

U.S. AIR FORCE

LEADER



Spring 2008 Vol. 30, Issue 3



Officer Training School cadets

Learn the ropes

Plus...

Top ROTC cadets come together

Air Force Honor Guard visits JROTC units

Summer field training updates & more!

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Air Force/Staff Sgt. Jason Lake



Air Force/Staff Sgt. Jason Lake

Col. Matthew Donovan, Officer Training School commander, dismisses one of the final classes to graduate under his command during a recent graduation ceremony. More than 1,400 basic officer trainees and 2,600 commissioned officer trainees graduated under Colonel Donovan's two year tenure.

After nearly two years serving as the Officer Training School commander, Col. Matthew Donovan plans to relinquish command next month as he plans for a new chapter in his Air Force career – retirement. Before one of Colonel Donovan's final OTS class graduations, the Leader staff asked a series of questions reflecting on his tenure and what lies ahead for future trainees. Here's what he had to say ...



Colonel Donovan

What has been the most significant change you have seen within OTS during your tenure?

The biggest change I've seen during my tenure is our transition to the Total Force Officer Training Institute concept. The Air Force Chief of Staff placed great emphasis on officer commissioning training occurring at the same location so our newest officers could reap the benefits of shared and common experiences. By consolidating ROTC field training at the OTS complex, as well as transitioning all Reserve officer candidate training to OTS, we provide a jump start to our offi-

cers careers so that they better understand that the future of Air Force operations hinge on Total Force operations; in other words, we "train like we fight." The final piece of this effort will be in place when the Air National Guard integrates their officer training program into the OTS complex over the next few months.

What do you think was the biggest accomplishment during your tenure?

For the first time in OTS history we've established overarching and integrated program plans, and we are already reaping the benefits of these. Not only does the faculty have a solid plan for execution of the training, but the trainees are much more aware of exactly what is expected of them during the training. My hat goes off to the dozens of individuals that worked diligently for many months to bring this effort to fruition.

What challenges do you see for the next OTS commander and foreseeable future?

The Total Force Officer Training Institute effort and the expansion of all facets of training here at Maxwell places extreme pressure on the production capacity of OTS. The reason for the existence of OTS is to provide a flexible commissioning source for the Air Force in order to

quickly ramp up officer production when required by Air Force leadership, and also act as a shock absorber during personnel drawdown periods. We have been at historic lows in our officer production for the past few years; the challenge I see for the next OTS commander will be to preserve OTS' production expansion capability in order to respond to potential future increases in Air Force officer requirements.

What have you enjoyed most about your time spent at OTS?

Most definitely it has been the people. I was impressed on Day One of arriving here with the pride and professionalism shown by the OTS cadre, and that perception has only grown over my tenure. Additionally, my interaction with the young people who attend OTS and have chosen to serve their nation has continuously bolstered my faith in our Air Force and America. Trust me when I say our future is in good hands.

How are today's OTS trainees better prepared to lead in the Global War on Terrorism?

This is not your daddy's OTS. When I graduated in 1982, we were in a much more ordered world – squared off against a known threat in the Soviet Union. For nearly 40 years we existed in that mindset. But the Air Force officers of tomorrow face a much more uncertain future, with constantly shifting and poorly defined threats. The good news is these young people are smarter, more worldly, and much better militarily prepared than my generation. The more than 80 hours of expeditionary combat skills training and nearly 40 hours of cultural awareness education we have added to the OTS syllabi have reinvigorated the warrior spirit in our officer Airmen, and will better prepare them to fight and win our Nation's battles.

What message would you like to leave with your OTS trainees?

Good luck, Godspeed, and never shrink from your awesome responsibility of leading our Air Force, and caring for the mothers and fathers, sisters and brothers, and sons and daughters of America's greatest asset – its people. 🙏

U.S. AIR FORCE LEADER

A PRODUCT OF AIR FORCE OFFICER ACCESSION AND TRAINING SCHOOLS

EDITORIAL STAFF

Air Force Officer Accession and Training Schools commander
Maj. Gen. Alfred Flowers

Air Force ROTC commander
Col. William Kunzweiler

Air Force OTS commander
Col. Matthew Donovan

Air Force Junior ROTC director
Col. Richard Ragaller

Air University Public Affairs director
Lt. Col. Gregg Bottemiller

Air University Public Affairs Internal Information chief
Charles Widener

Editor
Staff Sgt. Jason Lake

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On the cover...



An Officer Training School commissioned officer trainee makes his way across a single line bridge as part of the ropes course. See pages 9-10 for more details.

(Air Force photo/Staff Sgt. Jason Lake)

CSAF'S SCOPE

By General T. Michael Moseley
Air Force Chief of Staff

2008 READING LIST

Developing Airmen remains one of my key priorities; to that end I've carefully selected each book on my 2008 reading list. Victory – whether on the front lines of today's Long War or in the air, space and cyberspace surrounding tomorrow's foes – will be determined in large part by the expertise of our Airmen. Lifelong education is a crucial part of being a professional warrior and professional reading enhances our warrior ethos. There is no room in our Air Force for anyone "too busy" to expand his or her horizons. That is why I consider professional reading an imperative for every Airman: officers, enlisted, and civilians. It is why I make reading an essential part of my day even as Chief of Staff.

This year my reading list includes eleven books. I fully expect this will be a small subset of the books you read and the information you take in this year. You owe it to yourself, our Air Force, and our nation to continually increase your knowledge. My reading list is one small step in this direction.

Every quarter this year I will highlight a few books from my list and explain why they are pertinent to your development. For this first quarter, I've selected three books: one from our joint military heritage; another on our mission, doctrine and profession; and a final selection from world events.

The first book, *Louis Johnson and the Arming of America: The Roosevelt and Truman Years*, by Keith D. McFarland and David L. Roll, is an informative biography on former Secretary of Defense Louis Johnson. Secretary Johnson created a framework for long-term industrial mobilization during World War II and the early years of the Cold War that has still endures to the present. In fact, we face similar challenges today as the Air Force recapitalizes in this era of shrinking budgets and manpower cuts.

The second book, *Why Air Forces Fail: The Anatomy of Defeat*, by Robin Higham and Stephen J. Harris, explores the complex historical reasons for the catastrophic failure of air forces as leaders struggled to properly connect doctrine, training, technology, and industrial output. This book contains pointed lessons that apply today – fighting today's war while preparing for tomorrow's challenges to ensure we do not fail our nation.

The third book, *The Crisis of Islam: Holy War and Unholy Terror*, by Bernard Lewis, examines the historical roots of the deep resentments that dominate much of the Islamic world today. This book puts into context many of the struggles that persist across the globe – essential knowledge for a professional warrior.

Fly, Fight, Win! Fly, Fight, and Win! 



Around the Air Force

Air Force is 'Above All'

WASHINGTON -- The Air Force has a new advertising campaign to recruit the next generation of Airmen as well as better inform people about the Air Force mission: "Above All."

The purpose of the campaign is to create a dialogue with potential recruits, their parents and those most likely to influence young people to join the military about the critical role the Air Force plays in defending America's future, said Col. Michael Caldwell, deputy director of Air Force public affairs.

The "Above All" campaign kicks off this month and will be prominent on television, in print and, of course, in cyberspace. In addition to being shown at several sporting events, "Above All" ads will be seen in magazines and during commercial breaks on many top-rated commercial and television news and entertainment programs, Colonel Caldwell said.

Airman magazine's 'The Book' hits virtual shelves

SAN ANTONIO -- The 2008 almanac version of Airman magazine is available online.

"Into the Wild New Yonder" is the theme for the issue, traditionally called "The Book." The issue focuses on important facts and provides insight into today's Air Force. Data in the magazine highlights the service's major commands and their functions, weapon systems, demographics, statistics and other information. Also included is a pull-out map of Air Force installations



suitable for framing.

Check out the magazine online at: www.af.mil/news/airman/0208/pdf.shtml.

USCENTAF redesignates to USAFCENT

SHAW AIR FORCE BASE, S.C. -- U.S. Central Command Air Forces was renamed U.S. Air Forces Central in a ceremony March 3 at Shaw Air Force Base.

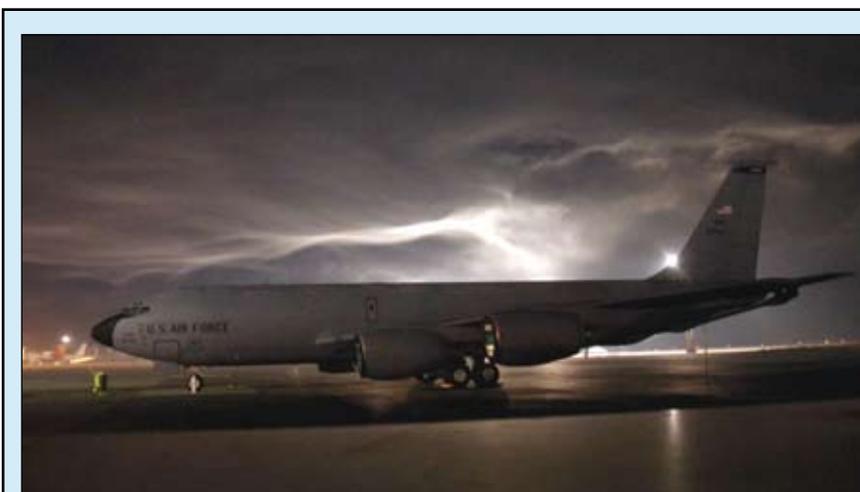
USAFCENT is a tactical air component aligned under Air Combat Command. The Air Force also has nine other commands: Air Education and Training Command, Air Force Materiel Command, Air Force Reserve Command, Air Force Space Command, Air Force Special Operations Command, Air Mobility Command, Pacific Air Forces, United States Air Forces in Europe and Air Force Cyber Command that remains in development since its creation in November 2006. 

Recruit loses 120 pounds to join Air Force

COLUMBUS, Ohio -- One year after being turned away from an Air Force recruiter for being grossly overweight, Daniel Kuertz returned more than 120 lbs. lighter and even qualified for training in one of the Air Force's most elite career fields -- combat control.

Mr. Kuertz was scheduled to start basic training at Lackland Air Force Base, Texas, in March and will also attend several training courses, including a two-week combat orientation course, a 15.5-week combat control operator course, a three-week airborne school, a three-week survival school course, and a 14-week special tactics air traffic controller course, which serves as the capstone to the entire training experience. Susan Kuertz, his mother, said she and her husband are very proud of their son.

"We've seen this determination throughout his life," she said. "Danny will be an asset wherever he goes."



Air Force/Staff Sgt. Paul Clifford

Beginning of end for KC-135

MANAS AIR BASE, Kyrgyzstan -- A KC-135 Stratotanker, assigned to the 22nd Expeditionary Air Refueling Squadron, awaits its next mission on the base's flightline. Air Force officials announced March 3 the selection of Northrop Grumman as the winner of the KC-X competition for development and procurement of up to 179 tanker aircraft for approximately \$35 billion. The initial contract for the new KC-45 is for the system design and development of four test aircraft for \$1.5 billion. The contract also includes five production options targeted for 64 aircraft at \$10.6 billion. The KC-45A will provide significantly greater air refueling capabilities than the current fleet of Eisenhower-era KC-135 Stratotankers it will replace.

Georgia rewards retired colonel (JROTC)

ATHENS, Ga. — Retired Col. Gary Breedlove, an instructor at Bainbridge High School, received Georgia's 2007 Outstanding Aerospace Educator award last fall.

"He has taken the cadets one step further by stressing the importance of academic achievement, especially in math and science, in finding related opportunities in aerospace careers," said Congressman Gene Maddox.

Cadet raise \$2K for Red Cross (JROTC)

AMARILLO, Texas — Palo Duro High School's TX-946 recently raised \$2,203, doubling their goal, for the Texas Panhandle Chapter of the American Red Cross.

NV-941 cadet meets President, state senators (JROTC)

WASHINGTON — Cadet Melanie Mathis, a senior at Durango High School in Las Vegas, had the rare opportunity to meet President George W. Bush and Nevada's Senators John Ensign and Harry Reid as part of the week-long civic training program, Girls Nation last summer.

The senior was appointed as the honorary Secretary of Defense during her one week stay.

According to the American Legion Girls Nation Web site, the four goals of the annual project is to develop leadership and pride in American citizens, educate participants about our system of government, instill in participants a greater understanding of American traditions and stimulate a desire to maintain our government processes. The next Girls Nation is slated for July 19-26.

GA-932 Welcomes Tuskegee Airman, documents history (JROTC)

WARNER-ROBINS, Ga. — Cadets from Houston County High School in conjunction with it's Parent Teacher Student Association played a part in preserving World War II history Feb. 7.

Students spoke with retired Tech. Sgt.



The Gazette/Mark Reis

Honoring Martin Luther King Jr.

COLORADO SPRINGS, Colo. -- Cadets Michael Inman, Chris Prince, Nick Thompson and Scott Sours from Harrison High School's CO-961 color guard bow their heads shortly after posting the colors at a Dr. Martin Luther King Jr. memorial ceremony Jan. 16.

George Watson, a former Tuskegee Airman, about his experiences in the distinguished unit. Cadet Rahn Raethke also conducted a personal one-on-one interview with the veteran as part of Operation Honor Hero, a video documentary project for military veterans to preserve their stories at the Congressional Library.

VA-961 instructor named VFW Teacher of the Year (JROTC)

RICHLANDS, Va. — Retired Master Sgt. Bradley Thayer was recently named the Veterans for Foreign Wars High School Teacher of the Year for the state.

"He has been the driving force behind the town's annual Veterans Day celebration that has grown into a day long event honoring our veterans, both past and present," retired Maj. Dale Van De Ven said of

the 11-year veteran instructor.

ND-20061 cadets log 4K hours of community service (JROTC)

FARGO, N.D. — Students from Fargo South High School recently logged more than 4,000 community service hours.

Some of the cadet projects conducted in the past year include teaching flag honors and respect to local Boy Scout troops and elementary school children; reading Dr. Seuss books to kindergartners and first graders; and conducting more than 100 color guard presentations annually.



Continued on next page

Det. 620 brings spirit of Christmas to less fortunate (ROTC)

BOWLING GREEN, Ohio — Cadets from Bowling Green State University demonstrated the Air Force's Core Value - Service Before Self on a personal level this past Christmas.

More than ??? cadets from the school loaded and delivered food and other necessities to more than 70 impoverished families in the local area.

"The project took less than five hours to execute, but it touched the lives of so many families," explained Cadet James Beach.

"In my opinion, this was one of the most beneficial things we do for the community every year, and its also a great time," added Justin Jones, cadet wing commander.

St. Louis University cadets explore global air mobility (ROTC)

ST. LOUIS — Det. 207 cadets from St. Louis University caught a glimpse of the global air mobility process first hand Feb. 7 during an orientation tour of Air Mobility Command's 618th Tanker Airlift Control Center at Scott Air Force Base, Ill.

The cadets learned how the TACC, which plans, schedules, tasks and executes AMC forces, conducts operations 24 hours a day seven days a week averaging more than 900 missions daily.

Florida dets square off for Lime Cup title (ROTC)

GAINESVILLE, Fla. — Hundreds of cadets from detachments all over Florida came together to test their mental and physical abilities during the 2008 Lime Cup tournament Feb. 23.

Cadets from University of Miami, University of South Florida, University of Central Florida, Embry Riddle Aeronautical University, Florida State University and University of Florida participated in a series of events ranging from Air Force knowledge tests and pushups contests to soccer.

According to Cadet Michael Bowen from University of Florida's Det. 150, the compe-

tion was fierce and no clear winner of the overall contest could be determined until the very end of the competition when University of Florida cadets came from behind in the soccer contest to earn a shot at the championship against University of South Florida. But in the end, University of South Florida still came out on top.

"It was a hard fought and trying competition for all the detachments, but the athleticism and physical endurance shown by all the cadets was outstanding," Cadet Bowen said. "The friendships forged through healthy competition and the information we shared to better our ROTC program as a whole, was priceless."

Det. 225 hosts Flyin' Irish basketball tournament (ROTC)

NOTRE DAME, Ind. — ROTC units from all services around the country turned out for Notre Dame University's invitational basketball tournament Jan. 18-20.

Fifty-two men and women teams included cadets from University of Notre Dame, St. Mary's College, Holy Cross College, Valparaiso University, Tri State University and Indiana University South Bend competed in the round robin tournament. In the women's finals, Marquette Army came out on top against its own Air Force counterpart. On the men's front, Texas A&M cadets pulled out their third straight championship in a nail-biting matchup against Olivet Nazarene.

Nine cadets endure march tribute to World War II POWs (ROTC)

WHITE SANDS, N.M. — After three months of training, nine cadets from Texas State University participated in the annual Bataan Death March Memorial hike March 30 honoring American prisoners of war that suffered at the hands of their Japanese captures during World War II.

Five of the cadets successfully completed the 26.2 mile green route in 10 hours and 45 minutes and placed 20th in the heavy category for carrying a 35-pound ruck sack. This was the first year cadets

from Det. 840 participated in the historic event.

Det. 365 deals with simulated viral outbreak (ROTC)

CAMBRIDGE, Mass. — More than 30 cadets from Massachusetts Institute of Technology tested their nerve and leadership know how in a first time joint exercise with local police, medical, health and safety and environmental agencies March 11.

The concept of a pandemic flu outbreak drill spawned from a research paper drafted by Katherine Ingle, cadet wing commander. Cadet Ingle spent months coordinating with corresponding agencies to conceive the exercise that tested all participants on various fronts.

According to Cadet Michael Arth, the biggest challenge for the cadets was maintaining quick, clear and concise communication in spite of the hazardous environment.

"The exercise put the organizational and leadership skills of cadets to the test," added Cadet Nathan Elowe.

David Barber, MIT's emergency and business community planner said having trained leaders within the ROTC program provided the school with much needed manpower.

"We've got a valuable resource here," he said.

Los Angeles cadets talk with Air Force Secretary (ROTC)

SIMI VALLEY, Calif. — Four professional officer course cadets from Loyola Marymount University's Det. 040 recently got a rare chance to meet and talk with one of the Air Force's senior officials -- Air Force Secretary Michael Wynne.

As the sole representatives of ROTC, the cadets got to hear the secretary speak about the importance of recapitalization with 150 military and civic leaders attending the event at the Reagan Library March 17. They were also treated to a tour of the Reagan Library including a private look at President Reagan's Air Force One static display. ✈️

COMMISSIONED OFFICER TRAINEES CELEBRATE

Graduation Day



Air Force/Staff Sgt. Jason Lake

Officer Training School Commissioned Officer Trainees from class 08-02 toss their flight caps after being dismissed from their graduation ceremony at Maxwell Air Force Base Feb. 15. Last year OTS commissioned more than 1,100 officers in the legal, medical and chaplain career fields. This year, Air Force Officer Accession and Training Schools officials estimate more than 1,200 trainees will enter the officer ranks through commissioned officer training – including the 110 graduates from class 08-02.



Air Force/Staff Sgt. Jason Lake



Air Force/Staff Sgt. Jason Lake



Air Force/Master Sgt. Stanley Coleman

[Clockwise from top]
CLOSE ENCOUNTER: During Day 1 of training, officers are introduced to instructors like Staff Sgt. Chris Davidson who corrects officer trainees on uniform standards and military customs and courtesies.

LEADERSHIP KNOWLEDGE: Trainees learn the importance of teamwork and small unit leadership through the Leadership Reaction Course.

ROPES & RAPPELING COURSES: The trainee's physical and mental endurance are tested on a series of high rope challenges and a 60-foot high rappelling tower. [See next page]

Timeline

The current Officer Training School commissioned officer training program is 23 training days split into five phases: Culture, Competence, Commitment, Confidence and Character. Here are some examples of the academic courses and physical challenges trainees must complete in five training weeks.

Week 1-2: Culture, Competence

- Blue Line ceremony
- Uniform issue
- Physical Fitness Baseline
- Drill
- Principles of War
- Confidence Course
- Project X
- Tattoo

Week 3: Commitment

- Officer & enlisted evaluation systems
- Total Force
- Wingman
- Leadership Problems
- Joint operations
- Consolidated Written Test

Week 4: Confidence

- Mobility line
- SERE fundamentals
- Hostage survival
- Medical exercise
- Self-aid & buddy care
- Ropes & rappel tower courses
- Leadership Reaction Course

Week 5: Character

- Dining in
- Senior NCO, first sergeant perspective
- First officer assignment
- Awards ceremony
- Out processing
- Graduation parade
- Oath of office
- Reception & spouse orientation

Officer Training School trainees **LEARN THE ROPES**

Story and photos by
Staff Sgt. Jason Lake

Editor, Leader magazine

It's arguably the most feared lesson taught in the five weeks of commissioned officer training. Since the Ropes Exercise Conditioning Course first opened in December 2005, it has stood as a major gauntlet for more than 2,500 officer trainees hoping to earn their commission.

"I'd been dreading it since the day I first heard about it," explained 2nd Lt. Petra Halloway, from commissioned officer training class 08-03. "My hands got all sweaty and I remember shaking."

The series of 35-foot high telephone poles connected by different rope suspensions is intended to build trainees' self-confidence while testing their newly learned leadership skills in a controlled, challenging environment, explained Maj. John Roberts, 23rd Training Squadron director of operations.

"We try to have the trainees and staff face their fears on the ropes course," he said.

For trainees like Lieutenant Halloway, that meant overcoming her fear of heights.

The former senior airman who served as a medical administrator in her enlisted career said she was able to get through the course with the encouragement of fellow trainees and some advice from an instructor.

"Having the flight there as a team, really helped me get through it," said the Immokalee, Fla.-native. "There were times when I wanted to cry, but my teammates cheered me on and reassured me. I really wanted to show them that I could do it."

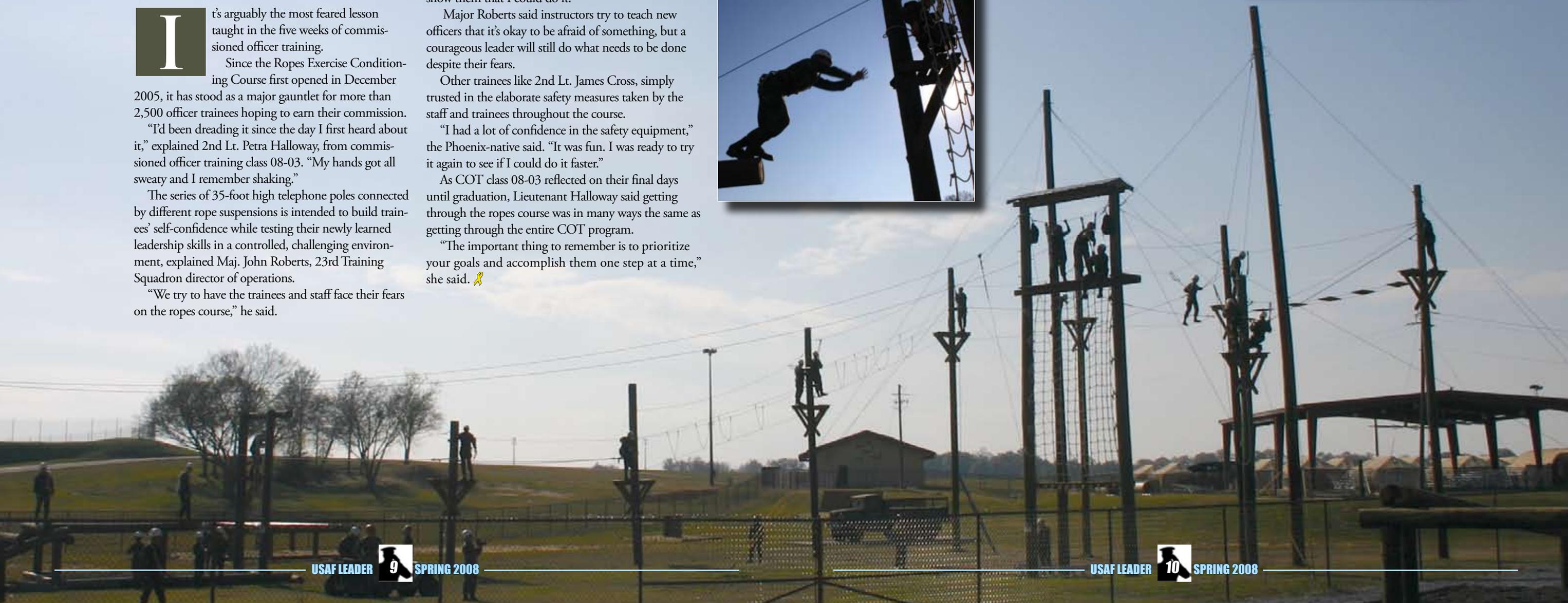
Major Roberts said instructors try to teach new officers that it's okay to be afraid of something, but a courageous leader will still do what needs to be done despite their fears.

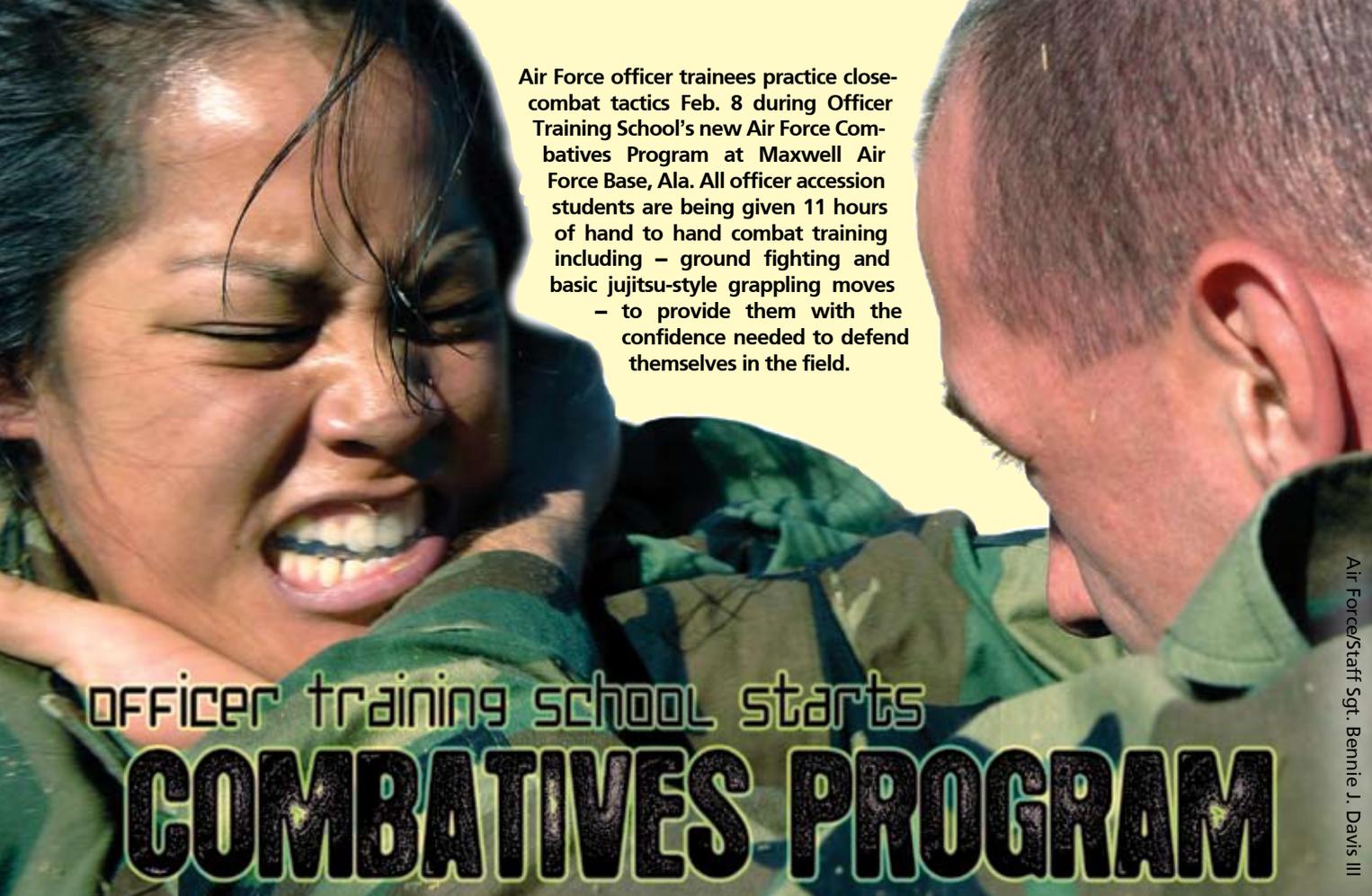
Other trainees like 2nd Lt. James Cross, simply trusted in the elaborate safety measures taken by the staff and trainees throughout the course.

"I had a lot of confidence in the safety equipment," the Phoenix-native said. "It was fun. I was ready to try it again to see if I could do it faster."

As COT class 08-03 reflected on their final days until graduation, Lieutenant Halloway said getting through the ropes course was in many ways the same as getting through the entire COT program.

"The important thing to remember is to prioritize your goals and accomplish them one step at a time," she said. 





Air Force officer trainees practice close-combat tactics Feb. 8 during Officer Training School's new Air Force Combatives Program at Maxwell Air Force Base, Ala. All officer accession students are being given 11 hours of hand to hand combat training including – ground fighting and basic jujitsu-style grappling moves – to provide them with the confidence needed to defend themselves in the field.

OFFICER TRAINING SCHOOL STARTS COMBATIVES PROGRAM

Air Force/Staff Sgt. Bennie J. Davis III

By Carl Bergquist
Air University Public Affairs

Officer Training School trainees completed the school's first Air Force Combatives Program Jan. 29 as part of an effort to expand the expeditionary officer training curriculum.

The course is part of the more than 70 hours of expeditionary skills training now being taught to Officer Training School, Reserve Officer Training Corps and Air Force Academy students.

AFCP is designed to instill confidence in the trainees' ability to defend themselves; attack and subdue an enemy; develop mental toughness; instill warrior ethos; and provide them with a basic set of unarmed combat skills, said Lt. Col. Hans Palaoro, 24th Training Squadron commander.

Colonel Palaoro said the 11-hour program stems from the Army's combative program and aims to better equip Airmen for duty in Southwest Asia. Students attend a one-hour overview lecture and five, two-hour sessions to complete the training.

"All officer accession programs will be

teaching the course," he said.

Before the program got underway, instructors had to receive more than 50 hours of training and certification from Army instructors.

"The training our 10 instructors received was five times as long as what the students will receive," Colonel Palaoro said.

Flight commander Capt. Jay Phomavong enjoyed the instructor training because it taught him something he had not seen before, he said.

"Before I took the training, I had never been in a fight in my life," he said. "The training boosted my confidence so I know how to get out of a tough spot."

Colonel Palaoro said the concept of a combative skills program came to fruition last fall after Air Force Chief of Staff Gen. T. Michael Moseley said Air Force members needed more expeditionary skills.

"Because of the additional duties Airmen are handling in the war on terrorism, Module 1 of the training focuses on ground fighting and basic jujitsu-style grappling moves," Colonel Palaoro said. "Modules 2 and 3 will be taught as specialized courses

to career fields such as tactical air controllers and combat controllers."

Staff Sgt. Veronica Rooks, one of the new instructors for the OTS program, said the training will make Air Force members more deployable than ever before.

"They will have the confidence that if they get into a situation such as hand-to-hand combat, they will know what to do," she said.

OTS flight commander Capt. George Hemingway agreed with Sergeant Rooks, saying the training will give them the knowledge to get themselves out of trouble.

"It has come up that this training will make Air Force members more aggressive," he said. "But, in reality, that is not the case. This is a defensive course, not one that teaches aggression."

Instructor Staff Sgt. Jeremy Ulibarri echoed the sentiments of his colleagues, saying the course would best serve Airmen by building their expeditionary skills. "Whether downtown or down range, the combative program will provide Airmen with the confidence they need to defend themselves in combat situations," he said. 

Airmen help neighboring city devastated by tornado

Story and photos by Master Sgt. Scott Moorman
Air University Public Affairs

More than 20 Maxwell Air Force Base Airmen teamed up with 66 Officer Training School trainees from here Feb. 19 to help people recover from a devastating tornado that leveled 150 homes in Prattville, Ala.

The Enhanced Fujita Scale-3 tornado that swept through the city 15 miles northwest of Maxwell AFB Feb. 17 produced winds of 150 miles an hour and damaged more than 760 houses.

The Maxwell AFB volunteers were quickly put to work sorting piles of debris to simplify pick-up by city work crews.

"When we stepped off the bus, we saw pure devastation. I have never seen anything like this before," said Officer Trainee Joseph Van Valen as he and other volunteers sifted through rubble in a residential area of Prattville.

As Trainee Van Valen removed twisted metal panels from a mound of what used to be someone's home, he said he felt compassion for the resident.

"The very first thing I noticed about this house was that the kitchen was sitting in the open," he said pointing to a dwelling that was left without a roof and two exterior walls. "A kitchen is the center of any house. It's where (families) gather to get food and just seeing the kitchen open like that and seeing how devastated (they) were, that was very moving to me."

As the group moved through the neighborhood, categorizing the refuse, Prattville residents took the opportunity to search for personal items ripped from



DEBRIS: More than 65 Officer Training School basic officer trainees and 20 other Airmen assigned to Maxwell Air Force Base volunteered to help organize and clear debris from the city of Prattville, which was devastated by an Enhanced Fujita Scale-3 tornado Feb. 17.

REFLECTION: Capt. Joseph Timberlake, an Officer Training School instructor, collects plywood debris amongst the wreckage of a home. Estimates indicated that more than 150 home were destroyed and 760 homes were damaged in a series of storms with 150 mph winds.

their home by the heavy winds.

Capt. James Damato, an OTS instructor who helped coordinate the base's volunteer effort, said the trainee's class schedule was rearranged to offer the community support.

"A lot of military -- retired and active duty -- live out in this community, among others," he said. "These are our neighbors. These are our families that live out here. We are doing this as outreach to our family."

Captain Damato said he had access to a large number of people who could lend a hand in a time of crisis.

Maj. Gen. Alfred K. Flowers, Air Force Officer Accession and Training Schools commander, and Col. Paul McGillicuddy, the 42nd Air Base Wing commander, toured the site and talked with local officials.

General Flowers said the disaster area broke his heart and he pledged to provide more volunteers over the next few days if needed.

"This is (a time) where the community needs our help. They help us all the time," the general said. "Now it's our time to help them."

"I want to say how im-

pressed I am with the state of Alabama, Autauga County and the City of Prattville under the leadership of Mayor (Jim) Byard and their response," the colonel said. "It looks like they have everything under control and I just want to reiterate that we're here to help."

Colonel McGillicuddy said the Maxwell AFB community will continue to be good wingmen and assist the city as long as it takes.

"They are our neighbors and we are here to help. We are just a phone call away for each other," he said. 

Maxwell becomes exclusive field training locale

By Carl Bergquist
Air University Public Affairs

All ROTC field training is moving to Maxwell Air Force Base starting this summer.

While last summer's ROTC schedule included three encampments here and three encampments at Ellsworth AFB, S.D., this year marks the first time all encampments will take place at one location.

In addition to the move, officials are

revamping the training curriculum to incorporate 11 days of training at Maxwell AFB's Officer Training School, six days at Maxwell's Blue Thunder Training Complex, and six days at the Joint Force Training Center in Hattiesburg, Miss.

Instructors will conduct primarily in-class instruction at the OTS portion, but training at the Blue Thunder complex and JFTC involves extensive deployment and expeditionary training in response to Air Force Chief of Staff Gen. T Michael Moseley's desire to instill a

strong "warrior ethos" mindset among Airmen.

"Our biggest challenge is getting airlift support to take cadets to the JFTC," said Maj. John Carros, the Air Force ROTC chief of training. "We have a commitment from the 908th Airlift Wing at Maxwell, but we are also working with the Air Force Reserve to get additional commitments from other air mobility units."

Col. Guy Parker, ROTC director of operations, said he and Army Col. Earnest Shows, the JFTC commander, are looking forward to building a long-term partnership to benefit Air Force ROTC and its training program.

Training capabilities at the JFTC include four forward operating bases, simulated Southwest Asian cities, a C-130 Hercules runway and C-17 Globemaster III assault strip, live-fire weapons ranges, convoy operation areas, a land navigation course and base defense training areas.

"We are leveraging their expertise for our cadets, and some of the most current lessons from the war can be learned at the JFTC facility," Colonel Parker said.

Other obstacles cadre members are overcoming include plans for adverse weather; medical support; and a lack of dormitory space, Major Carros said.

While dormitory-expansion plans are in the works, cadre members developed overlapping encampments to provide adequate living quarters for incoming cadets.

As a result, six field training classes will overlap during this summer's encampments.

The plan is a "temporary, tactical solution to a strategic problem," Colonel Parker said.

A cadre of more than 70 people will run each encampment, with O-6s filling the commander and vice commander positions.

Air Force leaders said they consider the transformation as the most significant change to Air Force ROTC training in the last 60 years. 



Air Force photo illustration/Lt. Col. Guy Parker
Air Force ROTC cadets will participate in six days of expeditionary training at this simulated city at the Joint Force Training Center in Hattiesburg, Miss. The training is part of a new curriculum for Air Force ROTC cadets as all field training moves to Maxwell Air Force Base, Ala.



Courtesy photo

Maj. Gen. Alfred Flowers, Air Force Officer Accession and Training Schools commander, talks with ROTC cadets during the George Marshall - Henry Arnold Air Force ROTC Award seminar near Washington D.C. Feb. 1. The top cadets from more than 140 detachments gathered to learn about Air Force issues and talk with current and retired senior military leaders.

Elite ROTC cadets converge on capitol for national conference

Staff Sgt.
Julie Weckerlein
Secretary of the Air Force
Public Affairs

RESTON, Va.
— More than 140 top Reserve Officer Training Corps cadets gathered near the nation's capitol for the George C. Marshall - Henry H. Arnold Air Force ROTC Award seminar Jan. 31 to Feb. 3 here to meet and network with peers, as well as learn about the Air Force, its history and its direction into the future.

"It's a unique experience for them," said Col. LeeRoy Martin, Air

Force ROTC registrar from Maxwell Air Force Base, Ala. "This is an elite group of individuals, selected to represent their fellow ROTC peers from their schools. It's an opportunity for them to get engaged, at a strategic level, with what is going on in today's Air Force."

The cadets were selected for attendance based upon their leadership, scholarship, physical fitness and commitment to the Air Force core values of integrity, service before self and excellence. During the four-day seminar, many senior Air Force leaders

spoke to the cadets, to include former Chief of Staff of the Air Force retired Gen. John Jumper.

A variety of round-table discussions were held, too, regarding topics like homeland security, Iraq mission and challenges, challenges of transition in Afghanistan, ethics, recruiting and peacekeeping. It was all done in an effort to provide insight into what the soon-to-be college graduates would face as commissioned Air Force officers. So, they were educated about Air Force history, especially the military

leaders George C. Marshall and Henry H. Arnold, and provided discussion of national security issues.

They were also provided a tour of Washington DC, located about 15 miles away.

"It's exciting and a little overwhelming to be here," said Cadet Lt. Mercedes Gaffney from the University of New Hampshire, "but it only reaffirms my decision to join the Air Force. A lot of my peers are stressing about jobs right now, trying to find internship and attend job fairs. But I don't have to worry about any of that."

She said she also appreciated the networking aspect of the seminar. "We come from all over the country," she said, "so it's good to meet one another and

talk about our experiences. A lot of us already know where our first assignments will be, so it helps to speak to others who are preparing to go to the same place."

Cadet Col. Matt Babcock from the University of Maryland said he appreciated the opportunity to hear about current issues and talk with active-duty officers who attended the seminar as speakers or facilitators.

"We got to hear about the state of the world and the state of the Air Force from the experts," he said. "They've been able to share with us their advice on leadership, what works, what doesn't, and now we [cadets] can take that back to our detachments and share with our peers the things we've learned here." 

INFORMATION SECURITY

By Ashley Wright
Air University Public Affairs



OFFICIALS URGE CAUTION ON SOCIAL NETWORKING WEB SITES

Your location on a friend network, a photo on Facebook, a prayer for a deployed family member on a military-based blog -- all posted on the World Wide Web with the intent to bring comfort to loved ones and news to friends.

This information may seem harmless, but when put together these puzzle pieces show a picture with more information than military members should share.

To demonstrate the amount of information available, Col. Andy Pears, director of Communications and Information for Air University, became a "completely fictional" staff sergeant on a social networking site designed for military members. The colonel said he had no trouble creating a profile and false identity.

With a few mouse clicks, Colonel Pears found combat and operations histories, pictures from inside deployed locations, descriptions and duties within that location and details about military members receiving medals. There was never an attempt to confirm military affiliation, he said.

"You look at this kid right here," the colonel said, pointing to a picture of a uniformed man posing against a concrete wall. "The enemy may already have his name and information about his family."

Great Britain's security service recently found hundreds of false accounts belonging to Al-Qaeda members on social networking sites, according to

BEFORE YOU POST...

Currently, Air Force Instruction 35-101, Public Affairs policy and guidance, states:

"... each Air Force member or employee is responsible for obtaining the necessary review and clearance, starting with Public Affairs, before releasing a proposed statement, text or imagery to the public. This includes digital products being loaded on an unrestricted Web site."

a briefing prepared by Colonel Pears' office. British service members were advised to remove personnel details from those social networking sites.

"This colonel could go in as a staff sergeant," Colonel Pears said. "Simple questions like 'I'm going to Camp Victory. Can you share your experience?' or 'I'm a retired chief. During my time in service, we followed these procedures. What is the policy now?' place people and missions at risk and create an operational security nightmare," he said.

Colonel Pears' deputy said it is understandable how people make the mistake of sharing too much online.

"What struck me is there was no malice intended," Marietta Magaw said. "It can seem so harmless, because people were trying to reach out and stay in touch."

The briefing provided other examples of risky information military members have posted on Web sites: full names; dates of birth; hometowns; names of family members, girlfriends or wives; locations of where they served; and photos posing with colleagues and weapons.

"Suppose an angry person,

perhaps someone affected by the actions that earned an Airman a bronze star, sees the decorations on a site," Ms. Magaw said. "What is to stop the person from turning the Airman into a target?"

Colonel Pears advised against posting information protected by the Federal Privacy Act of 1974, which states information cannot be released without written consent of the individual, to include martial status, home address and phone number, date of birth, and social security number.

An additional danger of posting photos and information is identity theft, Ms. Magaw said.

For example, a civilian newspaper reported in January that a man copied photos of a Marine colonel on a social networking site. The man then used the photos to pose as the colonel on dating Web sites and eventually began requesting money from the women.

The U.S. Computer Emergency Readiness Team, comprised of the Department of Homeland Security and public and private sectors, provides advice to the general public about social networks.

"Although the features of social networking sites differ, they all allow you to provide information about yourself and offer some type of communication mechanism (forums, chat rooms, e-mail, instant messenger) that enables you to connect with other users," according to a 2006 report by Mindi McDowell, Carnegie Mellon University. "While the majority of people using these sites do not pose a threat, malicious people may be drawn to them because of the accessibility and amount of personal information available on them."

The organization's Web site offers tips for posting information online. One suggestion is to use caution in what you advertise. "Providing details about your hobbies, your job, your family and friends and your past may give attackers enough information to perform a successful social engineering attack," the Web site said. A final tip is remembering that information, once published on the Internet, cannot be removed.

Recently, Canadian and Australian officials urged soldiers and civilian workers to be mindful about what they post for the world to see. Canadian army Brig. Gen. Peter Atkinson said in a United Press International article that insurgents collect about 80 percent of their intelligence from blogs and photos posted on social networking sites like Facebook and YouTube.

Ms. Magaw advised using common sense when posting personal information online. "There are a lot of people out there who want this information." 

CYBER SECURITY

BOOTCAMP

Cadet recounts Advanced Course in Engineering experience

Cadet Kyle Stewart
Det. 850, University of Utah



Courtesy photo

At the end of the 10-week Advanced Course in Engineering, students are tested on what they've learned through a local network "hackfest." The 2008 ACE Cyber Security Boot Camp is slated for May 27-Aug. 9.

This year I had the opportunity to return to the Air Force Research Labs in Rome, N.Y., as part of the Advanced Course in Engineering professional development training.

ACE is a 10-week course aimed at developing officers into cyberspace leaders through education, problem solving and military internship.

I first attended the ACE program as a student in the summer of 2006. Last summer, I was one of three cadets from my class selected to return as graduate assistants. My role as a GA was to assist the ACE staff in order to help the program run smoothly.

Mondays

Students had the opportunity to attend full day lectures taught by guest professors and experts in the field, and then applied this knowledge while solving challenging problems.

Students, working in teams of three, had a week to solve these problems and then submitted a full report containing an executive summary, problem statement and problem solution.

These reports typically range from 15-30 pages, and each team member must write an individual report.

Tuesdays-Thursdays

In addition to the rigorous coursework and technical problem solving, students also attended technical internships Tuesday through Thursday hosted at AFRL.

Here, students work on real world problems and interact with civilian and military mentors. This gives students the opportunity to see first-hand the work that occurs in a research environment.

Fridays

On top of all this, students were expected to participate in weekly eight-mile runs and attend leadership and officer development courses geared to develop the vision and skills necessary to become effective leaders in the cyberspace domain.

One of my favorite aspects of the program was the officer development courses taught by retired Col. Fred Wieners.

Colonel Wieners brings amazing enthusiasm and insights into our role of future

officers fighting in cyberspace.

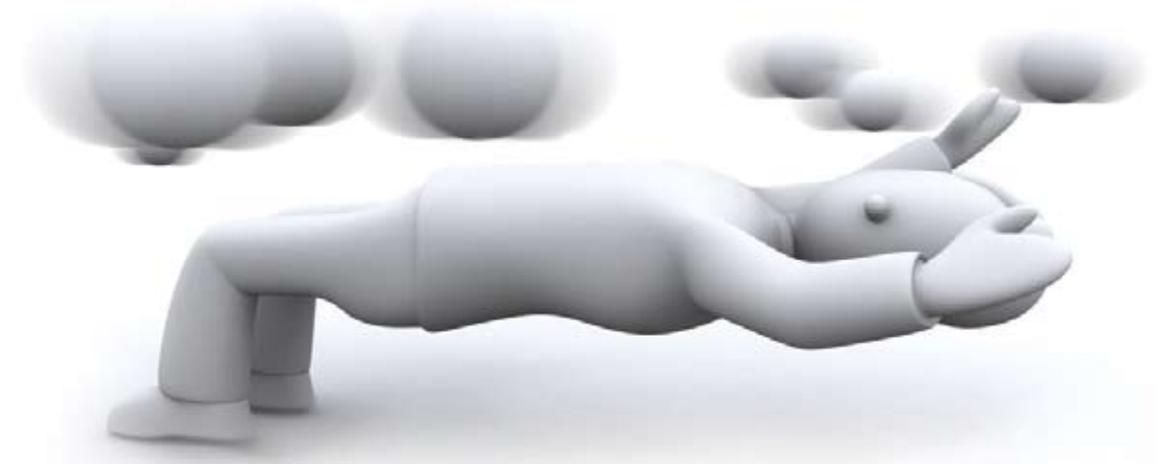
I learned many valuable lessons in overcoming challenges and general leadership principles through staff rides to Gettysburg, Fort Ticonderoga and an Apollo XIII case study.

The entire program concluded with a two-day capstone "hackfest," where two teams conducted a mock cyber war using networks they had built in their "spare time" over the ten-week course.

Overall, I think the ACE program is a unique opportunity for students to learn essential problem solving skills. It provides a unique experience to work on real world projects at AFRL. The ACE staff works very hard to provide the right training and experience that students need in order to fight in this new domain.

I would highly recommend this program to any electrical, computer engineering or computer science cadet interested in flying and fighting in the cyberspace domain. 

UTAH CADETS DODGE BALLS TO BUILD PARTNERSHIPS



**By Staff Sgt.
Jason Lake**

Editor, Leader magazine

What better way to make new friends than by pelting them with a dodgeball?

For the third straight year, three detachments from Utah came together for a statewide competition in traditional military events such as open ranks inspection and drill evaluations. But ROTC cadets from Brigham Young University, University of Utah and Utah State added a new dimension of team building this year with a friendly dodgeball tournament.

Instead of pitting each school against each other, Cadet Justin Gibbons, Utah State University's planner of the competition, got the idea to build mixed teams from each school to build up camaraderie.

"Based on feedback gathered over the past two years, cadets

said they wanted to integrate, so that it wasn't just det against det," explained Cadet Gibbons.

Cadet Gibbons' commander, Lt. Col. Michael Swift, said the integrated approach was a good way to prepare some of the cadets for upcoming field training this summer and possibly in the near future -- deployments.

"This is just like field training or active duty," he said. "You're thrown together with people you've never met before and you need to be able to work together from day one to accomplish the mission."

Cadet Sarah Merrill from Utah State University said she got a kick out of watching cadets from different detachments cheering on their team members while dodgeballs hissed back and forth.

Sophomores from each school were randomly selected to lead their flights during the open ranks and individual drill

evaluation portions of the competition.

Cadet Andrew Niccoli who led the Utah State flight in the open ranks portion said his nerves were tested as the inspector graded his classmates.

"It was a good experience to



Courtesy photo

MOVIE TRIVIA: According to Patches O'Houlihan in "Dodgeball: A True Underdog Story," the five D's of dodgeball are dodge, duck, dip, dive and what else?

help me prepare for field training because the pressure was on," he explained. "It had my nerves going and I was scared because I didn't want to let my team down."

As all the cadets from detachments 850, 855 and 860 dined together at the close of the competition, Brigham Young University's Det. 855 was named the top detachment of the contests.

Lt. Col. Kent Wong, Det. 850 commander, applauded the cadets for their effort toward another successful competition.

"The Tri-Det is all about teamwork and not just within your detachment," he said. "We're all part of one team defending our great country. This is an event that makes you stand a little taller and a little prouder."

Editor's Note: Cadet Jessica Mays from Utah State University contributed to this report. 

Junior ROTC cadet receives highest award for heroism

By **Brittany Johnson**
The Casey County News - Liberty, Ky.

She didn't have time to think.

When stopping by Liberty Manor Apartments on the afternoon of April 25, 2007 to see her grandmother, Cadet Natasha Preston saw flames coming from Hack Monday who was working on a car for a stranded motorist. Preston jumped out of her car to help save him.

Preston, now a Casey County High School senior, said when she saw the flames, her instincts kicked in and she pulled off the man's shirt to put the out the fire.

"I didn't have a chance to think about it," she said. "I just saw flames from the stomach up, ran over and started yanking off his shirt to use it to put out the flames."

Mr. Monday, then 73, received burns to his face, neck, hands and chest and was airlifted to the University of Kentucky Medical Center in



Cadet Natasha Pearson

Lexington. He survived the fire.

Preston's quick action and bravery saved Mr. Monday from receiving more severe injuries in the incident.

Many who know Preston say she walked away from the situation a hero and that she quickly put the well-being of Mr. Monday ahead of her own.

Preston's act of heroism inspired her fellow Air Force Junior ROTC cadets last semester and prompted their instructor, retired Master Sgt. Gary Emerson, to submit her for consideration for the pro-

gram's Gold Valor Award – an award she received Jan. 15 with approval from the Air Force Junior ROTC headquarters.

The award consists of a medal, ribbon and certificate and recognizes the most outstanding voluntary acts of self-sacrifice and personal bravery by a cadet risking his or her life and going beyond the call of duty, according to the Air Force Junior ROTC Uniform and Awards Guide. The award, which is the highest a Junior ROTC cadet can receive, was presented by Col. Gary Chilcott, the area coordinator on a staff assistance visit to inspect the school's Junior ROTC program.

"I am so very proud of Natasha," Colonel Chilcott said, adding this was the first Gold Valor Award he had presented.

"It was an honor for me to submit her for this award," Master Sgt. Emerson said. "It was the first one I've ever submitted. She was very deserving. The act warranted the award."

Preston, who held the

Junior ROTC title of Cadet Master Sergeant, said when she received the award, her first thought was of her family, specifically, her late grandfather and Navy veteran, James A. "Moody" Johnson.

"The first thing that popped into my head was that my grandpa would be so proud of me," she said with tears. "He was in the military, and for me to get something like that was a big achievement."

Her mother, Donna Turpin, says she always knew her daughter was a leader and that the Junior ROTC program has helped her daughter to grow even more.

"I think she's doing so good, and a lot of it is because of the program," Mrs. Turpin said. "I'm so proud of her."

Mr. Monday says Cadet Preston's help that afternoon saved his life and he's so glad she is being recognized for her selflessness.

"If it hadn't been for her, I guess I would have burned to death," he said. 🙏

Drill Skills

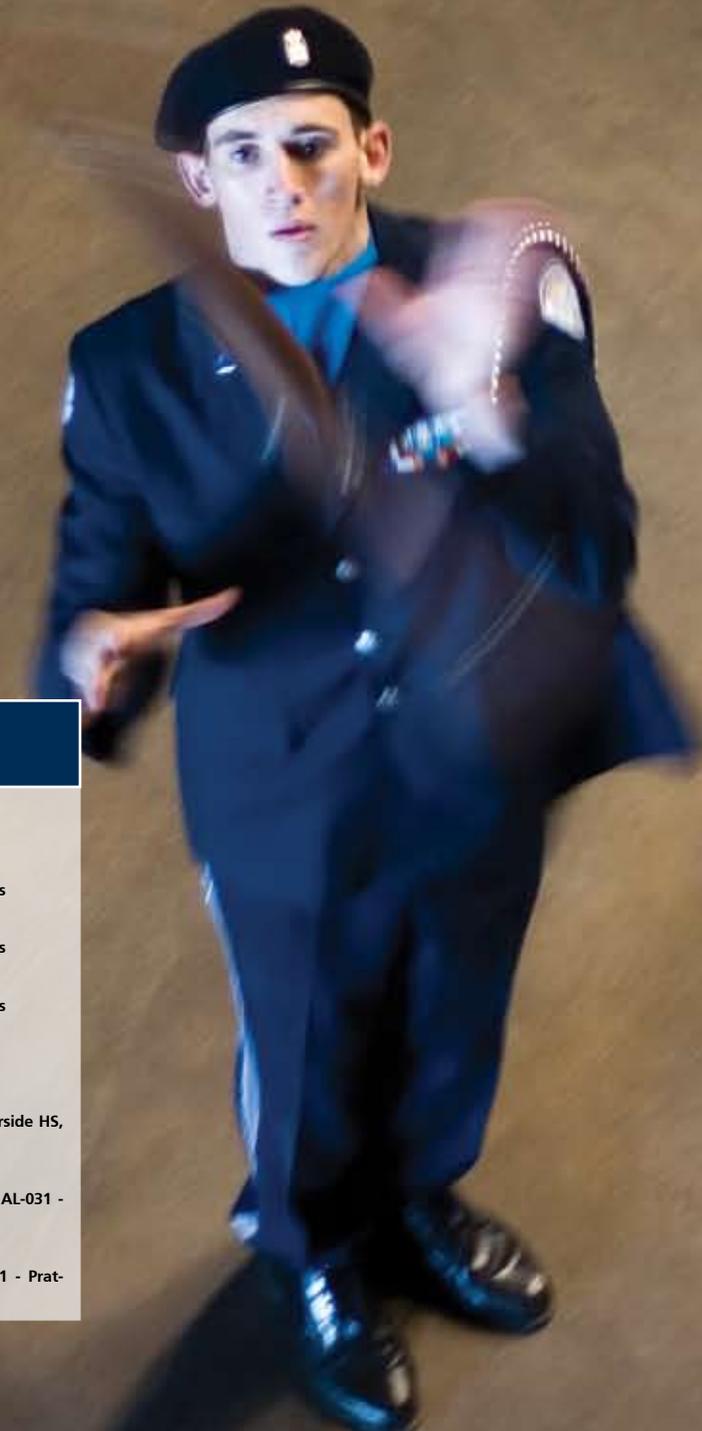
JROTC teams square off for national title

By **Staff Sgt. Jason Lake**
Editor, Leader magazine

Hundreds of Junior ROTC cadets from more than 50 schools in 10 different states came together to put their drill skills to the test during the American Legion National Junior ROTC All Services Drill Championships in Montgomery, Ala., Feb. 9.

The competition was comprised of 19 categories including facsimile color guard, demilitarized regulation, unarmed exhibition and one of the most popular events – knock-out, which tests cadets ability to obey drill commands at a blistering pace.

The overall winner of this year's competition was the Air Force TX-20014 unit from Klein Collins High School, Texas.



2008 Winners

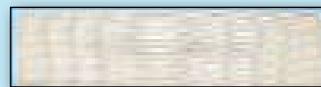
Unarmed Inspection: TX-951 - Oak Ridge HS, Texas	Demilitarized Color Guard: Navy - Oxford HS, Mass.
Unarmed Regulation: MS-781 - Biloxi HS, Miss.	Demilitarized Exhibition: TX-20014 - Klein Collins HS, Texas
Unarmed Color Guard: AL-932 - Thompson HS, Ala.	Unarmed Overall: TX-20014 - Klein Collins HS, Texas
Unarmed Exhibition: TX-20014 - Klein Collins HS, Texas	Demilitarized Overall: TX-20014 - Klein Collins HS, Texas
Facsimile Inspection: Navy - Oxford HS, Mass.	Facsimile Overall: Navy - Oxford HS, Mass.
Facsimile Regulation: TX-20014 - Klein Collins HS, Texas	Individual Exhibition: John Farmer from NC-943 - Riverside HS, N.C.
Facsimile Exhibition: Army - Wetumpka HS, Ala.	Duel Exhibition: Keisha & Felicia Robinson from AL-031 - Butler HS, Ala.
Demilitarized Inspection: Navy - Oxford HS, Mass.	Knock-out: Alexandro Widman from AL-951 - Prativille HS, Ala.
Demilitarized Regulation: TX-20014 - Klein Collins HS, Texas	

Top Three Junior ROTC Awards



Gold Valor Award

Awarded for voluntary acts of self-sacrifice and personal bravery by a cadet involving conspicuous risk of life above and beyond the call of duty.



Silver Valor Award

Awarded to a cadet for a voluntary act of heroism which does not meet the risk-of-life requirements of the Gold Valor Award.



Cadet Humanitarian Award

Presented for humanitarian acts by a cadet involving actions above and beyond the call of duty.

Air Force HONOR GUARD

Capt. Joshua Hawkins walks confidently through a volley of bayoneted M-14 rifles during an Air Force Honor Guard demonstration at Robert E. Lee High School, Ala., Feb. 5. More than 200 Junior ROTC cadets and students watched the team perform their newest routine.

Prestigious unit showcases new routine to Junior ROTC cadets

Story and photos by
Staff Sgt. Jason Lake
Editor, Leader magazine

Hundreds of high school students at Prattville and Robert E. Lee high schools in Alabama had the rare opportunity to see the Air Force Honor Guard perform a new routine before anyone else.

The 16-Airman team led by Capt. Joshua Hawkins demonstrated its 2008 routine for Prattville High School's AL-951 Jan. 31 and Robert E. Lee High School's AL-011 Feb. 5.

The team had been training at their new training hub, Maxwell Air Force Base, for more than month in preparation for their annual tour schedule. Before officially kicking off their tour nationwide, the honor guard team tested their new recruits and techniques with a live show for the students.

"I feel that the team did a phenomenal job in the performances," said Staff Sgt. Michael Doss, an Air Force Honor Guard team member. "The students' positive reaction told us everything that we needed to know about how well we did."

Cadet Antonio Thompson from AL-951 said the performance not only sparked

student's interest in the Air Force, but also stirred up fresh ideas for an upcoming drill contest.

"It gave our drill team new ideas as we prepare to build our rifle exhibition routine," Cadet Thompson explained. "Their performance definitely inspired me and other students in our school to pursue a career in the military and hopefully one day have the opportunity to join the Honor Guard team."

"I really believe this is going to light the fire under some of the students," said retired Senior Master Sgt. JoDell Dunlap, about her AL-011 cadets who were getting ready to participate in a national drill competition a few days later. "I think the performance showed some of the students that they could do this in the future," she said. "I think when some of the students saw how young some of the Airmen in the Honor Guard were they said to themselves, 'hey, I can do this.'"

After each performance, the team took a few minutes to share their personal perspectives as Airmen in the United States Air Force, and handed out autographed photos.

More information on the Air Force Honor Guard – including scheduling request inquiries – can be found on the official Web site: www.honorguard.af.mil. 



Air Force Honor Guard teammate, Staff Sgt. Jason Martin (center), concentrates as he twirls his M-14 rifle creating a domino effect with his teammates as they perform at Prattville High School in Prattville, Ala., Jan. 31. The Air Force Honor Guard team is comprised of 16 enlisted Airmen, ranging from airman first class through staff sergeant, and led by a captain who serves as the unit's drill commander.

Orient orientation

South Carolina cadets explore Singapore

By Maj. Bill Clark
SC-933, Fort Dorchester High School

Eleven cadets from six South Carolina Air Force Junior ROTC units traveled to Singapore last December as the return half of Singapore's International Cadet Exchange Program.

Last year was the third year cadets from the National Cadet Corps from Singapore traveled to the United States to participate in the South Carolina Cadet Officer Leadership School - a one-week program held at The Citadel.

The six Air Force Junior ROTC units responsible for the leadership school chose 11 cadets to travel to Singapore in December.

After enduring the 23-hour flight to Singapore, the cadets were greeted by Singapore cadets who had attended the leadership school at The Citadel months before.

After a few hours rest, the U.S. cadets met other cadet delegations from India, Hong Kong, Thailand, Brunei, Australia, United Kingdom, and New Zealand who were also members of the International Cadet Exchange Program. All the cadets stayed on a Singapore Army Base in non-air



Courtesy photo

Retired Lt. Col. Robert Ticknor, senior instructor, and retired Maj. Bill Clark, SC-933 instructor, accompanied the cadets to Singapore. The cadets who attended were: Randi Williamson and Taylor Sneed of SC-933, Caitlin Stanton and Bryan Hankinson of SC-872, Kenneth Metzger and Robert McCarthy of SC-934, Davon White and Shauna Young of SC-031, Zachary McCutchen of SC-071, and Alyssa Mclain and Alan Mixson of SC-063.

conditioned barracks. The cadets even got to experience cold showers each day. The showers were actually very pleasant as the weather there is hot and humid year-round. The cadets ate their meals at the "Cookhouse," a British term for mess hall, and experienced the many different types of food Singapore has to offer.

The NCC and the Singapore government went all out to give all the cadets in the exchange program a cultural, historical, and shopping experience to remember.

Each day the cadets visited different parts of Singapore, including Little China, Little India and Sentosa Island -

home of Fort Siloso and a huge resort.

The cadets also saw a naval diving unit demonstration by a, rode on special operations speed boats and toured a Singapore naval vessel.

While the delegations got to go to the NCC encampment and participated in paintball, archery, confidence courses, and a repelling tower. The cadets visited several displays of the Singapore Merlion which is the symbol of Singapore and represents the head of a lion and the body of a fish.

The cadets even had time to shop until they dropped. The cadets traveled by public bus and subway to the many

shopping centers that dot the Singapore landscape. The U.S. delegation even got to experience some of the local food on the economy.

Lt. Dave Chia, one of the NCC instructors for the summer trip to the United States, stayed with the U.S. delegation throughout the entire Singapore visit ensuring that our stay was a memorable one.

Lt. Adeline Leow, the female instructor, who also accompanied the NCC cadets for the summer session, invited our delegation to her parent's flat and a group breakfast. The cadets were able to see how a Singapore family lives and met her family.

At the end of the stay, all the cadet delegations were treated to a full dress cadet officer pinning on ceremony. The NCC cadets were very impressive in their British style marching and ceremony despite heavy rainfall.

The last night prior to leaving, all the cadet delegations got together and exchanged mementos and there was many a tear shed that night. All the cadets made a lot of friends in a short period of time.

The South Carolina cadets went on a unique trip and had experiences that will last them a lifetime. They learned about a country and culture that not many Americans can even find on a world map.

"We have made many friends throughout the world," explained Cadet Williamson. "We were really lucky to be part of a program that allowed us to travel, learn and have a great time all at the same time." ✂

Career Broadening WARTIME PLANNING COURSE PREPARES AIRMEN FOR DUTY

By Staff Sgt. Jason Lake
Editor, Leader magazine

As the Supreme Allied Commander of Allied Forces in Europe during the Normandy invasion of World War II, Gen. Dwight D. Eisenhower explained the importance of military planning when he said, "In preparing for battle I have always found that plans are useless, but planning is indispensable."

A course taught by the Air Force Doctrine Development and Education Center staff here also stresses to Airmen the importance of military planning and explains how the process filters from the commander in chief down to the lowest ranking Airman.

Air University's two-week Contingency Wartime Planners Course, which is aimed at the junior NCO through senior field grade officer demographic, discusses military planning on the tactical, operational and strategic levels.

"CWPC is a planning fundamentals course designed to decrease the steep learning curve associated with contingency and crisis action planning," explained the course's chairman, Lt. Col. James Ruffing. "The main benefit of the course is the cross-talk that occurs across functional areas to produce a well-rounded planner grounded in the fundamentals."

Some of the topics included in the course are: national security strategy, command relationships, force and transportation planning, as well as base support planning.

Students also get first-hand experience shared by various guest speakers such as Gen. Arthur Lichte, Air Mobility Command commander; Army Lt. Gen. C.V. Christianson, Director of Logistics; Lt. Gen. Gary North, U.S. Central Com-

mand Air Forces commander; and Maj. Gen. Kip Self, U.S. Air Force Expeditionary Center commander.

"I wish I had attended this course when I was a senior captain," explained Maj. Steve Odum, a 618th Tanker Airlift Control Center executive officer at Scott Air Force Base, Ill.

The major explained that while he was deployed to Kabul, Afghanistan, earlier in his career as a military planner, he used the Google search engine to find guidance and research for a planning project because he didn't know where else to start.

"Now I know and understand concepts and terminologies 'higher ups' used to discuss during the planning process," Major Odum explained. "A lot of information gets lost when you don't understand the terminologies and concepts that they talk about. I feel better informed for the next job, whatever that may be."

On the opposite end of the training spectrum, Senior Airman Angela Grenier, a logistics planner from the 97th Logistics Readiness Squadron at Altus Air Force Base, Okla., said she was glad she could take the course earlier than expected because it helped her understand where her job fits into the "big picture."

"It was great to see how things come down from leadership at the top and how it gets down to my level on the tail end," she said. "It's great background information that broadens my horizon."

Since the first class started in 1986, CWPC instructors have educated more than 15,000 students in all functional areas - including 681 planners last year.

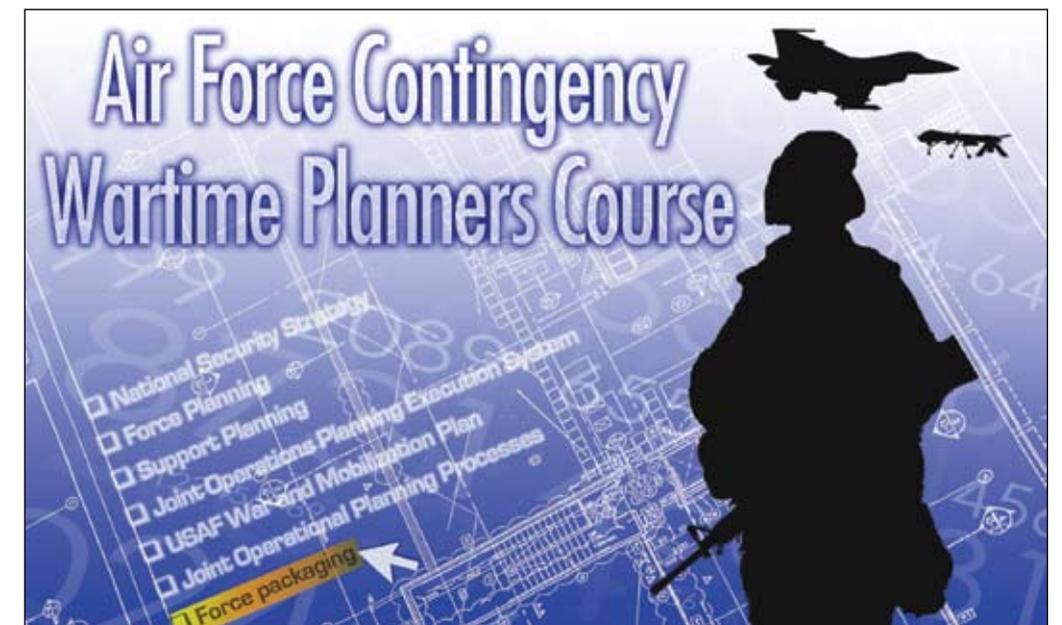
The course is offered 10 times per year to Air Force planners. While most slots are funded by the Air Force Education Requirements Board, some are unit funded.

As a supplement to the residency course, CWPC staff offers an abbreviated three-day course and two week course through a mobile education team visit.

"The unit sponsoring the team pays for all TDY travel costs," explained Colonel Ruffing.

Course credit is only awarded for the two week version of the course and all graduates receive an "R" prefix on their AFSC if filling a planning billet.

Airmen and civilian employees of equivalent ranks interested in attending the course in-residence can sign up through their base training manager in coordination with their major command functional managers. ✂



Air Force illustration/Staff Sgt. Jason Lake



Capt. Andrew Scott

Deployed duty title:

Officer in charge, Combined Joint Tactical Operations Center and Senior Battle Captain

Deployed location:

Camp Blackhorse, Afghanistan

Home station:

Det. 160, University of Georgia

Years of service:

16 years total, 9 years enlisted

Hometown:

Greenville, Tenn.

Air Force school graduated:

Officer Training School in 2000.

What has been the biggest challenge?

Being asked to perform such a critical function without any previous training or experience. My first day on the job we were coordinating quick reaction forces and medical evacuations support for one of our security force vehicles that was hit by a improvised explosive device. The second day on the job we were coordinating F-15 and Apache close air support for an Army and Afghan

National Army team that had been ambushed and cut off from communication with their battle space controllers. After our coordination, we put bombs on target and there were no U.S. or ANA injuries.

What is it like working with Marines?

Camp Blackhorse is one of the forward operating bases led by U.S. Marine Corps. It's much different working with them. The best way I can summarize my experience is to say I have a much greater respect for what they do, but an even greater appreciation for the Air Force culture and leadership techniques.

What has been the most rewarding part of your deployment?

So far, bailing those guys out that were being ambushed was the most rewarding event. I've done it many times since, but the first time was the most rewarding. I met the men who were on that patrol, and on the other end of the radio that day. To see their smiling faces and hear them thank me for helping them out of that tight spot, was incredibly rewarding.

What advice do you have for future Air Force officers?

Be flexible and embrace the Airman's Creed, particularly the part about being a warrior. Tomorrow's Airman doesn't even resemble the Airmen of the past. The days of only being a subject matter expert in your primary specialty are over. In the Army, every soldier is a "Soldier" first. In the Marines, every Marine is a "Rifleman" first. Previously, being an "Airman" first had no warrior skill set connotation. When tasked to deploy, don't expect to work in your lane; this is where flexibility and the Airman's Creed comes into play. Be professional, polite, nice, but have a plan to kill everyone you meet. As graphic and ghoulish as that sounds, it's an idea that warriors have to embrace. Pulling the trigger from 10,000 feet is not an option for the "in-lieu-of" Airman. We must learn to adjust our mindset when fulfilling rolls in the combat environment, rather than keeping our traditional garrison or air base defense mindsets. Tomorrow's Airmen will face challenges and fulfill missions yesterday's Air Force could never fathom. ✈️



Vandenberg AFB, California

Mission: Vandenberg is responsible for all government space and missile launch activities on the West Coast, managing the Western Range, and deploying combat-ready Airmen to combatant commanders.

Type, number of aircraft: intercontinental Ballistic Missiles including Minuteman II and Minuteman III; Spacelift Vehicles like Delta II, Delta IV, Minotaur and the Atlas V; and Missile Defense Agency Interceptor missiles

Major Units: 30th Space Wing; 14th Air Force; Joint Space Operations Center

Personnel Assigned: Approximately 2,700 military and 1,400 civil service employees

Nearest city/population: Lompoc has a population of 42,000 and Santa Maria has 82,000 residents.

Recreation: Set along scenic Highway Route 1 in Central California, activities include surfing, hiking and wine-tasting, with nearby cultural sites and a two-hour drive to Los Angeles.

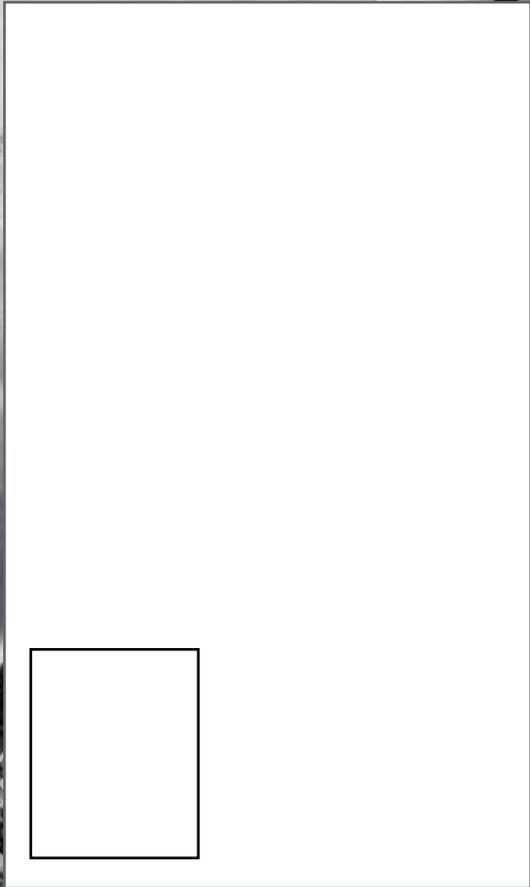
Factoid: Vandenberg's unique location makes it the only base from which the United States can launch polar orbit satellites and conduct missile tests

What can a young officer get from this assignment? Vandenberg's professionals provide unrivaled space capabilities to defend America. Those stationed at VAFB are part of a team dedicated to delivering space effects to the joint fight and providing secure strategic deterrence, while ensuring outstanding installation operations

Website: www.vandenberg.af.mil



BASE OF OPERATIONS



Fill 'er up

A KC-135 Stratotanker from the Alaska Air National Guard's 168th Air Refueling Wing refuels an F-22 Raptor from the 90th Fighter Squadron at Elmendorf Air Force Base, Alaska. (Air Force photo/Airman 1st Class Jonathan Steffen)