

U.S. AIR FORCE

LEADER

Spring 2007 Vol. 29, Issue 2

Honoring heroes

Pages 11-12

Plus:

**Tuskegee Airmen
9/11 Remembrances
ROTC success story
and much more!**

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On the cover...



Cadet Kaylee Rickert and Cadet Nicole Anguitay, both from Det. 075 San Diego State University, listen to a poem entitled "POW Prayer" during a POW/MIA ceremony Sept. 15. (Courtesy photo)

Air Force photo by Staff Sgt. Jason Lake



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TAKING THE REINS

Strategic resourcer takes charge of AFOATS

By Staff Sgt. Jason Lake
Editor, Leader Magazine

MAXWELL AIR FORCE BASE, Ala. — More than a hundred Airmen, civilian employees and distinguished visitors packed into Maxwell Air Force Base's Officers Club ballroom to welcome the new Air Force Officer Accession and Training Schools' commander during an assumption of command ceremony Jan. 8.

Brig. Gen. Alfred Flowers, a graduate from Officer Training School in 1978, was handed the AFOATS guidon by Lt. Gen. Stephen Lorenz, Air University commander, during a 30-minute ceremony.

"It's been 28 years and 28 days since I graduated OTS," explained General Flowers, a former enlisted finance specialist. "It's great to come back and lead an organization that I had been a part of so long ago. It's a humbling thought to be responsible for an organization that produces 80 percent of the Air Force's officers."

As the AFOATS commander, General Flowers manages approximately 13,000 students in the ROTC program and 1,900 students at OTS. Additionally, he directs the Junior ROTC program at 869 locations with more than 105,000 students.

With the ongoing Global War on Terrorism, Force Shaping and budget constraints Air Force-wide, General Flowers said his role developing the Air Force's future leaders will not be easy, but he's more than up to the task.

"I look at everything as an opportunity, not a challenge," he said. "I don't believe many people [in the Air Force community] understand the production business of AFOATS. This is an opportunity for us to help educate those people about what we do here so they can help us get our mission



*Brig. Gen. Alfred Flowers
AFOATS commander*

accomplished. When the fog of war clears, we will still have the responsibility to produce the Air Force's [officers]."

Prior to his assignment to Maxwell, General Flowers served as the Director for the Center for Force Structure, Requirements, Resources and Strategic Assessments at U.S. Special Operations Command Headquarters at MacDill Air Force Base, Fla. He has also been stationed at Langley Air Force Base, Va., on several occasions, as well as, the Pentagon, Moody Air Force Base, Ga., and Randolph Air Force Base, Texas. His previous assignments were finance, budget and programming positions from base level to the Joint Staff.

General Lorenz welcomed General Flowers to the Maxwell community and said his vast amount of experience will help AFOATS tremendously.

"He has done a great job throughout his career and has worked with a lot of great people. We are honored to have you here," General Lorenz explained.

General Flowers replaced Brig. Gen. Ronnie Hawkins Jr., who served as AFOATS commander since June 2005. General Hawkins was reassigned to a one-year assignment as the deputy chief of staff, communications information systems at Multi-National Force-Iraq in Baghdad, Iraq, in December. 



Illustration by Staff Sgt. Jason Lake

Service Before Self: It's not just a core value

By Cadet Richard Waddell
Det. 160, University of Georgia

Service Before Self is not just a core value to be memorized and repeated – it's a wonderful way to live your life.



Courtesy photo

Cadet Richard Waddell poses for a photo with some of his Costa Rican patients that he worked with during a medical mission trip last summer.

Last summer I had the opportunity to travel to Costa Rica and Nicaragua on a medical mission trip with International Service Learning.

Through this organization, my group and I were able to provide much needed dental and medical treatment for some of the poorest people in these countries. Under the supervision of local doctors, dentists and the group's veterinarians, I had hands-on training in everything from ex-

tracting teeth, doing fillings and watching oral surgeries to inoculating bulls in a hot, muddy corral.

I had never traveled abroad before, so I didn't know what the world outside the United States was like. I didn't realize the deprivation so many residents of other countries live in. Most Americans are so fortunate – we have no concept of what it's like not to be able to get medical or dental attention because

there is no money.

It felt so good to help people who really need us. If we were hot, tired, dirty and hungry at times, so what? We could soon go home to a good life. Not only did we get a chance to treat poor families and help keep their animals disease free, we taught them how to take better care of their health. We were able to improve at least some of their quality of life.

The people were so grateful for everything we did for them. It made me proud and thankful that I could be a part of it. Helping people – putting others before self – is what good leaders do. What use is all of our knowledge, skills and training if we can't use it to help those who need it?

The interaction we had with the Costa Rican and Nicaraguan people will never be forgotten. We put their needs before our own and we all benefited from the experience. I'm sure those we helped will be telling stories about us for a long time and laughing at us too (those bull inoculations were tough).

During the small amount of time I was there, I think I had a positive impact on the health and well-being of people who needed my help. I know they had a positive impact on me. This trip made me a better person, and I will be a better leader because I experienced it. 🧡



Around the Air Force



Air Force photo by Staff Sgt. Bryan Bouchard

Raptors to deploy overseas for first time

HICKAM AIR FORCE BASE, Hawaii — Air Force officials are scheduled to deploy a squadron of F-22 Raptors to Kadena Air Base, Japan, as part of U.S. Pacific Command's Theater Security Package in the Western Pacific in early 2007. It will be the first overseas deployment for the Air Force's newest fighter. For more Air Force News, visit www.af.mil.

AF meets recruiting goal for seventh straight year

RANDOLPH AIR FORCE BASE, Texas — The Air Force met its recruiting goal for the seventh year in a row.

The Air Force exceeded its fiscal 2006 enlisted recruiting goal of 30,750 by assessing 30,888 men and women into active duty from Oct. 1, 2005, through Sept. 30, 2006.

Air Force Recruiting Service also was successful in recruiting line officers and chaplains, bringing in 485 line officers and 31 chaplains for 100 percent of the yearly goal.

Line officers include pilots, navigators and those in technical and non-technical fields who attend Officer Training School, which is one of three commissioning sources. The

other commissioning sources are Air Force ROTC and the U.S. Air Force Academy.

Minot AFB celebrates 50th anniversary

MINOT AIR FORCE BASE, N.D. — Base officials here celebrated Jan. 10 Minot's 50th anniversary of becoming an official entity of the U.S. Air Force.

Though the groundbreaking ceremony took place July 12, 1955, and the first unit, the 32nd Fighter Group, wasn't activated until Feb. 7, 1957, Jan. 10 holds just as much significance in Minot Air Force Base history.

The base was founded in the early 1950s to combat the threat of a northern attack by Soviet bombers. Air Force

leaders began looking for possible sites for air bases in the northern U.S., and Minot was chosen as one of them. Grand Forks Air Force Base, which is also in North Dakota, was opened in 1956.

Airmen test nonlethal enemy repellent

MOODY AIR FORCE BASE, Ga. — Airmen of the 820th Security Forces Group here are currently evaluating a long-range, nonlethal weapon system that could eventually save lives in the war on terrorism.

The Active Denial System is designed to engage and repel human targets by projecting a beam of energy that creates an intolerable heating sensation on the skin, said Tech. Sgt.

John DeLaCerde, the NCO in charge of the 820th SFG advanced technologies section.

"Right now, we don't have a medium between shouting and shooting when determining an adversary's intent," he said. "When operating ADS, you can be at a distance even further than small arms range and still repel an individual."

The ADS beam is invisible and operates on a 95-gigahertz millimeter radio frequency wavelength that moves at the speed of light. The effect penetrates the skin at 1/64 of an inch which causes pain receptors to react. Once removed from the targeted area, the effect of the beam quickly dissipates.

Officials propose adding 23 aircraft to Nellis

NELLIS AIR FORCE BASE, Nev. — The Air Force is proposing to base 23 additional F-15 Eagles and F-16 Fighting Falcons here and add about 520 people as a result of changes mandated by the recent Base Realignment and Closure process.

Under the proposed action, the 64th Aggressor Squadron would receive five F-16 aircraft and the 65th Aggressor Squadron would receive 18 F-15s in fiscal years 2007, 2010 and 2011.

There are 125 aircraft permanently based at Nellis: F-15, F-16, A-10 Thunderbolt IIs, F-22 Raptors and HH-60G Pave Hawk rescue helicopters. Under the BRAC proposal, the total number of aircraft would increase to 148. The supplemental proposal would bring the total to 156. 

School briefs

Support through the mail (JROTC)

BAILEY, N.C. — It's been nearly two years since cadets from NC-935 started a project called CAST, or Care and Support of Troops. Recently, the cadets at the detachment reached the milestone of mailing their 70th care package as part of the project.

According to Cadet Will Bolt, the Southern Nash High School students send toiletries, portable food and candy to deployed troops. The project has become so successful that the entire school participates and former cadets that are now serving on active duty are some of the target recipients.

"Many troops that we sent packages to wrote back to say how much these packages meant to them," explained Cadet Bolt. "Cpl. Eric Weinsenborn even went so far as to come to our school and tell us how much he and his fellow Marines appreciated the packages we sent while his unit was assigned to the outskirts of Baghdad.

Walk through capitol brings cadets closer together (JROTC)

WASHINGTON — Forty-four cadets from NJ-20002 Old Bridge High School participated in the Reserve Officers Association's U.S. Freedom Walk Festival Oct. 20-23. The cadets walked 24 miles in two days and got to see some of Washington's most memorable sites along the way.

"The walk was truly fascinating and it was an honor to be a part of," said Cadet Jewel Sales.

The unit's leader, Cadet George Castiglia, said the walk brought the cadets closer together with pride and patriotism.

"This trip showed us how fortunate we are to have an Air Force Junior ROTC program in our school," he said.

A grand opening for a grand opening (JROTC)

FAIRBANKS, Alaska — Cadets from Ben Eielson High School's AK-20001 presented the colors during the opening ceremony of a new joint Alaska Army and Air National Guard recruiting center here. Gov. Frank Murkowski and Brig. Gen. Timothy



Courtesy photo

Cadets from NJ-20002 Old Bridge High School pose for a photo in front of the Lincoln Memorial in Washington after participating in the Reserve Officers Association's U.S. Freedom Walk Festival last October.

Scott, Assistant Adjutant General for the Alaska Air National Guard, also attended the ceremony.

"Before the ceremony began, cadets had the opportunity to meet and speak with the governor who expressed his thanks for participating in the Junior ROTC program, and for coming out to the opening ceremony," said retired Master Sgt. Greg Corbett, aerospace science instructor for the unit.

Cadets honor fallen Tuskegee legends (JROTC)

PHOENIX — Cadets from C.A. Johnson Preparatory Academy (SC-065) and Columbia High School (SC-935) honored Tuskegee Airmen that had passed away the past year during the annual Lonely Eagle ceremony Aug. 2.

"The very touching ceremony received kudos from the more than 400 attendees," said retired Col. Walter Watson, Senior Aerospace Science Instructor for SC-065.

The cadets also got a chance to meet Col. Lee Archer, the only Tuskegee Airman ace pilot with five confirmed kills.

Det. 847 cadets among first to celebrate AF's 60th birthday (JROTC)

SAN ANTONIO — Det. 847 Angelo State University cadets were among the first to celebrate the Air Force's upcoming 60th birthday alongside some of the Air Force's top leadership.

Last September, five cadets from the San Angelo school were among distinguished guests such as Gen. T. Michael Moseley, Air Force Chief of Staff, as they attended a birthday gala, and visited Lackland Air Force Base.

In addition to hearing from some of the Air Force's most influential leaders, the cadets also got to see basic military trainees graduate from basic training. The cadets also spoke with third-week enlisted trainees during lunch.

School briefs

Run honors America's veterans (ROTC)

UNIVERSITY, Miss. — Nearly 100 Air Force and Army ROTC cadets from the University of Mississippi paid tribute to America's veterans by embarking on a two-mile formation run Nov. 10 marking Veteran's Day.

Det. 205 marches with pride (ROTC)

MARION, Ill. — Det. 205 from Southern Illinois University marched in the Veterans on Parade event last September honoring veterans and the local community.

"While we were marching by, I noticed one veteran in a wheelchair who was clapping for us," said Cadet Nick Rapp. "That touched me because we were there to support them."

The event was capped off with a B-25 Mitchell flyover.

"It's important for us to march in the parade and make this a tradition," explained Cadet Drew Barth. "It reflects the respect of the young cadets who will become officers and leaders of the future. It is also important for us to remember our heritage."

JSU cadets enlist in Reserve (ROTC)

JACKSON, Miss. — Five cadets from Jackson State University's Det. 006 recently enlisted in the Air Force Reserve.

Ashley Stewart, Brandan Ward, Joel Johnson, Ethan Rodgers and Daniel Bond were recognized during a ceremony Dec. 7.

"These candidates are just as sharp as any candidate I've ever seen," said Col. Joseph Brown, detachment commander.

Congratulations to the Air Force's five new Airmen.

Det. 365 meets Medal of Honor recipients (ROTC)

BOSTON — For the first time since Sept. 11, 2001, members of the Congressional Medal of Honor Society came together during a convention last September.

Cadets from the Massachusetts Institute of Technology Det. 365 provided honor detail support for the event and also had the opportunity to talk to MoH recipients such as Petty Officer 1st Class Michael Thornton and Lieutenant Thomas Norris, both of whom received medals for heroic actions during the Vietnam War.

Cadet Kelley Hutchins said her fellow cadets were honored to be a part of such a rare gathering of heroes.

Det. 020 trains like it will fight (ROTC)

TUCSON, Ariz. — Cadets from University of Arizona's Det. 020 learned about Air Force readiness first hand during a mock deployment to a training site here at Davis Monthan Air Force Base last October.

In addition to walking through a simulated deployment processing line, cadets also had a chance to get down and dirty setting up a bare base and its communications, as well as, providing perimeter security and self aid buddy care in field conditions.

"This experience will help them understand and prepare for the rigors of the Air Expeditionary Force environment of the Air Force," explained Capt. Rob Koon, a career logistics readiness officer. "They went way above my expectations in terms of planning and execution."

Anti-terrorism 101 (ROTC)

WASHINGTON — Shots rang out from the "terrorist's" AK-47s as they made their escape with Det. 130 hostages. Cadets from Howard University frantically searched for clues leading to their unfortunate classmates being held hostage. Luckily, nothing about the situation was real, but the exercise had plenty of lessons learned nonetheless.

The cadets, who were divided up into eight groups, tested their competitive wits through various physical and mental activities.

"You saw firsthand the camaraderie that had developed throughout the day as cadets laughed and gave their feedback on the simulated exercise," explained Cadet Michael

Varner. "The group leadership project was about more than just mission accomplishment, it was about building teamwork, making friends, taking charge and staying cool under pressure."

A lesson or two about WWII (ROTC)

GAINSVILLE, Fla. — Det. 150 cadets from the University of Florida got a first-person perspective about World War II when four veterans from the era came to talk about their experiences.

Bill Ebersole, a P-51 Mustang pilot; Phil Newman, a B-17 Flying Fortress pilot; John Orberg, a C-47 Skytrain pilot; and Art Anderson, who was seven years old when Japan attacked Pearl Harbor, shared some of their most memorable moments during one of America's most trying times.

"Their visit, just a month before Veteran's Day, was an excellent reminder of everything that our veterans have done for us," said Cadet Kristin Sapelak. "The love and honor for our country that these men exemplified reminds us of what we will be fighting for as we follow in their footsteps."

Det. 003 cadets have blast at NASA (ROTC)

HOUSTON — Cadets from Det. 003 at University of Houston were given a behind the scenes tour of the Lyndon B. Johnson Space Center last October.

The cadets started their tour at the mission control center that was used from Gemini 4 mission in 1967 until the Challenger disaster in 1986. The cadets also got a rare opportunity to watch live video feed from the international space station while touring the active mission control center. Additionally, the cadets viewed a full-size replica of the space shuttle and international space station that astronauts use for training.

"I really learned a lot about the NASA space program," said Cadet George Van Dyke. "Everyone we spoke to was very knowledgeable, friendly and answered any questions that we had." 🙌

Det. 330 participates in AF Memorial Dedication

By Cadet John McCormick

Det. 330, University of Maryland

Det. 330's Maryland Honor Guard was part of Air Force history when 19 cadets performed a cordon for distinguished guests at the Air Force Memorial Dedication dinner at the site of the memorial Oct. 13.

Some of the invited guests that attended the dinner included the Secretary of the Air Force, the Chief of Staff of the Air Force, the Chief Master Sergeant of the Air Force, and many of the Air Force's top leaders.

The cadets also received last minute instructions and training from the Air Force Honor Guard to fine tune them for their duties.

Once the dinner chimes rang and the cordon was dismissed, Air Force Chief of Staff Gen. T. Michael Moseley and Secretary of the Air Force Michael Wynne posed for pictures with the guard in front of the 16-foot Air Force Honor Guard statue.

Col. Ernie Haendschke, Det. 330 commander, complimented his cadets for a job well done.

"I was extremely proud of our cadets and the way they handled themselves throughout the night. It was truly an honor for us to play a part in supporting the dedication of the Air Force Memorial," he said.

Cadet Leslie Woll, the most senior guard member who commanded the cordon, said the event was an unforgettable experience.

"To greet all those Medal of Honor recipients and generals, I still cannot believe I had the opportunity to do this," he said.

Cadet Mark Wilson said, "That night was a once-in-a-lifetime experience that I will never forget."

Cadet Scott Ratte, a first-year Maryland Honor Guard member, said he enjoyed the social aspect of the event.

"It was an awesome experience to be around so many high-ranking officials and be able to shake the hand of Chief Master Sgt. of the Air Force Rodney McKinley," he said.

In addition to providing the cordon, the cadets were also given the opportunity to raise the first flags over the Air Force Memorial site during a ceremony before the dedication dinner.

One of the flag raisers, Cadet Adam Thompson, said it was a great honor to be involved in the first flag-raising ceremony at the Air Force Memorial.

"It's something I will remember for all my life," he said.

Even Guardsmen who did not directly raise the flags had similar feelings.

Cadet Mark Shiffrin said the flag-raising was emotional.

"It made you think about the men and women who have died for our freedom and the Airmen the Air Force Memorial is built for," he said. 

Fall JMAC '06

Officer Trainee John Zamis, a student at Air University's Officer Training School at Maxwell Air Force Base, performs pushups during the super physical fitness test relay contest at the Joint Military Athletic Competition Nov. 4.



Army blows out OTS, Navy teams in Fall JMAC

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

Officer Trainee Douglas Clark's face turned beet red as his sit-up count passed 280. He then began to grit his teeth as he rounded 290. Finally, the monotonous "up, down" call halted when he and a handful of tough competitors reached the 300 sit-up-milestone.

OT Clark was one of forty trainees from Air University's Officer Training School that faced off against their sister service counterparts in the Joint Military Athletic Competition Nov. 4 at Maxwell Air Force Base. The events, such as the super physical fitness test, volleyball,

stretcher carry race and tug-of-war, tested the strength and willpower of the Air Force, Army and Navy officer trainees.

Despite home field advantage, OTS trainees could not pull out a victory.

The Army team, which hoarded 21 total points, dominated the competition winning every event including the 4x400-meter relay race. The Navy team finished a distant second with 12 total points, and the Air Force team, comprised of basic and commissioned officer trainees, finished third with 9 points.

OT Douglas Clark, a Hattiesburg, Miss., native who graduated from OTS Nov. 17, was one of the Air Force competitors in the super physical fitness test relay competition. He "maxed out" on his sit-up score along with several other competitors from the Army and Navy teams.

"The first 200 were pretty easy to accomplish, but after that I hit a wall," he explained. "I just refused to quit because if I had quit at 285 (sit-ups)... it would have been embarrassing."

The Air Force team put up a hard fight throughout the competition. OT Christopher Deaver, student wing commander, showed his

determination during the 2-mile race when he hobbled over the finish line after pulling a hamstring.

"The finish line was only about 30 feet ahead and the other guy was right behind me. I couldn't quit," he said.

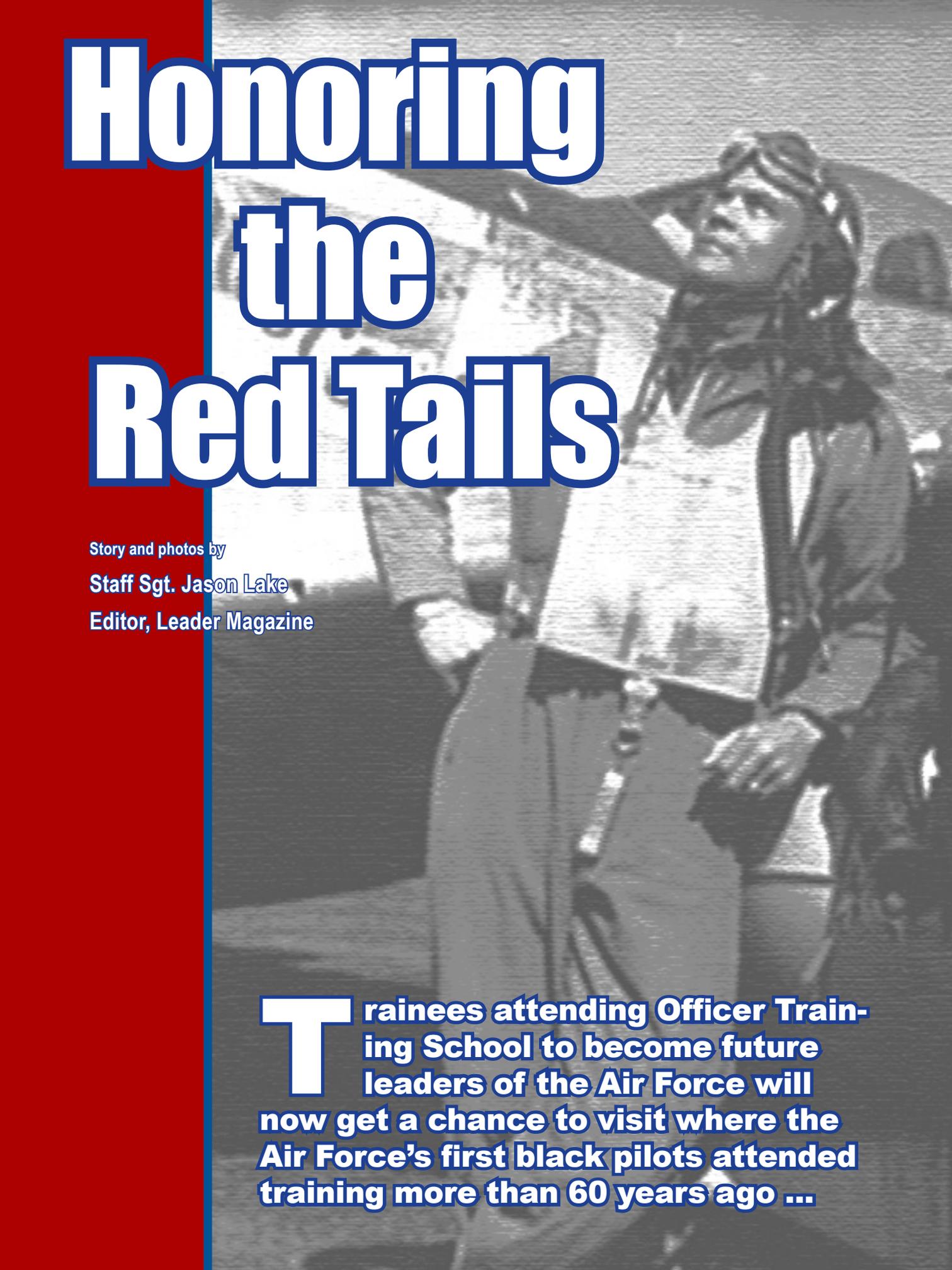
The competition was started in 1994 as a friendly contest between the Navy and Air Force. The semi-annual event eventually expanded to include the Army as well. The Army has won 14 of the 16 matchups in the competition's 12-year history.

"The JMAC is a great event, providing a venue for just the right combination of camaraderie and friendly competition between the services," said Lt. Col. Hans Palaoro, 24th Training Squadron commander at OTS. "It's a little tough with the Air Force program being only a third the size of the Army Officer Candidate School, but we're not going to back down from a fight just because we're the little guy. Our officer trainees put out a tremendous effort and they can be proud of what they accomplished."

The last JMAC held at Fort Benning, Ga., was one of the closest matchups in recent years as the Air Force team finished second after losing the final event – the tug-of-war. 🏆



Honoring the Red Tails



Story and photos by

Staff Sgt. Jason Lake

Editor, Leader Magazine

Trainees attending Officer Training School to become future leaders of the Air Force will now get a chance to visit where the Air Force's first black pilots attended training more than 60 years ago ...

OTS incorporates Tuskegee Airmen into new curriculum

Officials at the school recently approved a curriculum plan that includes tours to facilities where the Army Air Corps' first black aviators, the Tuskegee Airmen, made history.

The plan also includes classroom instruction, movie presentations and briefings from distinguished Tuskegee aviators such as retired Col. R.J. Lewis, who took the first 86 trainees through the historic sites at Tuskegee University and Robert Moton Field in Tuskegee Oct. 19. Colonel Lewis also shared some of his personal experiences with other legendary Tuskegee Airmen such as Generals Benjamin O. Davis Jr. and Daniel "Chappie" James.

"This partnering of the Air Force's OTS and Tuskegee's historic Robert Moton Field is a direct response to the Air Force chief of staff's call for all Airmen to learn more about and embrace their proud heritage," said Lt. Col. Hans Palaoro, 24th Training Squadron commander. "We are expanding the OTS history curriculum to do just that."



Retired Col. R. J. Lewis, a "second generation" Tuskegee Airman, speaks with Air Force Officer Training School students Oct. 19 at Robert Moton Field in Tuskegee, Ala.

Officer Trainee Gerry Thompson, an 11-year Air Force veteran, said the visit to Tuskegee inspired him both professionally and personally.

"Before going out there, all I really knew about the Tuskegee Airmen was what I saw in Hollywood (movies)," explained the former technical sergeant. "Listening to Colonel Lewis was inspirational and motivational because despite all the prejudice and discrimination, the Tuskegee Airmen had the strength and

perseverance to maintain a standard of excellence that was truly amazing."

Trainee Thompson said he was so impressed that he plans to come back to Tuskegee with his family.

"The Tuskegee Airmen made history and opened doors of opportunity for minorities," he said. "I'm definitely coming back when (the renovations are) done and I'm bringing my family so they can see where black aviation first started."

In addition to bringing the history lesson to life, the visit also shared "real-world" stories and mentorship from people like Colonel Lewis to reinforce lessons and theories of leadership taught in the classroom, Colonel Palaoro said.

Incorporating Tuskegee's proud history into the curriculum without cutting other course material took some creative thinking, but they were still able to develop a successful plan for implementation, said Maj. George Scheers, 24th Training Squadron director of operations.

Capt. Arnold Bowen, 24th TRS assistant director of operations, added students will now have a standardized training schedule instead of weekly schedules that varied for each class due to holidays. This allows officials to focus more on courses such as history and heritage, cultural awareness and Air Expeditionary Force skills as outlined by the Air Force chief of staff.

OTS officials said some of the new curriculum changes will be added gradually until a new expanded syllabus is implemented in fiscal year 2008. 🦋



Officer Trainee Gerry Thompson, a former technical sergeant, looks at various historic artifacts displayed at the Tuskegee University commemorating the achievements of the Air Force's first black four-star general, Gen. Daniel "Chappy" James.

REMEMBERING

HEROES





Courtesy photo



Courtesy photo

More than 100 cadets and cadre of San Diego University's Det. 075 and members of the local community listen to quotes, poems, and stories during the candlelight remembrance ceremony Sept. 15 honoring National POW/MIA Recognition Day.

Army, Navy and Air Force cadets salute as Virginia Air National Guard F-16s fly over the University of Virginia campus.

Cadets honor prisoners of war, servicemembers missing in action

Compiled by
Staff Sgt. Jason Lake
Editor, Leader Magazine

Hundreds of cadets, cadre and volunteers at detachments from coast to coast took time out of their busy schedules to tell American prisoners of war and servicemembers still missing in action that they would not be forgotten.

• More than 200 Air Force, Navy and Army cadets at Pennsylvania State University braved the rainy weather Sept. 15 to hear details of a search and recovery mission spearheaded by retired Col. Jeffrey Eberhart's unit, the 31st Fighter Wing Operations Group at Aviano Air Base, Italy, during Operation Allied Force in 1999.

"(The colonel) gave a stirring account of the lengths our service personnel will go through in order to ensure that we leave no one behind," explained Maj. John Barlett, Det. 720 unit admissions officer. "By the end

of his story, all the cadets and on-lookers had a greater appreciation of what our country does and how we try to make sure we add no additional names to the POW/MIA roster."

In addition to reading a proclamation by President George Bush and listening to an a cappella performance by the detachment's Wild Blue Yonders, the cadets also held a 24-hour vigil with cadets from all three services marching for an hour on the front steps of Old Main, Penn State's main administrative building, similar to what honor guard members perform at the Tomb of the Unknown.

• Cadets from University of Virginia's Det. 890 did a similar vigil at their school along with their Army and Navy peers. The cadets took turns marching in 15-minute increments carrying an M-1 Garand rifle on their shoulders.

At the end of the detachment's 24-hour ceremony Sept. 12, cadets were moved by an F-16 Falcon flyover performed by the Virginia Air National Guard's 192nd Fighter Wing and a 21-gun salute performed by the Bolling Air Force Base Honor Guard. Retired Lt. Col. Bill Mayall, who was a "guest" at the Hanoi Hilton in North Vietnam for 97 days after his B-52 bomber was

shot down in 1972, also gave a speech recounting his experience as a POW.

"Colonel Mayall delivered a truly inspirational speech about maintaining hope and dedication through trying times," explained Cadet Victoria Brayton, a second year cadet. "He reminded [us] that our country will never forget those who have not returned, and we will not stop fighting until we retrieve all our captured service men and women."

• Retired Maj. Arthur Black, shared the more than seven grueling years spent as a POW with more than 100 San Diego State University Det. 075 cadets, staff members

and members of the local community during a candlelight remembrance ceremony at the Veteran's Museum and Memorial Center in San Diego, Calif.

"[Maj.] Black's experiences as a prisoner of war was not only educational, it was also very moving," explained Cadet Anna-May Naanos.

Afterwards, members of the detachment and local community lit candles using a candle set on the Missing Man Table. The group shared quotes, poems and stories in honor of those who have yet to return home from duty.

"If you are able, save for them a place inside of you and save one backward glance when you are leaving for the places they can no longer go. Be not ashamed to say you loved them, though you may or may not have always. Take what they have left and what they have taught you with their dying and keep it with your own. And in time when men decide and feel safe to call the war insane, take one moment to embrace those gentle heroes you left behind."

- Maj. Michael O'Donnell, Jan. 1, 1970, Dak To, Vietnam.

Editor's note: Maj. John Barlett and cadets Victoria Brayton and Anna-May Naanos contributed to this article. 



Det. 860 helps family rebuild life in new home

By Cadet Sarah Burningham

Det. 860 - Utah State University

It's not every day that you get the chance to help one of your neighbors raze and then completely rebuild their home from scratch - all within one week.

Fifteen members of Utah State's Det. 860 were given that chance when Extreme Makeover: Home Edition made a special visit to Logan, Utah, October 16-22.

The popular ABC television program helps families in dire need with new or remodeled homes, while taking advantage of volunteers in the local community.

In this particular case, the staff and volunteers helped the Pauni family who had suffered greatly with the loss of the father, Danny, the sole provider for his wife, Janet, and nine children.

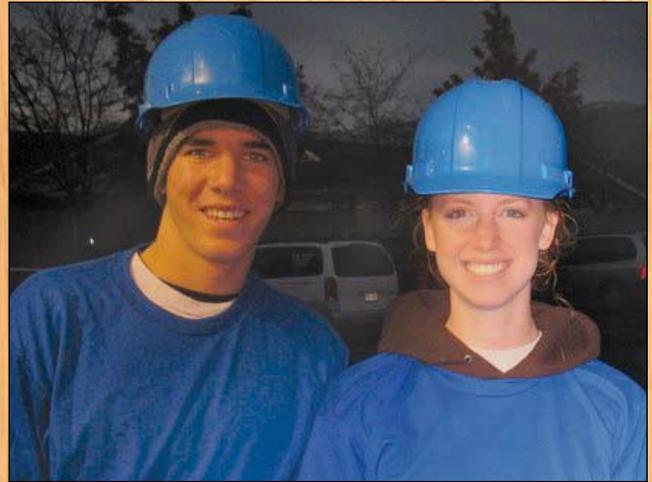
While most volunteers had to wait in long lines for a chance to do their share of work on the huge task at hand, Det. 860 cadets were given the duty of checking in contractors and volunteers throughout the day. Most of the volunteers worked one 6-hour shift.

Cadet Flynt Bailey signed in volunteers and then directed them to where they were needed.

Lt. Col. Michael Swift, detachment commander, said his detachment gained valuable leadership and delegation skills by participating in the project. He added that the experience also helped teach the cadets the importance of teamwork and organization.

"There were a lot of people that normally did not work together," explained Bailey. "But rather than competing, they all worked together. I learned that organization and delegation is very important."

Bailey said the first day of volunteering was a little chaotic due to the lack of organization, but the days after that went much smoother thanks



Courtesy photo

Det. 860 cadets Tracy Upton and Kara Clark take a break after helping rebuild the Pauni home on the television show Extreme Makeover: Home Edition last fall.

to a few organized volunteers.

Cadet Tracy Upton, a class freshman, worked a total of 24-hours on the makeover project. In addition to checking in contractors, volunteers and distinguished guests, he also shoveled dirt and mulch, cleaned windows, and conducted ground security.

"I really enjoyed shoveling because I felt like I was really helping out and I actually broke a sweat," he said.

After seven days of non-stop demolition, reconstruction and redecorating, the makeover staff and volunteers rested easy knowing that their mission was accomplished and the Pauni family was overjoyed with their new home.

Looking back at the week-long project, cadets said they came out with more leadership experience and pride in the fact that they helped a family in desperate need.

"I learned that volunteering to help another person is more rewarding than any paid job," explained Cadet Upton.

Cadet Cory McClellan said he was also a proud contributor to the project.

"I liked being able to help with the cause, even though the part I played was very small," he said. "I learned the importance of every task, no matter the size." 





Det. 910 observes Veteran's Day

**Compiled by Staff
Sgt. Jason Lake**
Editor, Leader Magazine

Approximately 80 cadets from the University of Washington's Det. 910 honored servicemembers who fell fighting the First World War during a Veteran's Day ceremony Nov. 9.

The cadets were joined by dozens of military veterans, active duty servicemembers and cadets from the sister services.

One of the highlights of the ceremony was when the six-member Air Force ROTC choir performed various melodies for the somber tribute.

"This was our first performance outside the detachment and it was very rewarding," explained Cadet

Stacia Wasem. "I think we did a really good job."

The detachment's color guard also gave an "inspirational" performance.

"The color guard gave a wonderful tribute to 'Old Glory,'" explained Cadet Andrew Butler, a junior classman at Embry Riddle University participating in the cross-town program.

After hearing from various military veterans who shared their personal experiences, Cadet Butler said he and his colleagues walked away with a deep sense of solitude and pride.

"We were especially honored to pause in remembrance of those American men and women who gave their lives in the service of this country," he said. 



Courtesy photos by Jarrod Olson

SALUTE: Members of the University of Washington's Det. 910 join veterans and active duty servicemembers in saluting the flag during the playing of "Taps" paying tribute to fallen veterans.

COLORS: Cadet Andrew Morton (right) escorts the colors during the 2006 Veteran's Day Ceremony held in Red Square November 9.

'Candy Bomber' comes to town

Berlin Airlift 'Little Vittles' mastermind talks with Det. 860 cadets

By Cadet Sarah Burningham

Det. 860, Utah State University

How can two sticks of gum influence a person's path in life? Ask retired Col. Gail Halvorsen and he'll tell you.

Last fall the 86-year-old mastermind behind the Berlin Airlift's "Operation Little Vittles" shared his lessons learned throughout life and also shared some of the details behind the infamous operation to deliver candy to children inside the Soviet blockade of Berlin in 1949.

Day in and day out, Halvorsen said he would make supply deliveries to Tempelhof-Berlin and then head back to his base in Western Germany without taking a step off the flightline. But one day he noticed a group of children standing along the opposite side of the barbed wire fence.

The site of the children stuck in his mind so much, that he had to give them something, but what? All he had was two sticks of gum in his pocket, but he thought: "Give 'em what you got."

Without fighting, the 30 children split the two pieces of gum and thanked the young first lieutenant.



Courtesy photo

Retired Col. Gail Halvorsen, a former Berlin Airlift pilot, shares his experiences with Det. 860 cadets.

From that moment on, he vowed to deliver more candy to the children on missions ahead.

Before heading back to his C-54 Sky-

master, the lieutenant told the children that next time he flew on a mission he would tip his aircraft's wing to help them distinguish him from the hundreds of other aircraft passing back and forth.

As "Uncle Wiggle Wings" began to drop candy using white handkerchief parachutes, news began to spread around the world of his endeavor to give hope to children in Berlin. Not soon after, American candy companies felt compelled to contribute to the Candy Bomber's effort by sending more candy with handkerchiefs.

Hope began to spread among the children within the Soviet blockade.

"It wasn't the candy that was important it was the fact that someone in America knew I needed help," Colonel Halvorsen quoted from one of the children he spoke with later in life.

The colonel stressed to the Det. 860 cadets the importance of attitude, gratitude and integrity.

"Each one of you will face a cliff sometime in your career," he explained. "Don't place a limit on what you think you can do. The little steps you take are going to affect which path you walk."

Cadet Jessica Mays, a class freshman, said she was inspired by the Candy Bomber story and his subsequent life experiences.

"It was so awesome to hear him speak" she said. "I loved what he said about the step we take on our path through life. He is a solid example to follow."

Cadet Colby Neville added. "He taught us to live a life of integrity and how to put it into practice. What we heard were things things heard before, but he really reinforced it."

Before the colonel parted with the cadets, he left them with one more motto to remember: "Life is 10 percent what happens to you and 90 percent what you do with it." 



Air Force photos

ABOVE: Children watch as an Air Force C-54 Skymaster prepares to deliver supplies as part of the Berlin Airlift in 1949. RIGHT: 1st Lt. Gail Halvorsen poses in front of his C-54 Skymaster aircraft prior to an Operation Little Vittles mission in 1949.



Remembering...

9/11

By Staff Sgt.

Jason Lake

Editor, Leader magazine

Most high school students probably remember the fateful day that changed the face of today's reality, but only a select few cadets in the Air Force's Junior ROTC program participated in special events commemorating Sept. 11, 2001.

Nearly 200 cadets and students from Robert E. Lee High School in Montgomery, Ala., participated in a 9/11 Remembrance ceremony during the early morning hours of Sept. 11.

Cadets from AL-011, one of Junior ROTC's first units which recently celebrated its 40th anniversary, honored the victims of 9/11 through a flag raising ceremony in front of the rest of the school.

Cadet James Moore, a senior and vice commander of the unit, said the ceremony was important because it reminded people about the mission behind the Global War on Terrorism.

"Terrorism is not some-

thing that just happens overseas. This [attack] was right here at home and it affected all of us," he said. "We need to remember what it is that our troops are fighting for."

Cadets from Florida's largest Junior ROTC unit, FL-824 at Lake Worth Community High School in West Palm Beach, commemorated the fifth anniversary since 9/11 by planting approximately 3,000 flags on the school's football field for all students to see. The unit also hosted a short five-minute ceremony during each class period.

"Our ceremony was extremely successful" explained Lt. Col. Jose Martinez, an Aerospace Science Instructor for the unit. "We had nearly 400 cadets read a speech to approximately 1,400 students and faculty. Some of the English classes also followed up our ceremony with 9/11 assignments."

Other schools and detachments throughout the country also took part in ceremonies and memorials, but regardless of how it was portrayed, one thought prevailed - never forget. ✂



Air Force photo by Staff Sgt. Jason Lake

Cadet Tenikka Roberts carries the American flag to the Robert E. Lee High School flag pole during a 9/11 Remembrance Ceremony in Montgomery, Ala., Sept. 11.



Courtesy photo

Students from Lake Worth Community High School in West Palm Beach, Calif., honor the victims of 9/11 as they listen to speeches prepared by FL-824 cadets. More than 1,400 students took part in the memorial ceremony organized by nearly 400 cadets.



Air Force photo

From left to right: Junior ROTC Cadets Michael Champlin of KS-061, Derby, Kan., and Keaton Johnson of NM-951, Albuquerque, N.M., enjoy a closeup tour of the V-22 Osprey at Kirtland Air Force Base, N.M., last summer.



Air Force photo

Civil Air Patrol Cadet Wyatt Hoy of NM-065, Gallup, N.M., makes his way across the monkey bars at Kirtland Air Force Base's 377th Security Forces Squadron obstacle course.

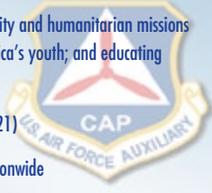
Civil Air Patrol teams up with Junior ROTC

**Compiled by Staff
Sgt. Jason Lake**
Editor, Leader Magazine

Nearly 100 cadets from the Air Force's Civil Air Patrol and Junior ROTC got together to experience Air Force life at Kirtland Air Force Base, N.M., during a joint camp held last summer.

More than 85 cadets from seven Junior ROTC units at Valley, Del Norte, Sandia, Clovis, Gilmer, Guyer and Derby high schools, and four CAP cadets from New Mexico and Texas spent 10 days at the installation experiencing everything from water survival skills training to a flight line tour with all 58th Special Operations Wing aircraft including the F-16 Falcon and the Air Force's newest helicopter, the V-22 Osprey.

"This camp was the greatest," said Cadet Connlan Kerney

<p>Junior ROTC</p> <p>Mission: To develop citizens of character dedicated to serving their nation and community.</p> <p>Members: More than 105,000 high school students</p> <p>Number of units: 869 units worldwide</p>	
<p>Civil Air Patrol</p> <p>Mission: To serve America by performing Homeland Security and humanitarian missions for communities, states, and the nation; developing America's youth; and educating citizens on the importance of air and space power.</p> <p>Members: More than 27,000 students (between ages 12-21)</p> <p>Number of units: 52 wings with a total of 1,700 units nationwide</p>	

of NM-951 in Albuquerque, N.M. "Every day was packed with tours that took us all over Kirtland AFB. Eating every meal inside the base dining hall was the best."

The cadets also got a chance to ride in a flight simulator, practice using a real fire hose and test their physical and mental endurance in a security forces obstacle course.

Retired Maj. Larry Zentner Jr., commander of the camp, thanked his staff and others who helped make the event a success.

"This was my 10th consecutive joint encampment with CAP and JROTC, and I sincerely appreciate the staff and host base support that made each of these a successful leadership development experience for all cadets," he said. 

MYSPACE USE COMES WITH RISKS

AF urge caution against identity theft, OPSEC threats

By Staff Sgt.
Julie Parker

99th Air Base Wing Public Affairs

NELLIS AIR FORCE BASE, Nev. -- The online site MySpace offering individuals free membership to create a personalized Web page can also serve as a vulnerability for Air Force people to post personal information that can cause problems or risk operational security.

MySpace members can share personal photos and use it to catch up with old friends from college and high school, not to mention meet new people all across the world.

According to a statement from News Corp., MySpace's parent company, the site accounted for 4.46 percent of all U.S. Internet visits and surpassed Yahoo Mail for the first time and outpaced the home pages for Yahoo, Google and Microsoft's MSN Hotmail.

In addition to networking with other individuals, the site allows its members to speak their minds by posting bulletins and Web-logs, or blogs, on whatever they want.

According to Special Agent Mike Koellner from Detachment 206 of the Air Force Office of Special Investigations here, disclosing too much personal information is increasingly dangerous with

Air Force removes MySpace profile for propriety sake

RANDOLPH AIR FORCE BASE, Texas -- Last Fall, Air Force officials discontinued the Air Force user profile MySpace.com after concerns that association with inappropriate content might damage the service's reputation.

With nearly 98 million registered users, MySpace.com was thought to be an ideal venue for the Air Force to connect with potential recruits and promote awareness

for its documentary-style ad campaign "Do Something Amazing."

However, after the profile was launched Aug. 21, Air Force officials became concerned about "friends" being able to link their personal pages to the site, some of which were of questionable taste and content.

As the third most popular website, MySpace reaches 49 percent of all Internet users between the ages of 18 to 24.

Editor's note: What would you have done if you were in charge? Would you have shutdown the site or kept it up to reach its massive audience? E-mail your professional opinion to leader@maxwell.af.mil with the subject line "MySpace."

the threat of identity theft.

"A thief can piece information together little by little. If they have your mother's name and your birth date, it's not that hard to get your Social Security number," he said.

Fellow Special Agent Jared Whittenberg added, "You're putting yourself out there for all to see."

The Web site is a great tool to communicate with friends, said Agent Whittenberg, but servicemembers must be careful not to post information that violates military rules and regulations.

Part of the responsibility of being a member of Air Force is properly representing it on and off duty. According to

Agent Whittenberg, approximately 30 individuals here have already found themselves in trouble for posting inappropriate information, such as solicitation of homosexual prostitution,

sensitive operational information and promotion of underage drinking.

Agent Whittenberg said operational security violations are one of OSI's primary concerns.

In this day and age, maintaining OPSEC is critical to the nation's security, he said.

Posting information on deployments, numbers of troops in an area and aircraft capability can potentially put the nation at risk.

As a result of the increased popularity of MySpace, OSI now checks the site for incriminating information.

"We don't constantly monitor (MySpace), but if an individual is under question, we will check the site, along with many other databases," said Agent Whittenberg.

The agents' message is that sites like MySpace must be used responsibly.

"Servicemembers must remember they represent the military as a whole, 24 hours a day, and are responsible for what they post," said Agent Whittenberg. "The effects of what you do in the comfort of your own home can potentially have an impact worldwide." 

“A

thief can piece information together little by little. If they have your mother's name and

your birth date, it's not that hard to get your Social Security number.”

HOW SECURE IS YOUR DETACHMENT'S WEBSITE?

Annual review by Air University officials safeguards information

By Carol Carpenter
Air University Public Affairs



As a cadet, you may look at your ROTC detachment website on a frequent basis. Maybe you check the operations orders, physical fitness schedule and other planned events. Perhaps you want to browse the digital photos taken by fellow cadets during a recent tour of a nearby Air Force base.

A few cadets, those with technical know-how, have an even closer relationship to the website – serving as unofficial webmasters designing its look and partially managing content (active duty Air Force personnel are ultimately responsible for the website).

Whatever the reason, your detachment website has likely become an increasingly important informational tool to you and your fellow cadets.

Impact on the Public

What you may not have fully considered is the impact of your website on the public – its target audience. Because the website is open to the public it is required to undergo an annual security and policy review by Air University's Public Affairs security and policy section.

At this office, two federal civilian employees, Hyla Pearson, section chief, and Carol Carpenter, website reviewer, review the 143 detachment websites nationwide.

The goal of the review process is to ensure that what everyone sees and hears on your website does not compromise your detachment's security or professional image.

Some detachment points of contact don't fully appreciate this process. They wonder, for instance, why they are asked to remove all cadet names and personal e-mails. They are concerned that some areas of their site have to be password-protected, which they think will mean cadets won't bother to log on at all. They question why they can't name enlisted or civilian staff in their cadre pages.

Not everyone understands some of the seemingly "picky" rules and regulations of the security checklist, which can appear too stringent, senseless or unfair.

But there is a method to the madness. The reviewers try to explain the reasoning behind each rule and what constitutes a discrepancy, reminding POCs that we continue to live in a more security conscious, post 9/11 world, and that potential terrorists and other "bad guys" are still among us.

Identifying cadets by name or posting personal e-mails can lead to Privacy Act concerns or e-mail spamming. Certain operational or mission details are not the business of people who,

if they are sufficiently armed with critical information, might do harm.

The bottom line is that if detachment websites contain information that the public doesn't need to see, webmasters need to remove or password protect it. Sometimes the reviewers simply have no other recourse than to respond: "We're following the AFIs," (referring to Air Force Instructions 33-129 and 35-101, the Air Force's security and policy "bibles").

Policy Areas Can Be Gray

The AU staff members don't just look at security issues, which are fairly cut and dried, they also look for questionable "policy" concerns, which are a bit more gray in terms of interpretation. Basically, what is posted on your website must reflect well on the Air Force and provide "added value" to the public.

As a policy measure, detachments should post information that is "welcoming" to all members of the public, many of whom are likely to be prospective cadets or their parents.

A few examples of what not to do - one website improperly posted the personal religious views of an official detachment spokesperson, while another website provided a link to an external site that featured depictions of women in less than professional ways.

Another concept to keep in mind with your detachment's website is copyright laws. Copyrighted material should be properly credited and there should be no links to commercial and pornographic sites, which are not allowed by Air Force regulation.

Despite all the rules and regulations, the AU/PA staff tries not to be too hard-nosed. One website was allowed to keep its weather-forecasting page. Another website was permitted to post photos with only the first names of current cadets talking about why they enjoyed ROTC.

These types of postings may not be central to a detachment's mission, but they can serve a positive function - acting as a recruitment tool or adding a bit of variety and fun for website visitors.

Most detachments provide password-protect areas, which can contain individual names, newsletters and other for-cadet-only information that should not be seen by the public.

Overall, most detachments understand that this annual security and policy review is a good thing. It means your site contains information that is appropriate for public viewing, yet also provides access to certain web pages that are for cadets' eyes only. Think of the review as a protective measure that helps keep our Air Force family safe and secure. 

Tips for improving your Det's website

- Include a "privacy and security" notice or banner, FOIA notice and external disclaimer
- Include contact information: telephone, fax, address and a generic e-mail address
- Homepage and subordinate pages should have official Air Force logos and links
- Add a cadre page that lists detachment spokespeople and a visitors' page that provides information for prospective cadets
- Use appropriate graphics, songs, sound effects and include external links
- Comply with copyright restrictions
- Remove anything that can't be viewed by the public, or include password-protected pages for cadets and alumni content access

Top officers gather to project air

Course prepares leaders for air component commands

By Staff Sgt. Jason Lake
Editor, Leader Magazine

Historically, air superiority has meant the difference between victory and defeat on the battlefield.

Army Field Manual 100-20, Command and Employment of Air Power, written four years before the Air Force's birth in 1947, stated:

"The gaining of air superiority is the first requirement for the success of any major land operation. Land forces operating without air superiority must take such extensive security measures against hostile air attack that their mobility and ability to defeat the enemy land forces are greatly reduced."

Seventeen general officers from the Army, Navy and Air Force attended a six-day course at Maxwell Air Force Base, Ala., to learn how to project airpower as an air component commander.

Air University's College of Aerospace Doctrine, Research and Education staff brought together 12 Air Force general officers with five sister-service counterparts Dec. 6-12 for the annual Joint Force Air Component Commander Course.

The course prepares attendees for theater-level combat leadership roles that have been carried out in the past by generals including retired Gen. Charles Horner, who led the air campaign in Operation Desert Storm; Lt. Gen. Michael Short, who led the campaign in Operation Allied Force; and most recently Gen. T. Michael Moseley, who led the air campaign in Operation Iraqi Freedom and is currently the Air Force chief of staff.

"The course explains how to plan, coordinate and execute air and space power at the operational level," he explained. "General Moseley was a graduate of the course in 2000," said Lt. Col. Ira Collier the course director.

Colonel Collier added that most of the course is taught through various discussions with seasoned air component commanders.

Retired Lt. Gen. Glen Moorhead III, a former 16th Air Force commander with experience as air component commander for NATO and European Union air operations in the Balkans between 2002 and 2006, was one of the three-star generals who shared his experience with the attendees.

"The main thing we do is teach theory and doctrine for becoming an air component commander," he explained. "What we bring to the table is experience of execution, which ties the theory and doctrine together with practical application."

Some of the "practical application" topics discussed with the flag



officers were joint tactics, techniques and procedures, doctrinal conflict, and exercise experience.

"We teach them all aspects of 'JFACC-ness,'" he said.

General Moorhead said that the course prepares one-star generals to move out of tactical command positions and focus more on operational-level leadership positions.

"This course is a prep phase for operational-level commanders," he explained. "It continues the process of professional military education in both doctrinal and practical application."

Brig. Gen. Marke Gibson the 7th Air Force vice commander at Osan Air Base, South Korea, was one of this year's attendees. The 28-year Air Force veteran said the JFACC course helped him gain a better appreciation for feedback provided by commanders out in the field, especially since his wartime role would be to act as the Korean Air Operation Center director.

"It's been a good comparison between what we do out in the field and what the school house teaches," said the former wing commander at Balad AB, Iraq. "I've written five pages of notes

power on battlefield



Illustration by Staff Sgt. Jason Lake

to take back with me so I can make comparisons with what we are already doing.”

Prior to his one-year tour at Balad in 2004, General Gibson got a third-person view of operational leadership while serving as the Joint Task Force Southwest Asia director of Operations in Saudi Arabia from 1999 to 2000.

“Looking back at my time in Saudi Arabia, it was easy to get lost in the air operation center culture and priorities, but after serving at Balad, I gained the perspective of what it’s like commanding on the (front lines),” he said. “The perspectives are much different between the air operation centers and the (front lines).”

As its name indicates, the course addressed how operational commanders use air assets not only in their own service, but all services across the board. For Air Force commanders, this meant learning how to employ aircraft aboard a Navy aircraft carrier.

“I’ve gotten a better understanding about how I, as a Navy commander in charge of a carrier strike group, plug my capabilities into JFACC missions,” said Rear Adm. Mike Vitale commander of the Theodore Roosevelt Carrier Strike Group 2. “It’s been interesting to see how we fit into the air operation center equation.”

General Gibson added that the course was instrumental in building relationships with other commanders who, one day, may work together on the battlefield.

“(Most people) don’t realize the importance of establishing and maintaining relationships,” he said. “Two people who just mildly know each other on the field can accomplish more.”

The annual JFACC course was officially accredited in July 1994 and was approved for formal course continuation by former Air Force Chief of Staff Gen. Ronald Fogleman a month later. The Air University cadre also conducts a similar course, the Combined Forces Air Component Commander Course, once per year for international and coalition partners.

General officers forecasted to operational command positions also have the opportunity to attend the Joint Force Maritime Component Commander Course at the Navy War College in Rhode Island and the Joint Force Land Component Commander Course at the Army War College in Pennsylvania. 

Who’s done it?

Below are some of the Air Force’s air component commanders that served during the most recent major conflicts:



Gen. James Horner

General Horner entered the Air Force through the Reserve Officer Training Corps program and was awarded pilot wings in 1959. While serving as commander of 9th Air Force, he also commanded U.S. Central Command Air Forces, in command of all U.S. and allied air assets during operations Desert Shield and Desert Storm.



Lt. Gen. Michael Short

General Short entered the Air Force through the U.S. Air Force Academy in 1965. He directed NATO’s air operations against Serbia as NATO’s Joint Air Force Component Commander during Operation Allied Force in 1999. He retired in 2000 and now speaks to flag officers attending the JFACC Course.



Gen. T. Michael Moseley

General Moseley entered the Air Force through the Reserve Officer Training Corps program in 1971. A graduate of the JFACC Course in 2000, he commanded all allied air assets during Operation Iraqi Freedom as the Combined Forces Air Component Commander in 2003. He now is the Air Force’s Chief of Staff.

University of Alabama alumni officer honored for OIF leadership

By Staff Sgt. Jason Lake
Editor, Leader Magazine

An instructor from Air University's Air War College was honored at his Alma Mater during the University of Alabama rival football game against Auburn University Nov. 18.

Col. Duane Lamb was presented the Bronze Star medal by his former commander, Brig. Gen. Frank Gorenc, who served with him at Balad Air Base, Iraq, last year.

The prestigious medal was pinned on Colonel Lamb's chest as 90,000 fans watched the game's opening ceremony.

"It was an incredible feeling," explained Colonel Lamb, who received his commission through the University of Alabama's ROTC program 30 years ago. "The fact that I had my whole family there was so cool. I couldn't have asked for anything better."

Colonel Lamb was deployed to Balad from February to August where he served as the 732nd Expeditionary Mission Support Group commander. The former "missileer" commanded more than 1,400 Airmen – some of which were performing missions not typically done by the Air Force.

Most of the "in-lieu-of" missions Colonel Lamb's Airmen performed for the Army and Marine Corps required work outside of a base that had been peppered by more than 320 mortar and rocket attacks in six months.

"Our group played a key role in planting the seeds that will help grow a democracy in Iraq," he explained. "It was a very honorable mission, but it was also very dangerous for our Airmen."

Colonel Lamb said shortly before he arrived to Balad Feb. 22, the Army took back two missions related to convoy security, but several other missions arose in



Courtesy photo

(Right) Col. Duane Lamb, who was commissioned through University of Alabama's ROTC program received the Bronze Star medal for his actions at Balad during the opening ceremony of the game between the University of Alabama and Auburn University.

their place. Colonel Lamb's Airmen faced the challenge of training the Iraqi army, police and judicial representatives as well as providing civil engineer support in local communities.

The colonel, who traveled more than 6,000 miles in convoys and low-flying helicopters to see his Airmen in more than 60 austere locations throughout Iraq, was determined to protect his Airmen at all costs. Colonel Lamb took it upon himself to improve combat skills training in order to better prepare his Airmen for the dangerous missions they'd be performing.

"It didn't matter if you worked in civil engineering or if you were a lawyer," he said, "if the mission required combat skills then they got the training. My goal was to not lose any Airmen under my command."

But with just over a week left on his tour, Colonel Lamb lost his first, and only, Airman.

Master Sgt. Brad Clemmons, an explosive ordnance disposal technician, died Aug. 21 while traveling in a convoy outside of Taji, Iraq. The colonel honored his fallen Airman and spoke to his grief-stricken troops at a memorial ceremony a few days later.

"It was a terrible day," he explained.

"As a commander it's the one thing that you dread and hope that you never have to do."

Looking back at his experiences, Colonel Lamb stressed the importance of commanders taking care of their Airmen.

"The difficult thing for a leader in a combat zone is realizing that every decision you make could get someone killed," he said. "You must always weigh all the risks, make sure everyone is trained, and never cut corners because people can get seriously injured or killed in combat."

General Gorenc applauded Colonel Lamb's efforts to protect his troops while accomplishing such a challenging mission.

"Colonel Lamb was key to the success of the 332nd Air Expeditionary Wing," General Gorenc said. "His oversight and advocacy for those Airmen serving directly for the Army and Marine Corps in combat enabled mission success. It was a privilege to serve with him in Iraq."

The humble colonel from Tuscaloosa, Ala., who plans to retire there next year with his wife, said his Airmen deserve all the credit for mission success.

"They should be the ones getting the awards," he said. "They are true American heroes in my book." 🙏



Field report is a forum for cadets and trainees looking for answers from experienced Air Force officers. To submit a question concerning specific job and deployment experience, email leader@maxwell.af.mil.

FIELD REPORT!

What is UFL? I've heard that its some kind of exercise in South Korea that attracts a lot of attention from North Korea ...

Ulchi Focus Lens (no, it's not a piece of camera equipment) is the world's largest battle staff training [command post] exercise held in South Korea during the late summer months.

The two-week-long annual exercise, which first began in 1975, provides simulated combined training for thousands of U.S. and South Korean forces, and strengthens the alliance between the two countries, officials say.

"These exercises are designed to help teach, coach and mentor younger military personnel while exercising senior leader decision-making capabilities," said Lt. Gen. Garry Trexler, 7th Air Force commander and air component command commander, during last year's exercise. "Equally important, they are part of testing and evaluating the most complex, most effective weapon system in the Air Force inventory: our air operations center."

In addition to the U.S. and South Korean forces permanently stationed on the peninsula, American forces from Japan and other nearby installations in Asia deploy in support of the exercise.



Lt. Col. Greg Williams

Deployed duty title:

380th Civil Engineer Squadron commander

Deployed location:

Southwest Asia

Home station:

Southwest Asia

Years of service:

16 years

Hometown:

Hamilton, Ohio

Commissioned:

Graduated from the University of Cincinnati, Ohio, in 1990

Deployment experience:

Honduras, Kuwait, UAE

How is the field environment different than home station operations?

Time is a lot more compressed and accomplishments are measured in days and weeks rather than months. You can help solve problems and build new facilities much quicker. Funding is more available to meet

the needs. How to get things done is a bigger challenge than how to get funding.

What has been the biggest challenge at your current location?

Prioritizing effort and adapting to the Air Expeditionary Force rotation has been the greatest challenge. I received an entire new squadron over a 30-day time period, which meant dealing with the new Airmen, their personalities and their way of doing business.

What advice do you have for future Air Force officers?

Be prepared to deploy and learn as much as you can from your enlisted Airmen.

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

My experiences at University of Cincinnati gave me a good foundation to build on ... it gave me some good tools for the toolbox. 

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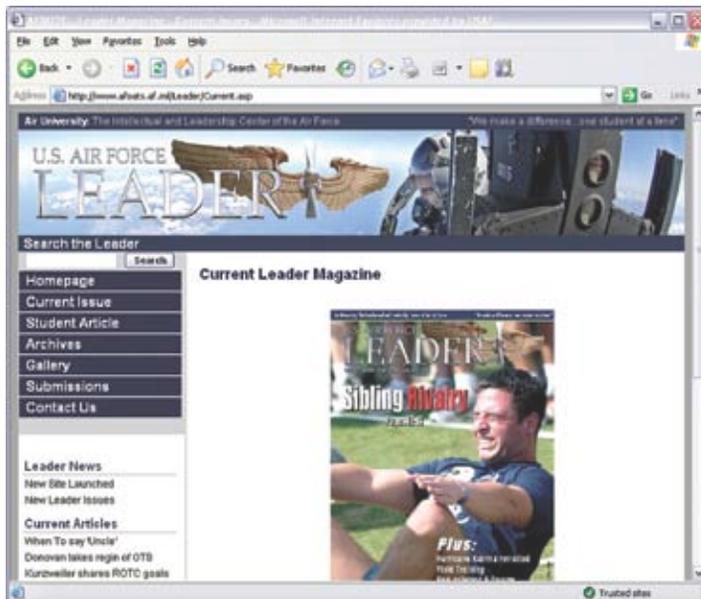


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Col. Norman Balchunas, Junior ROTC director

JROTC's Reading List

- ☞ "Understanding Poverty," by Ruby K. Payne
- ☞ "The First Days of School" by Harry Wong
- ☞ "Project CRISS: Creating Independence Through Student-owned Strategies," by Carol M. Sonta and Lynn T. Havens, Bonnie J. Valdes
- ☞ "Classroom Instruction that Works," by Marzano
- ☞ "Qualities of Effective Teachers," by James Stronge

* The JROTC Reading List is intended for new instructors



Thule Air Base, Greenland

Type, number of aircraft: Thule Air Base does not have any aircraft assigned, but is home to a Ballistic Missile Early Warning System and a satellite tracking system. It is also home to one of the Air Force's only tugboats.

Major units: Home of the 821st Air Base Group, 12th Space Wing Squadron and Det. 3, 22nd Space Operations Squadron.

Mission: The 821st ABG's mission is to effect space superiority. In addition to operating and maintaining the missile warning system, the group also provides space surveillance and satellite command and control operations missions.

Personnel Assigned: Approximately 600 military, civilian employees and contractors - including Canadian, Danish and Greenlandic personnel.

Nearest city & population: Qaanaaq, city of approximately 900 people is about 75 miles away.

Recreation: The arctic environment offers some of the most spectacular scenery found anywhere in the world, including majestic icebergs in North Star Bay, the massive polar ice cap and Wolstenholme Fjord - the only place on Earth where three active glaciers join together. There's also many activities on base.

Factoid: All buildings must be built off the ground, or have air corridors to avoid melting the 6-12" permafrost. Otherwise, the buildings would sink.

What can a young officer get out of this assignment? Young officers can get experience working in an international environment and enjoy some of the best quality of life initiatives in the Air Force. If that doesn't entice you, maybe the choice of a follow-on assignment or an extra \$\$ per month in extra allowances will.

Website: www.thule.af.mil



Base of Preference



Action!

Airmen filling the roles of extras on the set of the movie "Transformers" run for cover during filming at Holloman Air Force Base, N.M. The movie is scheduled for release July 4. (U.S. Air Force photo by Tech. Sgt. Larry Simmons)

