers; the E1 through E6 enlisted ranks. The target population is American military personnel and/or their families who have unmet needs due to death, injury, physical or mental detriment, or financial hardship as a result of service in Iraq or Afghanistan. These may include active duty, Reserve, National Guard and veteran service members. They are a diverse ethnic group (64 percent are minorities): approximately 20 percent are African-American; 5 percent Asian-American; 34 percent Hispanic/Latino; 5 percent Native American; and 36 percent Caucasian. Roughly 75 percent live at an income level 80 percent below the

median income for the communities in which they reside.

Servicemembers and their families are proud, disciplined people who apply to Operation Homefront out of genuine need. Operation Homefront responds with assistance, compassion, solutions and empathy. Our clients serve with honor. They do what they are told regardless of their personal beliefs or opinions regarding current U.S. policy. Operation Homefront does not discriminate on the grounds of age, ethnicity, gender, geography or physical limitations. It is important to acknowledge that war time injuries (shrapnel wounds, amputations, paralysis, head trauma, Post Traumatic Stress Disorder, etc.) can last a lifetime. All of our programs offered to military families were developed to meet the immediate needs of the target population. Our Web community, Operation Homefront Online, was created specifically to educate and support military wives and women in uniform. We're proud to earn the highest rating - four stars - from Charity Navigator, the nation's top independent evaluator of nonprofit organizations.

For more information, please visit us online at <http://www.operationhomefront.net/>.



WING RECEIVES SAFETY AWARD, SHOWS COMMITMENT TO VOLUNTARY PROTECTION PROGRAM

By 102nd Wing Safety Office

The 102nd Intelligence Wing Safety Office would like to introduce you to the latest recipient of the Wing Safety Award...YOU!

That's right, due to many outstanding efforts observed around the various offices and shops here at the 102nd, the ESOH Council nominated the entire unit for this award!

Here are a few examples of Safety excellence:

Senior Master Sgt. Steve Brown, 101st Intelligence Squadron, was recognized as the "Heartbeat" of the newly established 102nd Basic Rider's Course. The Wing now has six motorcycle instructors trained by the Motorcycle Safety Foundation and will be providing courses in early spring.

Master Sgt. Curtis Pierson, 101st Intelligence Squadron, recognized there was an electrical issue with the third tier elevator sounding the fire alarm. All personnel evacuated building 158 within minutes without incident.

Tech. Sgt. Joe Richardson, 102nd Communications Flight, took over their Confined Space Program and assisted Wing Safety to find solutions for the weaknesses of the program. The Confined Space Program is a very serious program nationwide and if not managed properly, serious injury or fatalities could occur.

Mr. Thomas Jones, 102nd Civil Engineer Squadron, demonstrated good safety practices during the moving of the Static Display Aircraft from around the museum. There were no sound procedures for this task. Mr. Jones and team had to utilize ORM and come up with their own step-

by-step procedures to safely complete this mission.

Please note these are just a few examples witnessed by Wing safety throughout the year. Many great things have been accomplished without sacrificing the

safety or health of our personnel.

While the awards program is a traditional means of recognition observed Air Force wide, there is a greater, overarching program.

The Wing is aiming to obtain "Star Status" from the Occupational

Health and Safety Administration (OSHA) for the Voluntary Protection Program (VPP).

So, you might ask, "What do I have to do to help with VPP?" Really, this is not expected to require any extra effort. In fact, we've met many of the requirements just by everyone doing what they're supposed to do. In fact, active and meaningful employee involvement is one of the key elements to having an effective program. The entire Wing receiving the Wing Safety Award shows there is already a level of commitment from all aspects of the organization.

For the Wing personnel that manage various aspects of Wing Safety programs, there will be some fine-tuning of those programs, as there is always room for process improvement.

The Wing Safety Office made great strides in accomplishing the Wing Commander's 2009 Safety Goal of attaining "Star Status" in the VPP by 2010.

Mission FIRST; Safety Always!



PROMOTIONS >>



RICHARD C. MELCHER

MICHAEL P. MOYNIHAN



CARLOS ALICEA

RUBEN HERNANDEZ-GANDIA

PAUL S. JOHANSEN

DALE J. MELANSON

ANNOUNCEMENTS >>

FINANCIAL GUIDANCE

The 102nd Family Readiness Office and the Financial Planners Association of Massachusetts proudly announce the start of the FREE 2010 Financial Readiness Series. All servicemembers and their families are invited, Feb. 6, in the Building 197 classroom for one or both briefings:

Budget Planning:
10 - 11 a.m.

Debt Management:
12:30 - 1:30 p.m.

FIRST SERGEANT VACANCY

The 102nd Security Forces Squadron has a First Sergeant vacancy. Interested personnel should submit a resume and copy of current fitness score to Chief Master Sgt. Wayne Raymondo. Chief Raymondo can be contacted at (508) 968-4900 or by e-mail at wayne.raymondo@ang.af.mil no later than 3 p.m., Feb. 12. For a description of duties, responsibilities and qualifications, see Air Force Instruction 36-2113. Applicants must be a master sergeant or promotable technical sergeant. Technical Sergeant applicants must be a graduate of an in-residence noncommissioned officer academy and be immediately eligible for promotion to master sergeant.

H1N1 VACCINATION

The 102nd Medical Group administered 568 H1N1 vaccinations to servicemembers during the January unit training assembly weekend. The H1N1 vaccine (shot NOT mist) is mandatory for all military personnel.

STOP-LOSS PAYMENTS CONTINUE, BUT SOME NO LONGER ELIGIBLE

The fiscal 2010 defense budget extends payments to servicemembers involuntarily extended on active duty under the so-called "Stop Loss" program, but those who received a bonus for voluntarily re-enlisting or extending their service between September 2001 and September 2008 no longer qualify for retroactive stop-loss pay. Defense Department officials put the new policy into effect Jan. 5, modifying eligibility for retroactive special pay to comply with Section 8108 of the 2010 Defense Department Appropriations Act, which took effect Dec. 19.

CHAPEL CALL

By Chaplain (Capt.) Mary Scheer
102nd Intelligence Wing Chaplain

"How to be Happy" part 2

This month as we continue our four part series on how to be happy, we will look at dealing with stress.

Stress can have a powerful effect on our well being:

- Too much negative stress can potentially lead to depression.
- Folks of all ages are susceptible to the affects of stress. College surveys show 80 percent of students feel overwhelmed; 45 percent depressed to the point of not functioning.
- The average age of onset for stress and depression is getting younger at just 14, where in 1969 the average age was 29.
- Stress weakens our immune system.
- Being overwhelmed, having too much to do is so common now. Ellen DeGeneres says, "We abbreviate words like ADD because we're too busy and distracted to pronounce the whole thing. There's a new disorder, TBD = Too Busy Disorder."
- However, we don't get happier just by getting rid of anxiety. We have to do some work addressing the stress in our lives. When we cultivate strength and well being, we become more resilient and our emotional immune system gets stronger.

What do we do about stress? SIMPLIFY!

- *Simplify where you spend your energy.* To reduce stress, look at the "more" factor. How much energy do you spend "doing?" We may need to do less rather than more. The idea of doing less is not an exalted value in this culture, which too often teaches that in order to be successful we have to do more, be more and have more. But the road to success is littered with exhausted and stressed out people who've lost relationships and families in the search of "more." Then in cyclical response to stress our thinking turns to "more" again...if we can just "get more done," "be more," "make more," even "lose more (weight)," and so on, the stress will go away and we'll be happy.
- *Simplify where you spend your attention.* We can see examples every day of how quantity affects quality. For instance, you may like one song like Whitney Houston's "I will always love you" and another song, the chorus piece from Beethoven, you like them both separately so for maximum effect you play them at the same time. What happens? Chaos and stress. Quantity affects quality. Even things we like can be stressful when they compete against each other for our time, attention and energy. Reduce multi-tasking (quantity and quality). We e-mail while doing other work that requires concentration or while we're with other people. A study showed it caused the equivalent of losing 10 IQ points. As a comparison, when you haven't slept for 36 hours, you lose 10 IQ points. It's not uncommon at my house to walk in the living room to find all of my children gathered around the couch watching TV while working on their laptop, texting on their phones and having a conversation with each other...I wonder how we can be fully present with one another when our attention is often so divided.
- *Simplify where you spend your money.* With the economy being such a mess, more people than ever are stressed about money. Take a look at how money - the pursuit, spending and management of it - affects your stress level. Research showing the relationship between money and happiness reveals that after our basic needs of food and shelter are met, additional money does little to affect our well being.
- *Simplify where you spend your time.* What does affect our well being? We can be stressed out by the constant feeling of chasing after something or of being chased by something. If we are seeking affluence, we should seek 'time affluence.' How often have you heard yourself say, "I'd like to do this or that,"

but I just don't have time. Instead, 'time affluence,' is having the time to savor and enjoy something. Time we spend with people we care about and who care about us.

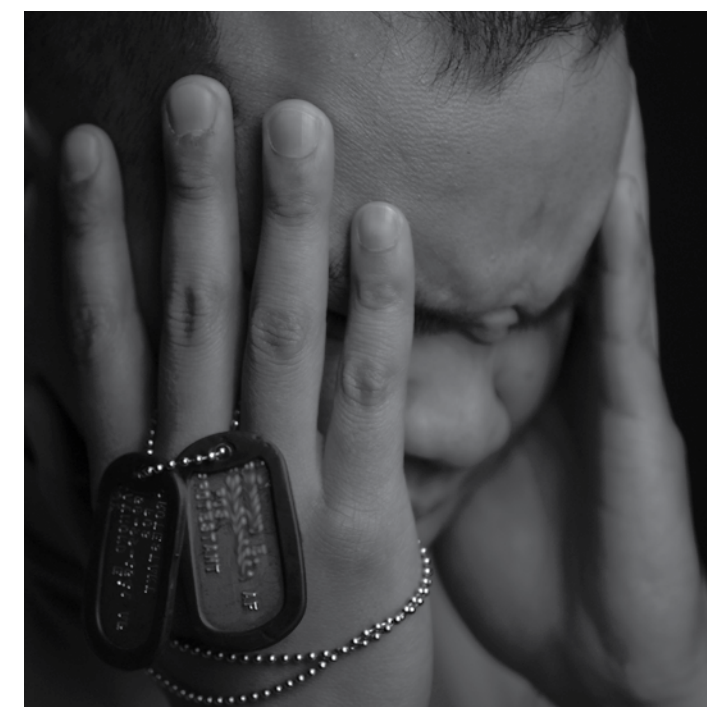
Stress in and of itself is not the problem! Certain kinds of stress can be good for us and help us to grow more resilient. We stress our muscles when we lift weights. We lift, rest, lift again...doing this actually causes our muscles to break down but the more we do it, the stronger our muscles become.

Stress becomes a problem when we lift the same weight over and over again until the point of hurting ourselves. The problem is the lack of recovery on the physical, psychological and emotional level. People who are successful and thrive are not folks who have no stress, they're folks who've learned how to manage it and having an intentional recovery plan is part of that success.

Professor Ben-Shahar suggests we need a stress management system that utilizes multi-level recovery.

- Micro (minutes, hours) (15 minute breaks after a couple hours of work - with no phone or e-mail) this is the best for rejuvenating creativity.
- Mezzo (nights, days) getting a good night's sleep. A lot of research ties good sleep to higher levels of well-being and happiness, as well as increased ability to cope with stress and creativity and productivity. We also have to take a day off. People who do that report higher creativity and productivity.
- Macro (weeks, months) - If possible, try to take a week off every four months. There is a connection between 'create and recreate.' It takes time to relax, restore and renew.

Expectations, money and time are some of the biggest contributors to stress because they impact our thinking, our priorities and ultimately our relationships. By simplifying where we're spending our energy, attention, money and time, we can lighten the load on our system, reduce stress and strengthen our emotional, spiritual and physical reserves for the unexpected stressors the future may hold.



CONGRATULATIONS

2009 Recipient of Otis Chief's Council Scholarship

The 2009 recipient of the annual Otis Chief's Council Scholarship is Rebecca Gaddis, daughter of Senior Master Sgt. Mark Gaddis, 102nd Civil Engineer Squadron.

Rebecca attends Worcester Polytechnic Institute (WPI) in Worcester, Mass. She is majoring in Physics with a minor in Mathematics concentrating on Quantum Physics. While at WPI, Rebecca plans to earn her teaching certificate and she is also enrolled in the BS/MS program in order to move on to a Masters degree program. Her Grade Point Average is 3.5 and she is very active in clubs at school which include Student Alumni Society, Society of Physics Students and the WPI Republicans.

Outside of school, Rebecca works at the Oxford Community Center as the senior activities coordinator, she serves as Secretary to the Tercentennial Committee and she's a member of the town's Cultural Council.

The Chief's Council awards two scholarships annually; one for a military member and one for a dependent of a military member.

Applications for the 2010 Chief's Council Annual Scholarships are now being accepted. One \$500 scholarship will be awarded to a member of the 102nd Intelligence Wing, 253rd Combat Communications Group or 267th Combat Communications Squadron and one \$500 scholarship will be awarded to a child of a military member assigned to one of the previously mentioned organizations. Applications must be received no later than Aug. 31. Further details can be found on the Chief's Council Web site located on the Intranet at: <https://teamotis.maotis.ang.af.mil/organizations/chiefs/chiefs-scholarship.htm>.



Rebecca Gaddis (center) is congratulated by (left to right) her father, Senior Master Sgt. Mark Gaddis and Otis Chief's Council members, Chief Master Sergeants James Haehnel, Deb Cho and Andy Heckler.



Public Affairs Office
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