

U.S. AIR FORCE

LEADER

Fall 2008 Vol. 30, Issue 4



FIELD TRAINING

PLUS...

**AFOATS renamed
New commanders
and more!**

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Air Force/Master Sgt. Scott Moorman

U.S. AIR FORCE LEADER

A PRODUCT OF THE HOLM CENTER OF EXCELLENCE

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On the cover...



Six classes of ROTC cadets completed a new six-day combat training exercise during summer field training at the Joint Forces Training Center at Camp Shelby, Miss. See highlights

on the new expeditionary course on pages 13-15. (Air Force photo/Master Sgt. Scott Moorman)



Around the Air Force

AF Marathon starts Sept. 19

WRIGHT-PATTERSON AIR FORCE BASE, Ohio -- The Air Force kicks off its annual marathon events here Sept. 19 starting with the 5k run at Wright State University. The marathons (full and half), 10k and wheelchair events get underway Sept. 20. For more information or to register for events, visit www.usafmarathon.com.

SECAF, CSAF stress 'back to basics'

WASHINGTON -- The acting Air Force Secretary Michael Donley and Gen. Norton Schwartz emphasized a "back-to-basics" approach to get the Air Force back on track in areas ranging from the nuclear enterprise to acquisition in an Aug. 12 press conference at the Pentagon.

"(General Schwartz) and I have several issues to address together: the nuclear enterprise, of course; care for our wounded warriors; our intelligence, surveillance and reconnaissance posture; the acquisition process; modernization and recapitalization; and, of course ... continued support for the global war on terror," Secretary Donley said.

In keeping with sentiments expressed in a ceremony held earlier in the day, General Schwartz spoke of the importance of maintaining the nation's trust by applying the "back-to-basics" standards of precision and reliability in the execution of every mission.

NASA turns 50

SAN ANTONIO -- NASA has turned 50 years old. It was established on July 29, 1958, when President Dwight D. Eisenhower signed the National Aeronautics and Space Act, providing for research into the problems of flight within Earth's atmosphere and in space.

The act inaugurated a new civilian agency designated the National Aeronautics and Space Administration, or NASA, that began operations on Oct. 1, 1958. Now, in addition to its headquarters in Washington, D.C., NASA facilities include 10 centers



Department of Defense/Cherie Cullen

Schwartz becomes CSAF

WASHINGTON -- Gen. Norton A. Schwartz, a 35-year veteran in special operations, became the 19th Air Force chief of staff, during an official ceremony Aug. 12.

On June 9, Secretary Gates recommended General Schwartz, who was the U.S. Transportation Command commander, to replace Gen. T. Michael Moseley who resigned June 5.

"General Schwartz's leadership qualities make him the right man at the right time [for this job]," he said. "He is one who has lived the core values of Airmen and women: integrity first, service before self, and excellence in all we do."

General Schwartz previously served as the commander of United States Transportation Command, or USTRANSCOM.

around the country staffed by nearly 19,000 employees.

Elmendorf commander dies

ELMENDORF AIR FORCE BASE, Alaska -- Brig. Gen. Thomas L. Tinsley, commander of the 3rd Wing, died of a gunshot wound July 27 at his on-base residence.

Elmendorf medical authorities responded and General Tinsley was declared dead at approximately 10:30 p.m. July 27. The general had served as the wing commander here since May 2007.



Brig. Gen. Tinsley

a memorial service July 31.

B-52H reaches retirement

MINOT AIR FORCE BASE, N.D.

-- The first B-52H Stratofortress reached retirement after more than 45 years of dedicated service to the country on its final flight to Davis-Monthan Air Force Base, Ariz., July 24.

The B-52H was built in 1961 and is the first of 18 B-52Hs selected by Air Combat Command to retire. Every two weeks a B-52H will be retired, alternating between here and the 2nd BW in an effort to maximize funding for the aging assets.

Predator passes 400k flight hours

LANGLEY AIR FORCE BASE, Va. -- The MQ-1 Predator unmanned aircraft system surpassed 400,000 flight hours during a mission within U.S. Central Command Aug. 18. Members of the 15th Reconnaissance Squadron, part of the 432nd Air Expeditionary Wing at Creech AFB, Nev., flew the milestone mission in support of continuing operations in Iraq and Afghanistan. 

School briefs

UT-081 cadet competes in rifle national competition (JROTC)

ANNISTON, Ala. — Cadet Austin Maughan from Clearfield High School in Clearfield, Utah, finished 20th overall against more than 162 marksmen during the 2008 National Junior Olympics here this summer.



Record number of NE-771 cadets get ROTC scholarships (JROTC)

BELLEVUE, Neb. — Nearly one-third of the senior cadets at Bellevue West High School here earned full four-year ROTC scholarships with an average GPA of 2.9.

Out of the 31 seniors, 10 cadets earned the scholarships: Kaylynn Points, Dakari White, Anthony Fletcher, Steve Marion, John Moore, Andrew Germer, William Breitfelder, Edward Lee and Athene Klein.

“This is a new record for our wing,” explained Senior instructor retired Lt. Col. Ralph Tosti. “We’ve never had this many scholarships in my 17 years here.”

Texas cadets win \$3k after rigorous rocket competition (JROTC)

DENTON, Texas — Cadet Bregg Reedy and Eric Thompson placed in the top 10 of nearly 650 competitors in the Team America Rocket Challenge May 17 in The Plains, Va. The cadets designed, built and tested their model rocket with the goal of



Courtesy photo

Air Force Junior ROTC cadets from North High School's MN-20061, North Saint Paul, Minn., participate in the 2008 North Saint Paul Memorial Day Service. The unit, which participated in three cemetery services with members of the local VFW Post 1350 and American Legion Post 39, logged more than 2,100 community service hours in the past year. Retired Master Sgt. Brian Buesgens, a senior aerospace science instructor at the school, said after just two years in existence, MN-20061 continues to grow and “is rapidly becoming the most talked about program in the school.”

reaching 750 feet altitude and parachuting two raw eggs safely to the ground within 45 seconds. The team finished 10th overall and first among the 13 teams within the state of Texas. They also earned themselves a \$3,000 scholarship and prizes for their top ten finish.

GA-20054 cadet wins armed exhibition drill meet (JROTC)

PERRY, Ga. — Cadet John Elliot

from Northgate High School outmatched students from more than 20 schools to win the Georgia Air Force Association's drill meet this summer. According to local press reports, the high school senior also took second place honors at another drill meet, the North Georgia College Drill Meet, against more than 15 schools representing all military service branch Junior ROTC programs.

Continued on next page

School briefs

Air Force, Army ROTC cadets test close combat skills (ROTC)

WASHINGTON — More than 50 Air Force and Army cadets from the University of Maryland completed joint military operations on urban terrain and close quarters battle tactics training this spring at an abandoned hospital. Army instructors from Fort Benning, Ga., were on-hand to train the Det. 330 cadets as they learned about unit cohesion, weapons handling and other basic combat skills.

Cadets pull for a good cause (ROTC)

NEW CASTLE, Del. — More than 34 teams, including cadets from Det. 128 at the University of Delaware, participated in the 2008 Delaware Air National Guard Plane Pull May 4. For the tenth straight year, competitors played tug of war with a 100,000 C-130 cargo plane to help raise more than \$20,000 for the Delaware Special Olympics. Over the course of 10 years, the event has raised more than \$150,000 for the respective cause.

Army Chief of Staff commissions Minnesota ROTC cadets (ROTC)

MINNEAPOLIS, Minn. — The Army's top general, Army Chief of Staff Gen. George Casey, spoke to several cadets at the University of Minnesota ROTC before participating in a joint commissioning ceremony May 22.

"It was amazing that the Chief of Staff of the Army made the effort to present and support us, the future leaders of our respective military services," said 2nd Lt. Brandon Miller shortly after reciting his oath of office and earning his commission.

Det. 850 cadet awarded honorary degree (ROTC)

SALT LAKE CITY, Utah — After more than 50 years since Bernard Fisher quit college to fly a jet fighter in the Korean War, the University of Utah awarded the 81-year-old war veteran a bachelor's degree for his service. Det. 850 also awarded its first Fisher Leadership Award to the unit's 2008 top graduate. 🙏



Courtesy photo from Jeopardy! Productions, Inc.

ROTC cadet starts Air Force career with extra cash

Air Force ROTC Cadet Joey Beachum poses for a photo with Jeopardy! host Alex Trebek shortly after winning \$100,000 on the collegiate circuit finale May 16. Less than a week later, Cadet Beachum received his commission as an Air Force second lieutenant and is training to become an intelligence officer.

What makes a good leader?

By James Wiggins
Holm Center curriculum



If you spend much time around the Air Force you will eventually find yourself involved in a debate over what attributes a good officer should possess.

The questions are abundant. Should a good officer be mission driven or people driven? Is a great leader a motivator or a disciplinarian? The debate inevitably leads to the nature versus nurture argument of whether great officers are born with the art of leadership or trained in the craft of leadership.

The argument naturally proceeds to a discussion about commissioning sources. Where do the best officers come from? Is the best officer prior enlisted? Does the best officer come from Officer Training School, Reserve Officer Training Corps or the United States Air Force Academy?

Fortunately or unfortunately – depending on your point of view – there is no one correct answer to these questions.

Over my 22-year military and civilian career I have found that being a great officer has more to do with the type of person the officer is than it does with where he earned his commission.

While my evidence is admittedly anecdotal, I have found that without exception, those officers I have admired the most brought simple concepts to their leadership; they never compromised their integrity and they always took care of their people.

While these are admirable traits, the question remains, are great officers born or can anyone become a great officer?

Like the earlier question about commissioning sources, there is no clear-cut answer to this age-old question either.

As far back as the 17th Century, French philosopher René Descartes theorized that people were born with personalities and beliefs that drive their approach to the world. Around the same time, John Locke, an English philosopher, took the opposite view

when he theorized that people were born *Tabla Rasa*, or as a blank slate to be molded by their life experiences.

How do we reconcile these opposing arguments to answer our question?

Personally, I subscribe to a belief that falls in the middle of the two thoughts.

In other words, officership is half art, or those things you're born with, and half craft, or those things you can learn.

While the middle ground might seem to be the easy way out of the debate, it is in fact the best way. This belief encompasses the best elements from both sides of the nature versus nurture argument.

Samuel Huntington's classic book, "The Soldier and the State," theorized that officership was "...neither a craft nor an art...but an extraordinarily complex intellectual skill..."

While I agree with Huntington's assertion that officership is a "...complex intellectual skill requiring comprehensive study and training," I disagree with his theory that officership is neither a craft nor an art.

In fact, as asserted earlier, officership is both a craft and an art.

As a career educator and retired officer, I know we can help a person perfect the craft of officership through "comprehensive study and training," but he must come to the table already possessing traits in the art of officership. How do you recognize an officer who possesses these traits?

Easy, they are people with ethic and values such as integrity and selflessness.

Integrity is everything. Regardless of who you are you get exactly one opportunity to compromise your integrity! Once you do something to give people a reason to question your integrity everything you do from that point on will be subject to interpretation by your superiors, your peers, and most importantly, your subordinates.

When that happens, your effectiveness as an officer and a leader is forever

diminished.

Why does anyone care if you occasionally fracture a law or two to get the job done?

Because, if you'll violate one law or order you might violate another; if you'll tell one lie, you might tell another.

It is called the slippery slope. When you give an order to a subordinate, you must always be cognizant of the impact your actions have on the way they perceive and react to your orders.

If your subordinates see you break laws or cut corners they might be inclined to follow your example and not your orders. In our profession that could prove lethal to them or others. If you care about your people, then do not let this happen, zealously guard your integrity by always doing the right thing.

What does officership have to do with caring for your troops? As an officer, you will be entrusted with America's greatest resource, her sons and daughters.

The oath of office you take demands you do nothing to compromise that trust. It should go without saying that one of the keystones of effective officership is the ability to maintain that trust and take care of your people.

While some might think that people are not important in a force as technologically advanced as ours, you must not let yourself fall into this trap. Without our people, all the technology is useless.

Without our people we cannot fly, we cannot fight, and we cannot win! As a service, we are famous for saying our people are our greatest asset. This has never been truer than it is today.

Officership is all about leading people to effectively accomplish assigned missions. As you progress through your military career you will hear the often quoted leadership maxim, "if you take care of the troops, the troops will take care of the mission."

This is the essence of the art of officership. As you progress through your training remember, anyone can master the "extraordinarily complex intellectual skill" of officership through "comprehensive study and training" but not everyone brings the necessary art to our craft. 



nce you do something to give people a reason to question your integrity everything you do from that point on will be subject to interpretation by your superiors, your peers, and most importantly, your subordinates."

Lorenz on Leadership:

Taking care of a wingman starts with looking into their eyes

Editor's Note: Gen. Stephen Lorenz, former Air University commander, replaced Gen. William Looney III as Air Education and Training Command commander during a change of command ceremony July 2 at Randolph Air Force Base, Texas. Below is a commentary written by the new AETC commander.

By Gen. Stephen Lorenz
AETC commander

If we want the Air Force to be a family, we must do what a family does: care for one another.

At a recent conference for new squadron commanders, a commander's spouse asked me a great question. "What is the one thing we can do to make the most difference for our people?"

My answer was simple. It's not a program or an event. You have to care for them. You will make mistakes as a leader, and sometimes you will encounter situations where there are no good answers, but if your people know that you care for them, they will overlook and forgive your faults. If you are sincere, they will respond by giving you their all.

So how do you show those around you that you care about them? Here's a simple way. Ask them how they are doing, and while you are listening, watch their eyes. Why? Effective leaders understand that the eyes are the window into the soul.

Many of us don't want to admit when we're having

problems. We want to be strong, or we don't think our problems are big enough to talk about. When asked how we are doing, most of us will respond with the typical, "I'm fine."

In the Air Force, we are fortunate. The vast majority of our folks are inherently honest. While we may say we're "fine," because that is the culturally acceptable thing to do, our eyes will not lie. If someone isn't fine, you will see it.

And that's when you take the time to ask again, maybe in a slightly different way. You may have to ask several times. Take the time to do this. It's important.

For example, in the morning you may pass Airman Jones in the hallway and ask him how he is doing. Although he says "fine," he doesn't really look at you.

This is your chance to make a difference. Don't miss it.

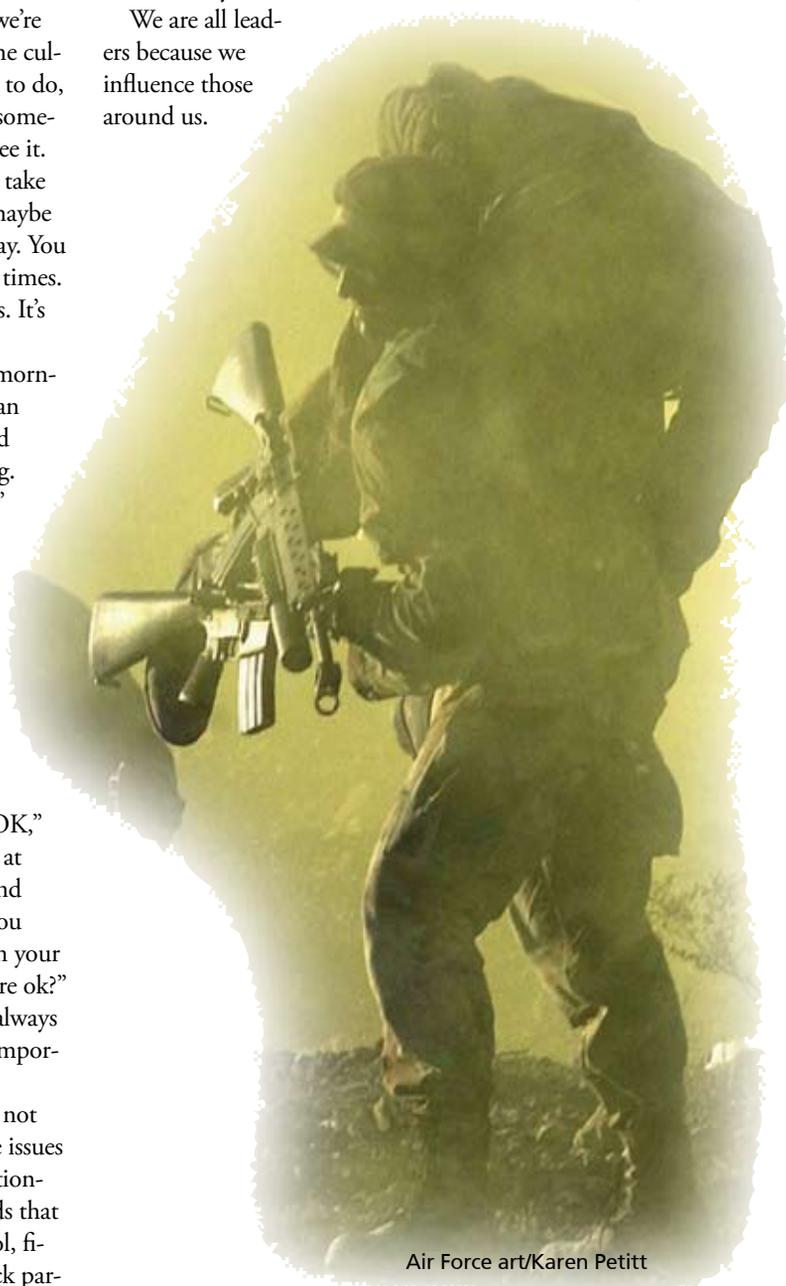
"How is your family doing?" you ask. Airman Jones quickly answers with "They're OK," but he still doesn't look at you. Don't quit. Stop and look him in the eye. "You look like something's on your mind, are you sure you're ok?" Try to get him to talk, always looking at his eyes for important clues.

The fact is that we're not always OK. We all have issues in our lives such as relationships that turn sour, kids that aren't behaving at school, financial problems, or sick par-

ents. These things weigh on our minds, and they can affect our performance. They can even lead us to contemplate irrational thoughts, lash out, leave those we love, or take our own lives. Unfortunately, we've had several people in the Air Force who have taken that road recently.

We are all leaders because we influence those around us.

We can help make our Air Force a stronger family by showing each other that we care. Chances are that all of the people you work with have something in their lives that troubles them. Take the time to ask them how they are doing -- watch their eyes when they answer. 



Air Force art/Karen Pettitt



Air Force/Melanie Rodgers

Col. Teresa Djuric accepts the command guidon of the Holm Center for Officer Accessions and Citizen Development from Lt. Gen. Allen Peck, Air University commander, during a ceremony at the Holm Center Headquarters June 30. The new commander, who pinned on brigadier general Sept. 1, is the first woman to command the organization.

Djuric assumes command of Holm Center

By Staff Sgt. Jason Lake
Air University Public Affairs

Air Force Officer Accession and Training Schools has a new name... and now a new commander.

The newly designated Jeanne M. Holm Center for Officer Accessions and Citizen Development ushered in its first formal commander, Colonel Teresa Djuric, during an assumption of command ceremony at Maxwell June 30.

The former 50th Space Wing commander at Schriever AFB, Colo., was officially welcomed into the Air University community by Lt. Gen. Allen Peck, Air University commander, before being handed the Holm Center guidon.

"[Colonel] Djuric has a distinguished record of leadership," General Peck said about the new commander who pinned on her first star a few months later on Sept. 1. "In her most recent assignments, she has served in roles critical to our air, space and cyberspace force. We're certainly thrilled to have her on the Air University team."

Before taking the reins of the Holm

Center, some of Colonel Djuric's recent assignments included: Vandenberg AFB, Calif.; Pentagon, Washington; Peterson AFB, Colo.; Camp H. M. Smith, Hawaii; and Maxwell.

"Over the past 18 months, Maj. Gen. [Alfred] Flowers challenged you to pro-actively consolidate all ROTC field training to Maxwell AFB a year ahead of schedule, develop an OTS program for new Defense Department civilians, and modernize our curriculum with a warrior ethos and immersion to various cultures," she said. "Those challenges now become opportunities for us to sustain an environment of continuous learning, enthusiasm, pride and tradition."

Colonel Djuric replaced the final AFOATS commander, General Flowers, who was reassigned to 2nd Air Force Headquarters at Keesler Air Force Base, Miss., in late May. The unit's vice commander, Col. Jonathan Klaaren, served as interim commander for nearly a month until Colonel Djuric arrived.

As the Holm Center commander, Colonel Djuric is responsible for managing approximately 12,000 ROTC students at 144 detachments nationwide and 1,700 Officer Training School trainees. The career space systems officer also oversees the Air Force Junior ROTC program for more than 101,000 high school students at 879 locations worldwide. ♪



AFOATS becomes Holm Center

Maxwell Air Force Base's Air Force Officer Accession and Training Schools was re-designated as the Jeanne M. Holm Center for Officer Accessions and Citizen Development during an official ceremony June 2.

The Holm Center is named after the first woman in the Armed Forces to reach the two-star general rank in 1973.

She was commissioned as an Army officer in 1943 and transferred to the Air Force in 1949. She served as war plans officer for the 85th Air Depot Wing during the Berlin Airlift in 1949 and build-up to the Korean War in 1950.

She was the first woman in the Air Force to graduate from Air Command and Staff College in 1952.

Following her graduation from ACSC in 1953, General Holm went to U.S. Air Force Headquarters in Washington, D.C. as chief of manpower for the Allied Air Force Southern Europe in Naples, Italy. Her last assignment, before retirement in June 1975, was director of the Secretary of the Air Force Personnel Council at the Pentagon. "She pushed the envelope and deserved to be recognized," explained General Stephen Lorenz during the ceremony. "It is a great idea to name the new center after her." ♪

- compiled by Carl Bergquist

First woman takes command of OTS

By Staff Sgt. Jason Lake
Air University Public Affairs

Col. Laura Koch became the first woman to lead Officer Training School after taking command of the unit during a change of command ceremony at Maxwell Air Force Base May 29.

Colonel Koch, who has flown almost every variant of the C-135 aircraft, replaced Col. Matthew Donovan, who retired the next day after more than 30 years of service in the Air Force.

“[Colonel Koch] brings a diverse

amount of experience to OTS,” Col. Jonathan Klaaren, acting Jeanne M. Holm Center for Officer Accessions and Citizen Development commander, explained about her history of academic excellence dating back to the start of her Air Force career. “She was a distinguished graduate from the ROTC program at Embry-Riddle Aeronautical University in Daytona Beach, Fla., in 1985, and started out as a navigator, graduating, again, as a distinguished graduate from Advanced Navigation Training at Mather AFB, Calif., [in 1986.]”

While attending undergraduate pilot

training at Laughlin AFB, Texas, in 1990, Colonel Koch graduated with the Academic Excellence Award for maintaining a 99.6 average on a dozen tests.

“I think that equates to her missing only one or two questions,” Colonel Klaaren explained to the crowd of distinguished guests attending the ceremony.

After taking OTS guidon from Colonel Klaaren, Colonel Koch addressed the members of her organization.

“It’s an honor and my privilege to take command of OTS,” she said. “I’m certain the challenges and opportunities that come with training tomorrow’s leaders will also provide rewards beyond what any other position could bestow.”

Colonel Koch, a pilot with more than 6,400 flying hours – including missions supporting Operations Enduring Freedom and Iraqi Freedom, said she looks forward to the challenge of completing her predecessors plan to standardize officer accession training at OTS.

“We are beginning the transition to the Total Force Training Institute concept, which includes incorporating Air Force Reserve, Air National Guard and even Air Force civilian counterparts into a program [that can reap] the benefits of shared and common experiences,” she said. “The roadmap is set and I look forward to being a part of the final implementation plans.”

The 23-year Air Force veteran also gave words of encouragement to the hundreds of officer trainees standing in formation on the OTS parade field.

“You are the most technically apt and intelligent generation I have ever seen,” she said. “You’re capable of finding solutions to tomorrow’s challenges. Thank you for your commitment and decision to serve our nation. I look forward to serving with you and watching you flourish as leaders in the Air Force of the future.” 



Air Force/Bud Hancock
Col. Laura Koch, addresses hundreds of friends, staff and officer trainees, shortly after becoming the first woman to take command of Officer Training School during a change of command ceremony at Maxwell Air Force Base May 29. Colonel Koch previously served as the Deputy Director of the Community Electronic Intelligence Management Officer at Fort Meade, Md. She replaces Col. Matthew Donovan, who served as OTS commander for nearly two years.

Officer Training School's Vigilant Warrior combat course will soon become part of the Air Force's Air and Space Basic Course for newly commissioned officers. New officers will have to complete the course within their first year of service.



Air Force/Master Sgt. Scott Moorman

VIGILANT WARRIOR TO PREPARE NEW OFFICERS FOR COMBAT OPERATIONS

By Scott Knuteson

Air University Public Affairs

Starting in January, Officer Training School, Air Force ROTC and Air Force Academy graduates will attend a combat skills course as part of their Air and Space Basic Course training.

Vigilant Warrior, a 200-acre tent city and wooded training ground in rural Alabama, will educate newly-commissioned Air Force officers in the ways of ground warfare, including survival and evasion, unarmed combat, improvised explosive device awareness, base defense and rules of engagement.

"Part of taking care of your people is making sure they get the training they need," said Lt. Col. Hans Palaoro, 24th Training Squadron commander. "Vigilant Warrior is an essential resource for training Air Force officers."

Since 1995, only trainees under the Air Force's Officer Training School have attended the camp. But recent changes in officer accession training will ensure that between 350-400 officers will participate in Vigilant Warrior annually before completing their first year in the Air Force.

Besides teaching skills such as small unit tactics and land navigation, the camp will also serve to provide all Air Force officers with a common warfighter mindset, regardless of their career field, according to Col. Mark Simon, Air and Space Basic Course commander.

"This is as similar as we can make it to what [the officers] will see in austere bases overseas," Colonel Simon said. 

Navigator takes helm of Air Force ROTC

By Staff Sgt. Jason Lake

Air University Public Affairs

A colonel with the same name as the GOP presidential candidate took command of Air Force ROTC during a change of command ceremony on the Officer Training School parade field June 13.

Col. John “Senator” McCain, who previously served as Air University Headquarters’ director of staff, replaced Col. William Kunzweiler, who retired later that afternoon after 30 years of service.

“If his namesake is elected in November, his callsign will have to change to ‘President’ or POTUS,” Col. Jonathan Klaaren, acting Jeanne M. Holm Center for Officer Accessions and Citizen Development commander, said lightheartedly. “He was a distinguished graduate from ROTC at Clemson University in 1983, and given his operational and staff background, he brings a diverse amount of experience to an organization that’s been around since 1920.”

Before relinquishing command, Colonel Kunzweiler addressed his staff one last time.

“Most of all I’m proud of the 4,000 lieutenants we’ve added to the officer corps and the roughly 12,000 cadets in the program competing for that responsibility,” he said. “We’ve kept ROTC

standards high and the Air Force is stronger for it. I’ll miss the mission...very much, but I leave knowing that [Colonel McCain] will take ROTC to a level I cannot imagine. Old [warriors] fade away so the most intelligent, dedicated and best leaders among us can roll seamlessly into our places.”

More than 300 ROTC field training cadets representing colleges and universities from 47 states and Puerto Rico lined the parade field to participate in a tradition that dates back to the Norman conquest of England in 1066.

Before handing over the ROTC guidon, Colonel Kunzweiler addressed the cadets who planned to graduate from field training the next morning.

“Congratulations for having essentially completed field training,” he said. “We hand you the torch now as you move on to the professional officer corps and soon, active duty service. You will be the rough men and women who stand ready in the night to visit violence upon those who would do us harm. That’s quite a charge and you’ll have to hone those skills while proving yourselves also as peacekeepers, peacemakers, nation-builders and ambassadors.”

Colonel McCain, a KC-135 A/R master navigator with 2,700 flight hours, shared his command focus shortly after taking the command guidon.

“I’ve been given the best job in the U.S. Air Force,” he said.

“The opportunity to play a role in developing our future Air Force officers is a tremendous honor. My pledge to our senior Air Force leadership is that the men and women of [Air Force ROTC] will report for duty each and every day with one mission in mind: to develop quality leaders for the Air Force.”

Before stepping back from the podium, Colonel McCain also congratulated the hundreds of field training cadets that recently returned from the Army National Guard’s Joint Forces Training at Camp Shelby, Miss.

“You’re riding a wave of momentum as you complete field training,” he said. “Carry this momentum with you back to your detachments and hone your leadership skills at every opportunity. Challenge your instructors with the tough questions about service in today’s Air Force. You are the future of the most lethal and most respected Air, Space and Cyberspace force in the world.” 🦋



Air Force art/Staff Sgt. Jason Lake

FOND FAREWELL

ROTC commander retires after 30 years of service

What have you enjoyed most about your tenure as commander?

I've really enjoyed the fact that inspiration is literally only a detachment away. What I mean is ...when I've needed a reminder about why we're in this business and how important it is, all I've had to do is hit the road and rub shoulders with a handful or an auditorium full of ROTC cadets. It reminds me that the best and brightest are with us. They get it. They're the future. And we're helping them along the way. You don't always get that sort of instant gratification when you have a military mission to focus on.

How many ROTC cadets have been commissioned during your tenure?

The average was about 2,000 cadets each year. Some cadets will serve for four years, some will stick with it longer. Somewhere in those year groups we could very well have a Chief of Staff or a Chairman of the Joint Chiefs of Staff. It's like the starting line at the marathon. Everybody leans forward, the gun goes off and away they go!

Looking back to when you first took over in 2006, how much has ROTC training changed since then?

ROTC is different from the Air Force Academy which is different from Officer Training School. We want a shared common experience in officer accessions where it makes sense, and we've made a lot of progress on that notion. We've added some familiarization and orientation training with a lean toward the Expeditionary Air Force, but we're not keen on adding more and more items to our cadets' training requirements or demanding more and more of their time.



Col. William Kunzweiler

What has been ROTC's biggest accomplishment during your tenure?

There's no doubt the biggest accomplishment has been the restructuring of the field training program. I can't pay enough tribute to our staff here at Maxwell and out in the field who took on this challenge. Speeding up the consolidation and rethinking the whole syllabus is "Air Force Smart Operations for the 21st Century" (AFSO21) at its finest. I'm sure cadet feedback will validate the value added to this crucible event.

Were there any projects in the works that you would have liked to see accomplished before your retirement?

We were taking a look at the Air Force Officer Qualifications Test and its proper place in our selection and rated categorization processes. I would have liked to see this effort through, but I will have to pass the torch on it.

What message do you have for cadets as they continue to pursue an Air Force career?

Don't ever apologize for what you do, don't ever doubt yourselves -- if you're serving with integrity. There are voices in society that, for various political reasons, will question the nature of your calling and your motivation for serving, but never doubt that the profession of arms is a serious and necessary business. You are our nation's pride and joy, our best and brightest, and you will earn and deserve our respect, admiration, and gratitude.

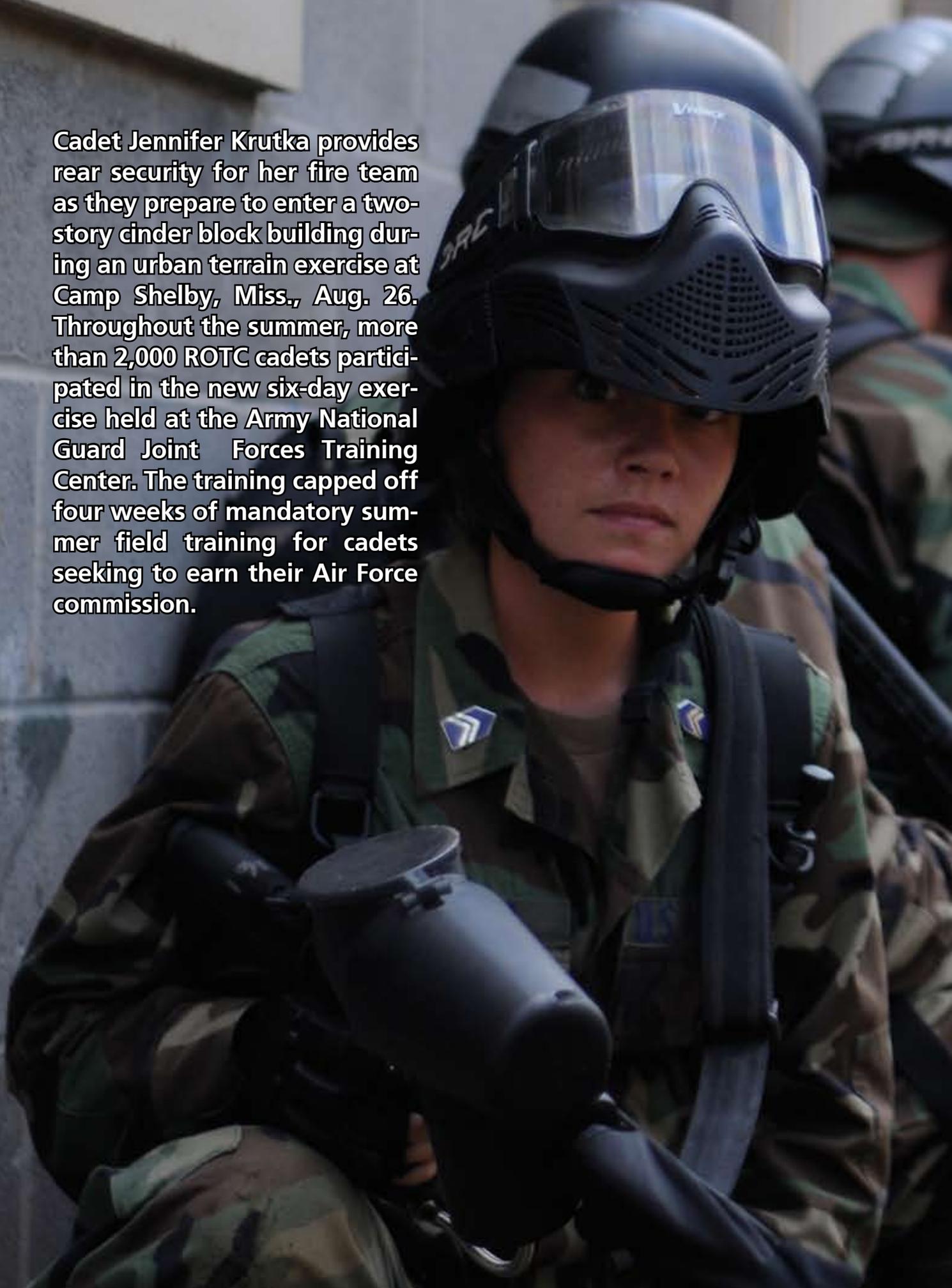
Is it ironic that you're ending your career as the commander of the same organization that started your career?

It's more of a scary coincidence. I'm glad I didn't gaffe off my undergraduate years because the school went through those moldy old transcripts when they made the decision to approve my return to their faculty! An awful lot of the program had changed over those years, but success still takes perseverance and sacrifice. You have to learn to manage time and effort and deal successfully with all the pressures of society and the college environment. You have to grapple with the notions of integrity and service above self and giving your all if your country needs you to. These are still very deep ideas for young men and women.

Any retirement plans?

My wife and I are headed back to Colorado, where we came from two years ago. I still have plenty of velocity and now I need to find a vector to fit. It's tough to think about a civilian career plan in an ops tempo like ours, but pretty soon time will be an asset again. 🧡

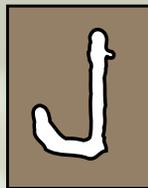
Cadet Jennifer Krutka provides rear security for her fire team as they prepare to enter a two-story cinder block building during an urban terrain exercise at Camp Shelby, Miss., Aug. 26. Throughout the summer, more than 2,000 ROTC cadets participated in the new six-day exercise held at the Army National Guard Joint Forces Training Center. The training capped off four weeks of mandatory summer field training for cadets seeking to earn their Air Force commission.



Field Training

COMBAT

STORY AND PHOTOS BY MASTER SGT. SCOTT MOORMAN



ust after daybreak, a seven vehicle convoy departs a small forward operating base.

After passing several check points, the convoy commander orders the vehicles to stop and regroup as he prepares them to enter the city. An intelligence report states there is insurgent activity in the area and the patrol should proceed with caution. The commander passes the information to his fellow Airmen and orders the convoy to continue. The convoy passes by several junk cars and abandoned buildings before an explosion breaks the silence and small arms fire pelts the lead vehicle. Outside the danger zone, the cadet commander halts the convoy to assess the damage. This time they are lucky, it was just blue paint.

Combat scenarios like this played out for more than 2,100 Air Force ROTC cadets who spent six days at the Army National Guard's Joint Forces Training Center located at Camp Shelby, Miss., throughout the summer. The capstone exercise capped off 27 days of field training required for junior and senior cadets seeking their Air Force commission. The first of six training waves began in late May and continued through August 31.

"This year, for the first time, we have used Air Expeditionary familiarization training as a more expansive tool to evaluate leadership potential in unfamiliar austere conditions," said Col. Guy Parker, Headquarters ROTC director of operations. "Cadet and cadre feedback has been overwhelmingly positive to the field training retooling. Many have said they believe the warrior ethos emphasis will better prepare our future leaders for our Global War on Terrorism."

Upon arrival to the forward operating base, the future second lieutenants were tasked to fill roles commonly associated with air base wing activities to include wing and squadron commanders, security forces, civil engineers, medical and public affairs. As the cadets were learning the Air Force's command structure, they were bombarded with mortar attacks, sniper fire and rescue missions, all designed to evaluate their leadership and decision making abilities.

"The goal was to build communication skills and improve leadership," said Maj. Erin McDonald, The University of Mississippi commandant of cadets and team leader. "We put the cadets in stressful situations to evaluate their leadership skills under pressure."

See FIELD, page 15

FIELD

from page 14

Major McDonald said the instructors weren't trying to teach the cadets how to run a base, but teach them how to better communicate, lead and prepare themselves for the Professional Officer Corps.

Armed with M-4 Markers, cadet fire teams moved through small villages clearing buildings of insurgents, while convoy teams reacted to improvised explosive devices and hostile forces, all portrayed by Cadet Training Assistants. After each mission, an evaluator would provide feedback on how the squads performed and allowed the cadets to critique their leaders and themselves.

"I think this training is really valuable and a good step in the right direction," said University of California, Los Angeles, Cadet Christopher Chan. "It places you in difficult situations and you have to manage your people well."

Cadet Chan said he felt the training was practical and related well to the current transformation of the Air Force.

Cadets thrust into key leader positions struggled to maintain open lines of communication and accountability of classmates.

"When we first arrived, there was a lack of leadership which caused a lot of confusion," said University of Minnesota Cadet McKenzie Kane, who served a day as the wing commander. "Once a chain of command was established, we seemed to come together as a team."

The computer science major said he faced challenges meeting the demands of the scenarios placed on him, but felt confident it would make him a better Airman.

"I wasn't sure who I was, as a leader, but this experience has helped me tenfold," he said. 🙏



I WILL NOT LEAVE AN AIRMAN BEHIND: Colorado State University Cadet Matthew Bailey provides security while field medics prepare to move a wounded Airman at a simulated helicopter crash site at Camp Shelby, Miss.



Clockwise from above
PLANNING AHEAD: Back at command post, cadets prepare strategic communication plans for simulated media and community relations activities.



IN THE CROSSHAIRS: Senior cadets, or cadet training assistants, kept the lower classmen cadets on their toes while role playing as insurgents and disgruntled local nationals in various scenarios at the Joint Forces Training Center.

CLEARING THE BATTLEFIELD: The Air Force's future second lieutenants learned how to clear buildings, provide convoy security and improve their command and control communication throughout the six-day portion of field training. After graduation from field training, cadets must complete two years of professional officer courses at their respective ROTC detachments.



Voting for the new 'boss'

Servicemembers who want to vote may need to plan ahead

By **Scott Knuteson & Ashley Wright**

Air University Public Affairs

With nearly every media outlet examining the lives and stances of the presidential candidates, it is hard to ignore that the election is just around the corner.

The general election is Nov. 4, but the Federal Voting Assistance Program recommends servicemembers and their families who will cast an absentee ballot register and request a ballot at least 45 days prior to Election Day, Sept. 20.

U.S. citizens can register to vote and request an absentee ballot by filling out a single form: the Federal Post Card Application. After that, the Federal Voting Assistance Program lists a few basic steps on their Web site, www.fvap.gov, for casting absentee ballots from start to finish.

Once the application is received, a local election official will approve the registration request or ask for more information, then mail an absentee ballot. The voter can cast his or her vote and mail the ballot back to the election official for the county in which the voter is registered by the deadline. For many states, an absentee ballot must be postmarked no later than the day prior to the election.

The Federal Voting Assistance Program Web site also provides residency requirements, state-by-state instructions, copies of voting laws and links to state election sites. Unit voting assistance counselors on each Air Force base also possess copies of the application form and can answer questions regarding it.

1st Lt. Luis Maldonado, the Air University Headquarters Unit Voting Assistance officer, said unit counselors try to “get people involved” and increase the percentage of people who vote.

“Your vote can be the deciding factor on the upcoming election,” the lieutenant said. “Taking a few minutes to register and vote will impact your future in many ways.”

“A lot of people go though the [Federal Voting Assistance Program] Web site,” Lieutenant Maldonado said. “The Web site is useful for finding instructions on how to vote and printing out publications and forms needed for absentee voting.”

Many military installations host voter drives to encourage participation. U.S. embassies and consulates can also lend a hand, and provide U.S. citizens with the proper paperwork.

To contact the Federal Voting Assistance Program from within the U.S., call 800-438-VOTE (8683), 703-588-1584 or DSN 425-1584. 

Military Voters

Where is my “legal voting residence”?

For voting purposes, “legal voting residence” can be the state or territory where you last resided prior to entering military service OR the state or territory that you have since claimed as your legal residence. Even though you may no longer maintain formal ties to that residence, the address determines your proper voting jurisdiction. To claim a new legal residence, you must have simultaneous physical presence and the intent to return to that location as your primary residence.

Military and their family members may change their legal residence every time they change permanent duty stations, or they may retain their legal residence without change. A Judge Advocate General officer or legal counsel should be consulted before legal residence is changed because there are usually other factors that should be considered besides voting.

Can I vote absentee?

You can vote absentee in local, state and

Federal elections if you are a U.S. citizen 18 years or older and are an active duty member of the Armed Forces, Merchant Marine, Public Health Service, NOAA, a family member of the above, or a U.S. citizen residing outside the United States.

How do I register to vote or request an absentee ballot?

You may register and request an absentee ballot with a single form: The Federal Post Card Application. This application form is accepted by all states and territories and is postage-paid in the U.S. mail, including the Military Postal System and State Department Pouch mail. Hard copies of the form can be obtained from your installation’s Voting Assistance Officer or requested directly from the Federal Voting Assistance Program. An online version of the Voter Registration/Absentee Ballot Request form is also available. The online version of the form must be mailed in an envelope with proper postage, or mailed

using our prepaid return envelope. Your Voter Registration/Absentee Ballot Request form must be completed, printed, signed, dated and mailed directly to your local election official.

If I am required to have election materials notarized, how do I do it?

Notarization can be performed by a Voting Assistance Officer, U.S. Commissioned Officer, embassy or consular officer, or other official authorized to administer oaths. Most states and territories do not require notarization of voting materials; therefore consult your state’s requirements.

Where can I get a back-up Federal Write-In Absentee Ballot?

Hardcopies of the back-up Federal Write-In Absentee Ballot are available through voting assistance officers at military installations or at U.S. embassies/consulates. An online version is also available, which must be completed, printed, signed, dated, and mailed to your local election official. Check out your state’s instructions to determine witness/notary requirements for voted ballots, deadlines, and mailing addresses.

SOURCE: FEDERAL VOTING ASSISTANCE PROGRAM

South Africa

Cadet shares cultural immersion experience

By Cadet Holly Thompson
Det. 915, West Virginia University

As I set out on my summer break, I had a lot of things planned. Some of my friends were heading to the beach, some were getting their Air Force officer commissions, and others were taking classes. When people asked me what my summer plans included, I would smile. While taking summer classes was on my to-do list, I also had the unique opportunity to travel to South Africa as part of Air Force ROTC Cultural Immersion professional development training.

Needless to say, my friends were jealous.

Sixteen cadets from around the nation were selected for this particular trip, which was based in Capetown, South Africa. We spent two weeks immersing ourselves in the African culture and there were many new experiences for all of us. Visiting an assortment of places, eating many different forms of cuisine, helping build houses for homeless, visiting the townships, and learning an African language called Xhosa were just some of the activities we were given the opportunity to do.

I would have to say that my favorite place that we visited on this trip was the Cape of Good Hope. It is the South-Western-most point of the African continent and the landscape looked like something out of a movie. Beautiful mountains and bright blue oceans with waves over thirty feet high made the perfect backdrop of the trails we walked along. I couldn't get enough of the beautiful scenery that was before me. I think I could have spent an entire day there if I had the time.

Although the Cape of Good Hope was my favorite part of the trip, there were many experiences that were new and memorable to me. I learned about the struggle that South Africa went through during the



Courtesy photo

Cadet Holly Thompson from Det. 915 at West Virginia University recently returned from an Air Force ROTC Cultural Immersion professional development trip to Capetown, South Africa.

apartheid and key figures such as Nelson Mandela who played a prominent role in the struggles for freedom.

I also traveled to the Muslim community of Bo-Kaap, where their rich history was as interesting as their brightly colored houses. The assortment of restaurants we were exposed to introduced me to new foods, such as ostrich, springbok, menapi worms, and calamari.

An African safari and a visit to see African penguins gave me a sample of the wildlife well-known in Africa and I even got an opportunity to sit on an ostrich, which is

something I never thought I would say that I did. A special part of the trip included spending my birthday in South Africa and being sung to in another language.

The experiences and memories from South Africa are worth much more than any trip to the beach. This professional development training opened my eyes to world issues and my immersion in the African culture has given me a greater appreciation of other cultures besides my own. The opportunity to go on this trip has helped me to grow as a person and has given me memories that will last a lifetime. 🧡

ROTC, Junior ROTC units team up for Air Force experience



Air Force/Don Peek

Junior ROTC cadets depart from one side and load onto another side of a C-130 used for orientation flights by Dobbins Air Force Base's 94th Airlift Wing earlier this spring. Nearly 1,500 ROTC and Junior ROTC students participated in the Air Force Reserve orientation program.

Master Sgt. Stanley Coleman 94th Airlift Wing

There is something special about a young person's first flight, especially when that person has the unique opportunity to fly on a C-130 at Dobbins Air Reserve Base.

The 94th Airlift Wing's 700th Airlift Squadron and the rest of Team Dobbins have provided and supported that first flight experience for Atlanta area Junior Reserve Officer Training Cadet high school students for more than 10 years.

On April 15 and 16, more than 1,800 Air Force, Army,

Navy and Marine Junior ROTC cadets experienced their first C-130 orientation flight at Dobbins. Atlanta area college Reserve Officer Training Corps cadets also volunteered their support to continue the legacy of first flight experience for metro Atlanta Area youth.

"It's great to be able to sponsor events such as this," said Tech. Sgt. James Branch, 94th Airlift Wing public affairs specialist and the event's organizer. "It gives

Junior ROTC students a

chance to experience a day in the life of a United States Airman. For many of them, it's a glimpse into their future.

"This event was a huge success," said Sergeant Branch. Together, Team Dobbins processed and flew more than 1300 students, some whom never had an opportunity such as this. I think activities like this make a big contribution to the future of our Air Force."

"I had time between classes and wanted to hang out and see C-130s in action," said Cadet Jacqueline Smith, a member of Georgia Institute of Technology's Air Force ROTC Detachment 165. "It is interesting and fun to interact with Junior ROTC cadets. I don't have this opportunity that often."

"I enjoy sharing my job experiences with cadets and having an influence on their decision to serve

in the military," said Tech. Sgt. Jason Wade, 94th Aeromedical Staging Squadron medical technician. "Our mission is not all combat-related. It's taking care of the sick and injured and providing support for humanitarian missions."

In addition to flying on the C-130, the students enjoyed the opportunity of interacting with members of Team Dobbins. They had an opportunity to get a hands-on look at the specialized equipment of the security forces, honor guard, emergency management flight, aerial port squadron and the aeromedical evacuations squadron.

Airmen of the 94th AW Honor Guard provided demonstrations and instructions on flag folding and drill and ceremony. Members of the 80th Aerial Port Squadron provided a display and explained how cargo is prepared for an airdrop. The 94th Security Forces Squadron showcased small arms weapons like: M-9s, M-16s, M-240s, M-203s, shotguns and batons.

The 94th Recruiting Squadron also provided informational handouts and talked to the cadets about opportunities within the Air Force Reserve. "This is a huge experience for us," said Junior ROTC Cadet Brandon Conkel from Cherokee High School.

"My coaching from the honor guard taught me to keep the rifle close and more steady," said Junior ROTC Cadet Austin Price from Carolina High School in Greenville, S.C. "I look forward to making the Air Force a career."

Cadet Price aspires to become an Air Force pilot after college. Maybe someday he'll have the opportunity to provide a young cadet with his or her first flight. 



'GUNNING' FOR THE AIR FORCE

JROTC cadets take a shot at Airmen lifestyle

Cadet Senior Airman Mariana Alcala from Arlington High School in Riverside, Calif., tries to keep her grip on a .50-caliber machine gun during an Explosive Ordnance Disposal demonstration at March Air Reserve Base June 18. Hundreds of high school cadets nationwide spent a week of their coveted summer vacations at Summer Leadership camps at various Air Force nationwide (see next page).

(Air Force/Senior Airman David Flaherty)





Air Force/Sue Sap

From left to right: Cadets Felisa Glover, Michael Watson, Matthew Newell, and Trei Barnes and Mitchell Thompson (hands in picture) participate in a retreat ceremony at Robins Air Force Base, Ga., June 12. The event was part of a week-long Summer Leadership Camp held at the base.

Georgian cadets explore Robins AFB

By Amanda Creel
78th Air Base Wing Public Affairs

The former Robins Air Force Base NCO Academy was bustling with activity as some of central Georgia's youngest Airmen spent a week focusing on becoming better leaders.

The cadets, members of the Houston and Twiggs counties' Air Force Junior ROTC programs, spent the week living the Air Force life.

The Airmen were given a chance to practice their drills, do physical training, sleep in the barracks and even eat MREs as part of the Summer Leadership School experience.

Although some of the students were fonder of the military lifestyle and grueling routine than others, they all had to learn to excel under the circumstances to survive the week and graduate from the course on June 14.

"It is a challenging course for a lot of them, but it is also an opportunity for them to come out of their comfort zone," said Master Sgt. Sonia Grate, a first-time instructor at the

Summer Leadership School and an aerospace science instructor at Twiggs County High School.

She said she has enjoyed watching the students learn their own abilities and use that knowledge to prepare for their adult lives.

Though the week-long school is only a small glimpse into the life of those wearing blue, it allows the students not only to gain skills needed to succeed in life and school, but helps them make informed decisions about whether or not military life is the way for them.

"It is teaching me things I didn't know about the Air Force," said Cadet Justin Yerdon, a 10th grader at Warner Robins High School, who hopes to earn his commission as an Air Force officer one day.

The students were taught a variety of different skills necessary for military service such as a survival skills exercise, guidon and element drills.

Cadet Jerry Williams, an 11th grader at Twiggs County High School, said the many drills throughout the week helped him to focus less on his individual performance and more on teamwork.

Some of the most important skills developed during the school are time management

and organizational skills, said Cadet Jeffrey Berry, an 11th grader at Houston County High School.

"It's teaching me how to be in control when things get extremely hectic," he said.

Cadet Kyle Holder said his parents are going to be thrilled with the results of his participation in Summer Leadership School because it is teaching him to follow instruction in a more expedient fashion.

"My parents always fuss at me about doing things and having to ask me seven times to do things. After this I think I will be doing things the first time," said Cadet Holder, who is an 11th grader at Perry High School.

Although the week was intense and grueling, an end-of-the-week activity known as "healing waters" kept many of the students motivated to keep working hard.

Healing waters is the group's chance to dive head first, feet first or any other way they would like, into one of the base's swimming pools for some much needed therapy after a week of walking in Airmen's boots.

Cadet Greg Floyd, a 12th grader at Northside High School said the thought of healing waters was a great motivator for all of the students. 

HONORS CAMP 2008

Story and photos by Staff Sgt. Jason Lake



Cadet Rosa Lopez from Texas shows off her team's handmade glider during the Air Force Junior ROTC Aerospace and Technology camp, N.M. More than 450 cadets from Junior ROTC units worldwide participated in a total of eight camps this summer — 54 students at the first half at Norman and Tinker Air Force Base, Okla.



Ryan Moran from South Carolina and John Coleman from California piece together the framework of their rocket car July 29 at the New Mexico honors camp.



Cadets Alexa Solorio from Arizona and Amber Muston from Utah win as their rocket car bottle explodes off the frame July 29 during the preliminary testing portion of the rocket car contest at Albuquerque, N.M.



Cadet Nicola... pair of night... 58th Special... Force Base, N...

M

ore than 450 high school students from hundreds of Air Force ROTC units worldwide participated in the 2008 Air Force Junior ROTC Aerospace and Technology Honors

Camps this summer. More than 100 Junior ROTC cadets completed the final two programs in Albuquerque, N.M., and Oklahoma City, Okla., July 31.

The elite program for the top half-percentile of Junior ROTC cadets showcases science, technology and engineering career opportunities in both the military and private industry. This year's eight camps were split evenly between Albuquerque and Oklahoma City over the last two months.

Maj. Elizabeth Fallon, camp coordinator for New Mexico, said more than 1,100 cadets applied for the camp this summer. Besides getting a senior instructor's endorsement, Major Fallon said cadets must have good grades and be active extracurricular activities.

"It's a very competitive program," she said. "The last person selected was less than one point higher than the non-selects."

Cadets like Melinda Duran from Henley High School in Oregon said the camp opened up her eyes to a totally different career track.

"I wasn't sure what to expect, but some of my friends that attended honors camps in the past said it was amazing," she said. "I was just planning on going to college, but now I'm looking seriously into going to either the Coast Guard or Air Force academy to serve on active duty."

The honors camp started in 2003 under the recommendation of former Secretary

of the Air Force James Roche. The five-day course takes a group of approximately 55 high school juniors and seniors to either Kirtland Air Force Base, N.M., or Tinker Air Force Base, Okla., to explore some of the base's high-tech careers and speak with the Airmen who perform them.

Brig. Gen. Anita Gallentine, an Air Force Reserve mobilization assistant to the deputy chief of staff for Installations and Logistics at the Pentagon, shared her 31 years of experience while serving on active-duty, Air National Guard and Reserve duty positions.

"Be leaders," she told a group of 50 cadets attending the final camp at Albuquerque, N.M., July 30. "Don't give into peer pressure and do something that you might regret for the rest of your life. What you do now in your youth may affect your career opportunities in the future."

Cadets also had the opportunity to try some hands on science experiments while touring the campuses of either the Universities of New Mexico or University of Oklahoma.

University of New Mexico Pro-

fessor George Brabson put students' physics and chemistry skills to the test during a rocket car construction contest. Cadets were tasked with building a car frame suitable for a soda bottle filled with hydrogen and oxygen gases. The rocket car that went the furthest without destroying itself was the winner.

Cadet Nabihah Saikh said the highlight of her experience in New Mexico was getting pilot lessons from a contracted pilot.

"I'm definitely considering an Air Force career," she said shortly after her orientation flight. "I want to become an Air Force translator and study Middle Eastern languages." ✨



Staff Sgt. Robert Arnold talks with Cadet Kyle Sanders and other Junior ROTC cadets about equipment used by helicopter pilots at the 58th Special Operations Wing at Kirtland Air Force Base, N.M.

Honors Camp July 31 at Albuquerque. Cadets at each, half at Albuquerque



Cadet Bagwell from Texas tries out a vision goggle during a visit to the 58th Special Operations Wing at Kirtland Air Force Base, N.M.

Information technology conference highlights education

By Scott Knuteson
Air University Public Affairs

The professional education of thousands of Airmen and Air Force civilians is on the fast track to change, according to officials at the Air Force Information Technology Conference Aug. 26.

"Air Education and Training Command's vision is to deliver unrivaled air, space and cyberspace education and training," Maj. Gen. Erwin Lessel III, AETC director of Plans, Programs, Requirements and Assessments, told a room full of attendees during a seminar entitled The Future of Air Force Education and Training.

"Technology is changing daily," said the general, who also serves as director of the San Antonio Integration Office at Randolph Air Force Base, Texas. "The newest Air Force recruits have different expectations and are familiar with the latest technology. Furthermore, the sheer volume of knowledge has increased. How are we embracing the technology available to us today in the classroom?"

"This is not an issue unique to the military," General Lessel said, explaining how the challenge is com-

mon to all academic and commercial institutions.

The only limiting factor to implementing the most advanced learning methods, General Lessel said, is changing the education mindset and culture that still relies on a "19th century" classroom model.

"This is all about knowledge-enabled Airmen," he said. "For instance, when an Airman writes a paper [for a class], he is creating knowledge. We must be able to integrate, distribute and apply that knowledge force-wide."

Part of the effort within the Air Force to pool and coherently distribute such data is the "AF.EDU" project, an effort to facilitate and advance education and research efforts across the Air Force.

According to Jorge Madera, a program manager under AETC's communications directorate, the project aims to further academic collaboration throughout the Air Force and with members' colleagues worldwide through a commercially hosted collaboration environment utilizing up-to-date academic and research tools used to accomplish the unique mission requirements found within all Air Force learning mission areas (recruiting, training and education).

Although access to the AF.EDU site currently requires proper authentication via an AF.EDU account, follow-on efforts will include "AF.EDU Public," a "one-stop-shop" for Air Force learning Web content available to the general

public and "Keesler Online," an open courseware initiative available via restricted access to all Air Force users. However, certain functions and areas of the site will remain private and accessible only to AF.EDU members.

According to a white paper prepared by General Lessel and his staff earlier this year, Air Force leadership envisions the application of virtual learning environments within AF.EDU. Open courseware and knowledge management systems will give Airmen access to training courses and educational material anywhere and anytime it's required.

In an increasingly mobile force, efforts to educate Airmen on the move are becoming more common, including a role-playing simulation developed by Air War College and delivered to students worldwide on a CD. Lt. Col. James Carlin, Air War College Distance Learning chief of technology, demonstrated the simulation to an audience in another seminar.

"Although the scenario is built on a pseudo-mission in Central Africa, the concept of learning to assess a cultural situations can be applied in a real-life deployment anywhere," Colonel Carlin said.

Once students complete the mission, they can send the results back to Air War College for evaluation.

The simulation is presently geared to train lieutenant colonels, colonels and civilian equivalents, but could be adapted to train Airmen at all levels, the colonel said. 

"The newest Air Force recruits have different expectations and are familiar with the latest technology."
— Maj. Gen. Erwin Lessel III



Gathering gets to core of Air Force's role in cyberspace

By Scott Knuteson
Air University Public Affairs

In an effort to bring together minds and ideas from across the cyberspace community, Air University officials hosted a week-long cyberspace symposium here recently.

Some 250 professional civilian and military information experts gathered to discuss the implications of cyberspace, especially with regard to the Air Force and national defense.

Officials from the United States Strategic Command, 8th Air Force and the provisional Air Force Cyber Command hosted the symposium.

"Airmen must implement their warfighting traditions in the cyberspace domain," said Dr. Rebecca Grant, founder and president of IRIS Independent Research. "I think we need the Air Force to truly embrace and understand this and excel in cyberspace, as they have in the domain of air and space.

"If there was ever a domain that needed an 'air-minded' look, [cyberspace] is it," she said, after comparing the current development in the cyber realm to that of Brig. Gen. William "Billy" Mitchell's approach to airpower.

Trust is the foundation for a working cyberspace realm, said Lt. Gen. Robert Elder, commander of 8th Air Force and joint functional component commander for global strike and integration at U.S. Strategic Command.

"How do you put the trust relationship back in?" he asked. "It's not by establishing a hierarchical organization. It's by establishing a body of law [which mandates conformance as a prerequisite to connection]. Defense of a network requires everyone's involvement."

During his remarks, General Elder focused on defining cyberspace and discussed how cyberspace relates to national security operations and the Air Force.

He also noted that adaptation cannot come too quickly in the protection of such an amorphous domain.

"We are not changing fast enough," he said. "This is a national problem, not just a military one. You have to approach [cyberspace] from a network standpoint."

He correlated cyberspace adaptation with airpower, and noted that this relatively new domain is unlike any other. But, the general said, it must be defended.

"We have a physical, logical, wireless and social network to defend," he said. "The bottom line is that there is an attack vector that goes against each facet. We have to protect each one."

Following midday working group sessions, conferees heard remarks from Dr. Grant. She focused on policy decisions and the philosophical nature of cyberspace as a "domain," in contrast to the traditional "domains" of air, land, and sea.

"I think it's really exciting that we're able to watch a new domain emerge," she said, comparing cyberspace to the emergence of air as a domain for technology propagated by the Wright Brothers and airpower icons such as General Mitchell.

Dr. Grant compared the relatively new domain to ancient Socratic thought and the dilemma of what is real and what is not.

"Cyberspace is not land, the sea, or the air. It is, in large part, a cognitive domain," Dr. Grant said. "That is partly why it gives us trouble as we think of policies for how we will act in this domain."

Dr. Grant also approached the issue of nation-state sovereignty in a domain which knows no bounds.

"Our objective is to safeguard the commons," she said. "But where are the new sovereign boundaries? If it's not a geographic line, is it somewhere in that technical transport structure that creates the Internet?"

Conferees were treated to briefings such as these, which addressed a broad range of cyberspace topics. They were also able to choose from three focused learning tracks which were "Cyberspace Doctrine and Concepts of Operations," "Cyberspace Policy and Law" and "USAF Cyber: Supporting National Security."

"It is fitting that we have this symposium at Maxwell," Lt. Gen. Allen Peck, Air University commander, said during his remarks. "This is the intellectual and leadership center of our Air Force. Seventy years ago, the Air Corps Tactical School moved to Maxwell Field, and was instrumental in developing our understanding of the potential for exploiting the air domain for warfighters. Today we are exploring another relatively new domain and the implications it has for the Air Force and our nation." 

Air Force art/Staff: Sgt. Austin May



FIELD REPORT!

Deployed duty title:

407th Air Expeditionary Group commander's executive officer

Deployed location:

407th AEG at Ali Air Base, Iraq

Home station:

Brooks City Base, Texas

Years of service:

Two years

Hometown:

Derby, Kan.

Air Force school graduated:

University of Kansas's Det. 280, Class of 2006

How is the field experience different than home base operations?

At home, I work on getting better tools to the warfighter and that starts at a very basic level—research. Out here in the field I'm face to face with the operational world and that is a big change from the lab.



1st Lt. Jessica Wright

What has been the biggest challenge?

Honestly, the biggest challenge at this location is probably the stress that the environment puts on your body. The long hours coupled with the heat can really affect you if you aren't taking care of your body.

What's been the most memorable experience for you while deployed?

I actually had the honor of being promoted to first lieutenant while I was here. It was an awesome experience. I got sworn in on top of a hardened aircraft shelter in the middle of a war zone. There's not many people can say that!

How did ROTC/OTS prepare you for life in the Air Force?

Air Force ROTC taught me how to carry myself as an officer. There's a lot to juggle when you first commission and having a solid handle on who you are and how you are supposed to act makes that a lot easier.

What advice do you have for future Air Force officers?

Volunteer to deploy! It is honestly one of the best experiences you will ever have—it's like having leadership lab every day and learning EVERY DAY. 



Kunsan Air Base, South Korea

Mission: 8th Fighter Wing's mission is to defend itself, accept follow-on military forces and take the fight north.

Type, number of aircraft: There are more than 45 C- and D-model F-16s assigned to the base.

Major units: The wing is comprised of two fighter squadrons - the 35th "Pantons" and 80th "Juvats."

Personnel assigned: Approximately 2,900 military and civil service employees work at Kunsan. Typical assignments are one-year unaccompanied tours (assignment without families).

Nearest city/population: Gusan City is approximately seven miles east of the base with more than 300,000 people. The west and south sides of the base are bordered by the Yellow Sea.

Recreation: Gusan has many interesting things to see - an outdoor Asian market, three Buddhist temples, a movie theater with English-speaking movies and a park with a panoramic view of the area. "A-Town," or American Town located near the base, has many shops, restaurants, bars and dance clubs.

Factoid: During the Korean War, Kunsan was occupied by North Korean forces. The Army's 3rd Battalion, 24th Infantry recaptured the base on Sept. 30, 1950.

What can a young officer get from this assignment? Kunsan is great for junior officers because of the professional and leadership opportunities. It's very likely for lieutenants to fill captain positions, or for captains to fill major positions.

Web site: www.kunsan.af.mil



BASE OF EXPERIENCE



Watching your wingman's back

Aerial combat photographer, Staff Sgt. James L Harper Jr., takes a self portrait Aug. 27 during a sortie over New Orleans with F-15 Eagles from the Louisiana Air National Guard and F-22 Raptors from Langley Air Force Base, Va. (Air Force/ Staff Sgt. James L Harper Jr.)