

THE **STINGER**

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ABOUT THE STINGER

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COMMANDER'S COMMENTS



Editorial by Col. Kevin Doyle

I would like to start off by thanking each and every one of you for an outstanding year! Your accomplishments throughout 2017 have been impressive, to say the least and have allowed us to meet our number one Wing Mission - to provide for America; protect the Homeland, generate effective combat Air Power and defense support to civil authorities, all while developing Airmen and supporting their families and serving our community.

You have done this through your ceaseless devotion to the oath we all took when we raised our right hands and swore to "defend this country against all enemies, foreign and domestic..." The Stinger's have accomplished so much over the last 12 months. Untold numbers of you have volunteered and participated in community events. You have attended school presentations, walked in parades and attended recruiting and veterans support events. Additionally, Stinger's have supported The Arms Forces 5K Run, Fly Overs, Adopt-a-Road, Honor Guard, base tours and hosted the annual ANG Bowling tournament. One of the more significant community events was the dedication of the 9/11 Memorial. You accomplished all of this while maintaining your skill sets within your career fields.

This past year we accomplished so many things as a wing. The 180FW Safety office hosted the ANG Bird Avoidance and Safety Hazard (BASH) team, the Force Support Squadron and Services hosted a Training Managers Course, Mortuary Affairs Course, as well as, a Dining Facilities Mangers Course. Maintenance had the opportunity to take lead on the U.S. Thunderbird Crash recovery efforts garnering kudos at the highest levels of the Air Force. Our Security Forces honed their skills at

Fort Custer, the Civil Engineering folks accomplished expeditionary training at Alpena, and the Medical Group provided desperately needed support to the rural population during Smoky Mountain Innovative Readiness Training. We had 180th members go support hurricane relief efforts and the 112th Fighter Squadron deployed to Hungary for Load Diffuser 2017, went to Mac Dill Air Force Base for Dissimilar Air Combat training and Nellis AFB for a Red Flag Large Force employment exercise. We successfully deployed and recovered our Agile Combat Support personnel all the while maintaining the high tempo of inspections and evaluations required to measure our readiness. Our inspection record remains clean and through every look we have achieved commendable feedback and assessments from the Air Combatant Command, 9th Air Force and Northern Command evaluator's. Our successes are once again tied to the individual efforts of every Stinger and their desire to work as a team!

Where do we go from here? Forward! With everything we have accomplished we can and will strive to do better. I ask each and every one of you to get better as individuals and as a team.

Organizationally I am working on adjusting policies and processes to better deal with the requirements levied on us as a wing and preventing you, as the backbone of this organization, from having to worry about the administration that accompanies these requirements. My leadership team is focused on giving you, the Airmen, more time to focus on skills and pushing the decisions to the squadron level. By doing this it will require more direct contact from the

Continued on pg. 63



Photo by 1st Lt. Jordyn Sadowski

*Story by
Senior Master Sgt. Beth Holliker*

As part of the National Guard's State Partnership Program, the Ohio National Guard deployed to Kecs-kemet Air Base in Hungary to participate in a Hungarian-led, multinational, air-to-air and air-to-ground exercise, Load Diffuser 17, May 24 through June 9, 2017.

Approximately 200 members of the 180th Fighter Wing, 179th Airlift Wing and 107th Cavalry Regiment joined forces with an additional 200 military members from six allied and partner nations and 10 different airframes from throughout Europe for the two-week exercise, to include Hungary, Croatia, Slovakia, Slovenia, the Czech Republic and the United States.

Load Diffuser 17, the largest Hungarian-led, large-force integration exercise, to-date, in the country's history, took more than a year to plan and four planning meetings at the Hungarian Air Base with both Ohio National Guard and the Hungarian Air Force mission planners.

Though the last Load Diffuser took place seven years ago, when the Ohio National Guard's 178th Fighter Wing participated in the exercise, the U.S. has maintained a positive relationship with the Hungarian military for more than 20 years, recently supporting several other integrated training exercises, including a Heavy Airlift Wing partnership at Papa Air Base, Hungary; a bilateral KC-135 air refueling training event in June, 2015, an F-15 Eagle fighter jet training event in September, 2015, at Kecs-kemet Air Base; and an F-16 Fighting Falcon training exercise at Papa Air Base in support of Operation Atlantic Resolve.

The Ohio National Guard and Hungary began their partnership in 1993 as part of the Department of Defense State Partnership Program, which links the unique capabilities of the National Guard with the armed forces of partner nations in support of geographic combatant commander security cooperation goals. The Ohio National Guard was originally partnered with Hungary because of its units' capabilities and similar geographic characteristics, as well as the large number of Ohio citizens with Hungarian ancestry.

By connecting a state's National Guard with a partner nation's military, both build cooperative, mutually beneficial relationships, focused on enhancing capabilities and readiness, and a stronger commitment to the collective defense and security of

Europe through combined operations and interoperability.

Multinational training exercises like Load Diffuser 17 allow both the U.S. Air Force and participating NATO allied and partner militaries to hone joint warfighting capabilities through operational training while building successful and progressive relationships leading to tangible and mutual benefits during peacetime, contingencies and crises through regional security and coalition operations.

"Emphasizing the coordination within this exercise is significant," said Maj. Gergely Grof, Hungarian Chief of Air Operations and lead planner for Load Diffuser 17. "To learn and acquire new procedures, to carry out these learned new things, in real during the flying sorties, showing the other participants what we are capable of and providing the opportunities for mutual support. This state partnership is the best way to fulfill our plans, to train our pilots and to cooperate in this multinational environment. This cooperation with the Ohio Air National Guard has already a 10-year-old tradition but with this exercise we tried to expand it regionally, also involving the neighboring countries for a better training, understanding of procedures and a preparation for a situation in the future."

"Here at Exercise Load Diffuser, we have touched every mission in the air domain, from interdiction, to air superiority, to strike, to surveillance, to airlift, and to command and control," said Gen. Tod Wolters, commander of United States Air Forces in Europe and Air Forces Africa. "And what we know after this exercise is that each and every one of our maintainers, operators and mission supporters will be much more capable in their ability to defend the nation and the cause."

Wolters, along with several other senior military and government officials from the U.S. Embassy in Budapest, U.S. Air Force, Hungarian Defence Forces and Ohio National Guard, visited the air base throughout the exercise, underscoring the impact multinational exercises, such as Load Diffuser, have on the enhancement of joint readiness and interoperability.

Highlighting the strong friendship between the U.S. and Hungary, Wolters touted that U.S. Air Force participation in the exercise was made possible by the Total Force team of the Ohio National Guard.

"The Ohio National Guard has been the

LOAD DIFFUSER

180FW TRAINS IN HUNGARY



Photo by 1st Lt. Jordyn Sadowski



Photo by Senior Master Sgt. Beth Holliker

state partner with Hungary for more than two decades,” said Wolters. “I am pleased that the Ohio Guard’s six F-16s and two C-130s could deploy here to engage with our NATO allies, support defense security goals and take advantage of these valuable training opportunities.”

The Air National Guard has long provided critical support throughout the US-AFE-AFAFRICA region and areas of operation by deploying and interacting with a variety of nations in combined exercises that strive to enhance capabilities and skills among allied and partner air forces.

Participation in multinational exercises improves overall coordination with allies and partner militaries, helps to ensure interoperability and enables our European allies and partners to globally deploy their forces alongside the U.S. It is exercises like these that are the key to maintaining joint readiness and reassuring our regional allies and partners.

“Exercise Load Diffuser is emblematic

of what it takes to have a functional and effective defense alliance,” said Mr. David J. Kostelancik, Chargé d’Affaires, U.S. Embassy in Budapest. “Behind all of the ideas and planning and agreements and discussions and paperwork, it comes down to talented, committed men and women in uniform who will reach across language, cultural and historic divides and do the difficult work of

“This state partnership is the best way to fulfill our plans, to train our pilots and to cooperate in this multinational environment.”

communicating, coordinating and solving problems, and that’s what we see here today.”

Along with the rare chance to interact with foreign militaries, Load Diffuser 17 also provided the opportunity to conduct force integration sorties, training with dissimilar aircraft, such as the Hungarian and Czech Republic JAS 39 Gripen, Slovenian PC-9 Swift, Croatian Mi-17 HIP Helicopter, the

L-39 Albatros and L-159 Atlas from the Czech Republic, and U.S. C-130 Hercules cargo aircraft.

Training with dissimilar aircraft allows allies and partner militaries to work together on mastering combat tactics and operational-level campaigns in a controlled, strategic, advanced and realistic environment.

“Conducting these realistic training missions in this environment was an intentional aspect specifically built into the exercise to help pilots and mission planners learn to overcome the obstacles they would face in a real-world coalition effort, such as language barriers and differences in operational procedures,” said Lt. Col. Greg Barasch, 112th Fighter Squadron Commander and deployed detachment commander. “Many of the issues can be easily resolved from using brevity words, short phrases used by pilots to communicate information contributing to the ability to successful execution of world-wide deployments and coalition missions.”

ferences in operational procedures,” said Lt. Col. Greg Barasch, 112th Fighter Squadron Commander and deployed detachment commander. “Many of the issues can be easily resolved from using brevity words, short phrases used by pilots to communicate information contributing to the ability to successful execution of world-wide deployments and coalition missions.”

Throughout the exercise, the Ohio National Guard’s F-16s and C-130s flew 125 missions totaling 147 flying hours training in simulated combat missions with a high number of allied aircraft attacking or defending against a high number of adversary aircraft and ground targets.

Flying a variety of missions to include basic fighter maneuvers, air combat maneuvers, defensive counter air, close air support, strike coordination and reconnaissance, rescue efforts and airlift missions, this exercise honed vital readiness skills by enhancing multilateral air operations, and promoting stability and security throughout the European region.

Not only that, this training provided the strategic agility needed to fight against a formidable and aggressive adversary by training as they would integrate to maintain air superiority and conduct offensive and defensive tactics in combat situations.

“We demonstrated the capability to op-

erate in a complex, multinational environment with precise execution,” said Maj. Gen. Stephen Markovich, Commander, Ohio Air National Guard. “We must have a deep bench of Airmen with first-hand experience operating in these types of environments with different regional partners. This type of exercise builds confidence, identifies

“Each and every one of our maintainers, operators and mission supporters will be much more capable in their ability to defend the nation and the cause.”

opportunities for improvement and creates trust between partners.”

“Our ability to manage the challenges of today’s dynamic security environment hinges on how well we work together,” said Wolters. “Load Diffuser is an opportunity for allies to learn from each other and recognize the unique strengths each nation brings to

the fight and it highlighted that our greatest strength is working together.”

This exercise is supported by the European Reassurance Initiative, which enables the U. S. to further support the defense and security of NATO allies and to bolster the security and capacity of U.S. partners. Our persistent, rotational presence in Central

and Eastern Europe is fully in line with our international commitments and agreements, and a visible sign of our commitment to collective defense.

“The participation of six NATO allies in this exercise proves that we are stronger together than we could ever be by ourselves,” said

Wolters.

Throughout the past 20 years, the DOD State Partnership Program has built 73 partnerships with allied nations around the world. The partnerships have cultivated unique cultural exchange experiences, provided valuable training opportunities and improved international relations. 

SMOKY MOUNTAIN MEDICAL

Story & Photos by
Staff Sgt. Joghnn Wilkes

“The Appalachian people themselves are a strong and independent people,” said Matthew Lyvers, a public health educator with Clay County Health Department in Hayesville, North Carolina. “And that can pose a challenge.”

The Appalachian region is one of economic contrasts: some communities have diverse economies while others are still in need of basic infrastructure. Many roads remain unpaved and wells are a common sight across the region as city water and sewer access are not readily available.

“Many people came here because they wanted to be independent,” said Lyvers.

The way of life here can be rugged, more hands on. The terrain is unforgiving. Seeking medical, dental, vision or veterinary care may require a two hour drive. This is not an option for some.

“Because people are strong and independent, they do not want to be told what to do, how to live,” Lyvers said. “I was born and raised here. My family is here and I truly enjoy it here. When helping people, sometimes being from here and knowing the issues helps.”

There are many challenges in regards to providing and seeking out proper medical, dental, ophthalmologic and veterinary services in parts of Appalachia.

“Many people are self-employed or don’t have insurance,” said Lyvers. “There is a perception

that things like this are for the lazy, which is not true. Many do not have the [benefits] of a large corporation.”

According to the Clay County Health Department, there are geographic barriers, specialists are not readily accessible and cost is an issue.

This is where Smoky Mountain Medical Innovative Readiness Training comes in. IRT missions provide a direct and lasting benefit to the local communities while service members and their units gain valuable readiness training.

Smoky Mountain Medical IRT took place Aug. 2-10, 2017, providing no-cost medical, dental, ophthalmologic and veterinary services to residents of North Carolina’s Clay County, Swain County and the surrounding areas.

More than 200 service members with the National Guard, Air Force Reserve, Army Reserve and Navy participated in or provided care during the mission. In addition, hundreds of people from surrounding communities volunteered their time to assist during Smoky Mountain Medical IRT.

“We don’t have a hospital in our county which is a tremendous barrier,” Lyvers said.

“Our closest major trauma center is two hours away. There are very few low cost or no cost dental services. Many people drink well or spring water and even the county water does not have fluoride in it.”

Dental and ophthalmologic services are in very high demand in the region.

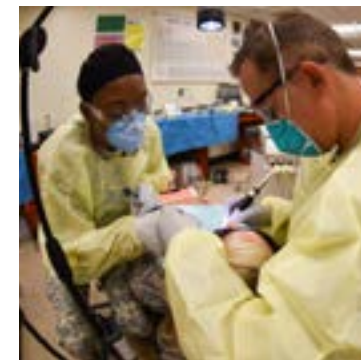
“It provides hope,” said Lyvers, who has lived in Clay County for most of his life. “Even relatively simple dental services provide hope for people.”

According to Lyvers, there was a woman who couldn’t afford to have teeth extracted at 200 or more dollars per tooth but she could afford to save for dentures. After receiving them it increased her nutrition because she could eat foods she may not have been able to eat.

“It boosts her pride and increases her quality of life,” he continued. “With poor oral health comes poor cardiac health.”

Public health plays a key role in Smoky Mountain Medical IRT. Public health professionals such as Lyvers overcome many challenges such as culture and lifestyle to educate the population and prevent people from getting sick or injured in the first place. They promote wellness by encouraging

“The Appalachian people themselves are a strong and independent people, and that can pose a challenge.”





“Our closest major trauma center is two hours away. There are very few low cost or no cost dental services.”



“It provides hope. Even relatively simple dental services provide hope for people.”

healthy behaviors and work to ensure conditions exist in which people in a community or population can be healthy.

“People who join the military or become medical professionals have the desire to serve and help people,” said Lyvers. “I have always been a service type person. I enjoy working with people in different capacities. That’s what I liked about nursing. In public health, I am able to be more humanistic and help people in other ways.”

The health department has a sliding fee scale based on income but that can present challenges too. Some may not be able to afford even greatly reduced fees, according to Janice Patterson, director of the Clay County Health Department. Many people are working and make too much for assistance but can’t afford all the care they need.

“There are multiple resources in the community for those are not able to afford care,” Patterson said. “There is a backlog in this area for those who need care. We have an association that holds clinics once or twice a month. Things like this help us free up those other resources and create space.”

Smoky Mountain Medical cared for more than 2,800 patients, performed more than 8,000 medical and dental procedures and more than 2,600 veterinary procedures in the first 7 days. These services totaled more than \$600,000 in benefit to the community.

According to Senior Airman Delaney Preston, a medic assigned to the 180th Fighter Wing, Ohio Air National Guard, interacting with so many people from the community and being able to help them makes it all worth it.

“Many community leaders have stopped by and thanked us,” said Preston. “We can feel the support from the community.”

Despite all the support, challenges still exist.

“There are geographical barriers, specialists are not readily available,” said Patterson. “For example, there isn’t an endocrinologist in the area. There are not a lot of large businesses in the area. Usually larger businesses provide health insurance so that is missing for many people.”

To combat the challenges, providers made referrals for patients to follow up with the local health department. The health department is then aware of the needs of the patient and can assist in getting them the specialty care they need.

Many people drove from distant locations to seek care for themselves or their family. Patterson overheard a conversation between a lady and her husband – “They were waiting for the vet, they brought two dogs. I asked where they came from and she said ‘we drove from down in Georgia, over an hour and a half.’”

Anthony McCray, a resident of Andrews, North Carolina, came to Smoky Mountain Medical to receive dental and vision services.

“This is such a great event I wish they would do it once or twice a year,” he said. “We are in need of services like this.”

According to the U.S. Census Bureau, more than 20 percent of the population in the greater Swain and Clay County area fall below federal poverty guidelines. The national average is approximately 15 percent.

Despite these challenges, the people of Appalachia are strong, said Lyvers.

“It’s not just the physical care that means so much, it’s the ‘my country cares about me’, and they care about the service members,” said Patterson. “Our military is very much

respected.”

The culture here promotes a sense of strength, patriotism and pride, according to Patterson. “People around here place morals and helping your neighbors higher than other areas do.”

The IRT is a civil-military program which builds mutually beneficial partnerships between U.S. communities and the Department of Defense to meet training and readiness requirements for active, reserve and National Guard service members and units while addressing public and society needs.

“Smoky Mountain Medical provided a great two weeks of training while assisting fellow Americans,” said Lt. Col. Gary M. Easterly, medical planner at the 180FW and officer in charge of Smoky Mountain Medical IRT. “Smoky Mountain Medical IRT is not only beneficial to the people that receive health care, but it fulfills necessary training requirements and increases readiness amongst our health professionals.”

IRT missions strengthen the bond between American citizens and the military.

“It is great to see our Airmen working side by side with other military personnel to help our own,” said Col. Kevin Doyle, commander of the 180FW. “Their efforts have helped those who are unable to afford health care for themselves and their children, greatly improving their quality of life.”

By providing care and connecting citizens to community resources, the IRT mission helps overcome the cultural, geographic and financial barriers associated with the Appalachia region to improve their lives for years to come. 🇺🇸

NATIVE AMERICAN HISTORY MONTH

180FW CELEBRATES CULTURAL DIVERSITY



Master Sgt. Serena Dedes, an equipment manager at the 180th Fighter Wing, Ohio Air National Guard, holds a traditional feather flag during Pow Wows along with a photo of an actual Pow Wow, which are Native American ceremonies involving feasting, singing and dancing.

**Story & Photos by
Airman 1st Class Hope Geiger**

Although she was born and raised in Ohio, Master Sgt. Serena Dedes' history will always be rooted in Arizona, home to the White Mountain Apache Tribe. She learned the Apache heritage through the teachings of her mother and going to traditional Pow Wows, which are Native American ceremonies involving feasting, singing, and dancing.

"My mom has been through a lot in her life, but she showed me how to take what happened in the past and move forward," said Master Sgt. Serena Dedes. "She told me to be proud of who I am and no one can take that away from me."

Dedes, an equipment manager assigned to the Ohio National Guard's 180th Fighter Wing, proudly connects her military role with her White Mountain Apache background by sharing her heritage with those she serves alongside.

"With my mom being Apache, she always wanted me to know what our heritage is," said Dedes. "We would attend these Pow Wows, whether here in Ohio, or somewhere else in the United States."

Over the decades, her mother tried to teach her the Apache language, but she wasn't fully immersed in the study, so she never picked it up fluently.

"I can't speak Apache," Dedes confirmed. "It's becoming a dead language, so I want to get into my roots and really learn about it. I want to be able to pass it down to my kids and my granddaughter."

With dedicated guidance from her mother, Dedes was taught

the importance of being proud of her heritage and she extends those teachings to those who wish to understand the Apache culture.

"I put everything that I have into my work," said Dedes. "I let people know my heritage and introduce them to my culture. I even have some Apache artifacts that I proudly display on my desk."

Dedes also likes to share the big Apache tradition of fry bread.

"It's a tradition that began way back in the very beginning when Indians were first on the reservation, Dedes said. "So I make fry bread now and bring it in, giving people the experience of something that is a part of the Apache heritage."

Dedes is not only proud of being Native American, but also proud to be in the military.

"We are a very diverse Air Force," Dedes said. "People have big impacts in what they can bring to the military and I carry that through with my Apache heritage."

Her many contributions to the military and her Native American background allowed her to be honored by the Society of American Indian Government Employees, or SAIGE. The Society is the first national, non-profit, organization representing American Indian and Alaska Native Federal, Tribal, State and local government employees. It provides a forum on the issues, challenges and opportunities of Native Americans in the government workforce.

"I was honored to be nominated for the award," said Dedes. "The military has been very good to me, I'm proud of my Apache culture and being able to share that and my military career."

"I was proud to nominate her for the SAIGE award because

her strong work ethic in managing over \$65 million dollars of on hand equipment for the unit as well as her deep appreciation for her culture," said Master Sgt. Nickolas Whiteman, customer service section chief assigned to the 180FW Logistics Readiness Squadron and Dedes' supervisor. "I was lucky enough to be able to visit the Native American Smithsonian Institute of Art in Washington D.C. with Serena and her overwhelming pride and enthusiasm, explaining and sharing, during that visit is something that I will never forget."

The U.S. Air Force believes diversity encompasses all aspects of an individual to include race, religion, ethnicity, gender, experiences, and all perspectives. These initiatives are geared toward ensuring the U.S. Air Force attracts and retains the best and the brightest from across a full-spectrum of individuals to ensure that new and innovative ideas are fostered and the Total Force is unified by their shared devotion to their country. 🇺🇸

***"She told me to be
proud of who I am
and no one can
take that away
from me."***



Master Sgt. Serena Dedes, an equipment manager at the 180th Fighter Wing, Ohio Air National Guard, holds a traditional dress women would wear during Pow Wows, which are Native American ceremonies involving feasting, singing and dancing.



180FW AGE AIRMEN KEEP MISSION FLYING HIGH

*Story and Photos by
Staff Sgt. John Wilkes*

Maintaining mission readiness and keeping aircraft flight ready are top priorities of the Ohio Air National Guard's 180th Fighter Wing located in Swanton, Ohio. To maintain readiness and meet the demands of various deployments and training exercises, hours of hard work are put in by Airmen in the 180FW Maintenance Group.

For every hour an F-16 Fighting Falcon spends in the air, it requires dozens of hours on the ground being maintained and prepped. The Airmen in aerospace ground equipment are responsible for maintaining critical equipment that supplies electricity as well as hydraulic and air pressure to the planes while undergoing maintenance and preparing for flight operations.

"We perform scheduled and unscheduled maintenance on a variety of equipment in support of the mission," said Master Sgt. Jim Raabe, assistant superintendent of aerospace ground equipment at the 180FW. "We inspect, test, operate and determine serviceability for proper operation before use and when an issue arises."

Pilots at the 180FW fly the F-16, a multi-role aircraft with very complex systems. The F-16 has one 20mm Gatlin gun with a firing capacity of up to 500 rounds; external mounts that can carry up to six air-to-air missiles, conventional air-to-air and air-to-sur-

face munitions and electronic countermeasure pods. The maximum payload is two 2,000-pound bombs, two AIM-9 Sidewinder missiles, two AIM-120 Advanced Medium-Range Air-to-Air missiles and two 2,400-pound external fuel tanks.

Aerospace ground equipment plays a key role in testing and maintaining systems vital to the proper functioning of the aircraft, said Raabe. If a malfunction occurs during flight the results could be catastrophic.

To help ensure that does not happen, aerospace ground equipment Airmen train year-round to maintain more than 200 pieces of equipment worth approximately \$14 million dollars. This equipment includes frequency converters, diesel and turbine engines, generators, hydraulic test stands, bomb lifts, heaters, flood lights, air conditioners, air compressors, self-generating nitrogen servicing carts, non-powered support equipment and maintenance information systems.

"Our Airmen make the equipment what it is, as far as functionality, and how well it is maintained," Raabe said. "We have received comments and inspections stating that we have some of the best maintained equipment in the fleet."

Aerospace ground equipment Airmen must inspect every piece

of equipment in the shop a minimum of two times per year. Additionally, they are required to troubleshoot and service any equipment that is not functioning properly.

"Depending on an Airman's skill-level and the complexity of the issue, troubleshooting and fixing a problem may take minutes, hours or longer," said Raabe.

According to Senior Airman Robert Moser, an aerospace ground equipment specialist, there are many resources and a wealth of expertise in his shop.

"If we ever have any questions or run into a problem we cannot

solve, someone in the shop will be able to help," Moser said. "There is a lot of knowledge and experience here."

According to the U. S. Air Force, Airmen work with the most advanced aircraft and equipment in the world. Since the U.S. Air Force presence spans the globe, these stinger Airmen could be assigned to support U.S. military aircraft anywhere from Travis Air Force Base, Nevada, to Osan Air Base, South Korea.


"It's a great job," said Moser. "It can be challenging at times depending on the complexity of the issue and what the issue is. You have to be good with your hands."

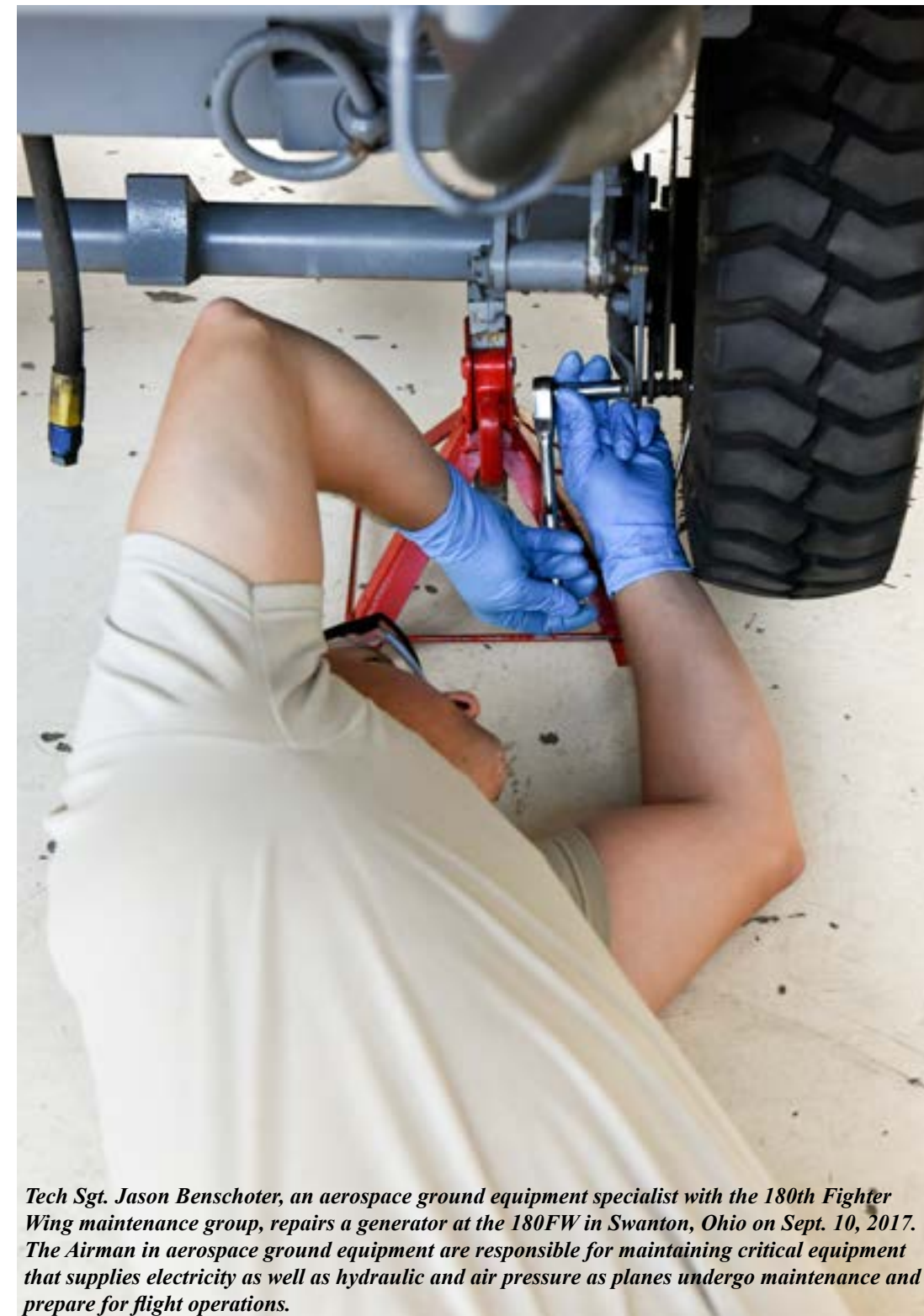
Aerospace ground equipment specialists attend more than 80 days of training which awards 36 transferable college credits and gives them the knowledge, skills and abilities required to perform their job. Following technical school Airmen are able to attend specialized training for their functional area as well as on-the-job training.

An additional benefit of the ANG is that required military training can often apply credit hours to civilian college degree programs or contribute to earning a degree from the Community College of the Air Force.

"I recently graduated with a bachelor's degree in construction management," Moser said. "The aerospace ground equipment field offers a great opportunity to go to school and work while gaining very transferrable knowledge and skills for any mechanical career you can get in to."

The aerospace ground equipment specialist field is currently a critical needs career. Being deemed a critical needs career field means there is a higher need for recruitment into that job and select monetary bonuses may apply outside of the college tuition in the state of Ohio and Montgomery G.I. Bill that assist National Guard Members in pursuing a college education.

For more information about the aerospace ground equipment specialist career field or to learn more about opportunities at the 180FW, visit <http://www.goang.com/> or call 419-868-4469. 



Tech Sgt. Jason Benschoter, an aerospace ground equipment specialist with the 180th Fighter Wing maintenance group, repairs a generator at the 180FW in Swanton, Ohio on Sept. 10, 2017. The Airman in aerospace ground equipment are responsible for maintaining critical equipment that supplies electricity as well as hydraulic and air pressure as planes undergo maintenance and prepare for flight operations.

180TH FIGHTER WING TO PARTICIPATE IN RED FLAG

**Story & Photos by
Airman 1st Class Hope Geiger**

1 80th Fighter Wing, Ohio Air National Guard is scheduled to participate in Red Flag, an advanced aerial combat exercise in August at Nellis Air Force Base, Nev.

“Red Flag is an exercise that allows the pilots to experience their first couple simulated combat missions,” said Capt. Justin Guinther, an F-16 Fighting Falcon Pilot for the 180FW. “It’s a large force exercise that incorporates different air frames and career fields into one exercise, which lets us all work together to figure out what a real war scenario would be like.”

The exercise is a requirement for the 180FW before the Theater Security Package to Europe next year.

“It lets us exercise the whole system,” said Lt. Col. Evans Boeve, an F-16 pilot for the 180FW and Red Flag project officer. “How we pack up, making sure when we get to someplace very far away we have everything we need, and how to start protecting the country we are in or departing from that country to attack.”

This exercise recreates a combat situation as realistically as possible, in order for personnel to get experience before going into real combat.

“Rather than putting a new pilot into combat and hoping they’ve got enough experience and are able to survive, we try to recreate that environment in training,” Boeve said. “The pilots can figure out how combat works, so when

they do go into combat they have more experience.”

The exercise is two weeks long, consisting of 10 days of flying where the 180FW will get to work alongside Saudi Arabia, Singapore, North Atlantic Treaty Organization countries, multiple countries represented in the Airborne Warning and Control System platform and

normal contingents of United States Forces.

“We do not want to do everything ourselves in every major battle and conflict we are involved with,” said Boeve. “We need allies. The 180FW wouldn’t typically integrate with allied countries unless we had training like Red Flag.”

“At training, we will spend entire days,

about eight to 12 hours, mission planning,” said Boeve. “We figure out our game plan for each mission, when we are going to start, how the timing is going to work, making sure good guys don’t run into other good guys and how we are going to survive.”

These specific missions include air interdiction, combat search and rescue, close air support, dynamic targeting and defensive counter air. Deployed personnel use various tactics to attack the Nevada Test and Training Range targets such as mock airfields, vehicle convoys, tanks, parked aircraft, bunkered

defensive positions and missile sites.

“We will be going against Surface-to-Air Missiles (SAMs) on the ground that are not actually shooting missiles at us but they have their radar work like they do,” Boeve said. “We’ll be integrating with other forces to keep us safe against red air, or the bad guys. We fight our way in, survive against all the SAMs that are trying to shoot us while we try to bomb targets and potentially try to fight our way back out.”

The 180FW will be dropping live ordnances during a couple of days during the

exercise.

“We will have real bombs that really explode, dropping on real targets which isn’t something we can do a whole lot at the 180FW,” said Boeve. “We cannot load live bombs because we are at an international airport and not an Air Force Base, so just going to this exercise gives us that opportunity.”

Pilots are not the only personnel to get practice during this exercise.

“We will have our whole system from when our ammo personnel builds a bomb and then the weapons personnel get them loaded up on the jet,” Boeve said. “They have to be able to do that in a quick, timely manner.”

Not only dropping bombs, this exercise will allow personnel to get involved in missions that are unique to what they would normally train to.

“We will practice personnel recovery,” said Boeve. “For this particular scenario there is a downed aircrew that maybe someone ejected out of an aircraft, got shot down or had an engine failure in enemy territory. The mission then becomes getting all the recovery assets to effectively pull that person out of enemy territory and get them back to base.”

The pilots will also practice a Strike Coordination and Reconnaissance, or SCAR, mission.

“Rather than starting the plan with known targets we want to go destroy a known enemy capability that we are trying to degrade, we are going on a hunting mission,” Boeve said. “A lot of times this scenario revolves around a scud missile. We know the enemy has a scud missile, they’ve been threatening to launch it, it’s mobile, and we have to find it and make sure it’s the bad thing we think it is before we destroy it to avoid killing innocent people.”





QUARTERLY, 180FW SF AIRMEN PARTICIPATE IN CRISIS INTERVENTION TEAM TRAINING

Story by
Airman 1st Class Hope Geiger

Law enforcement officers have a difficult job and no two encounters are the same, especially when responding to calls involving someone with a mental illness or in crisis situations.

Police are often the first to respond to these types of scenes, so it is important that they understand how mental illnesses can alter a person's behaviors or perceptions, said Alina Fuller, the director of psychological health at the 180th Fighter Wing, Ohio Air National Guard and a presenter for Crisis Intervention Team training.

"It is incumbent on cops to reach the same level as someone with a mental disorder so they can comprehend what is going on, because they are not resisting," said Tech. Sgt. Carl Stahl, a flight sergeant of the Security Forces Squadron at the 180FW. "They just don't comprehend what we are telling them to do."

"When individuals with a mental illness go to jail they do not get the help they need," said Master Sgt. Phillip Chrysler, a security forces flight chief of the 180FW. "Instead, it is important that law enforcement understand when a person has a mental disability, they need to be taken to a health facility to get care."

"It results in less misunderstandings, less potential for violence and people getting hurt, and getting the person in distress the help they need versus them ending up in the justice system without the help they need," Chrysler said.

Quarterly, for the past three years, the 180FW has had two Security Forces Squadron members participate in the training to become CIT Officers.

This training has three basic goals: to improve safety for law enforcement and the individuals with whom they are interacting, to redirect individuals with a mental illness from the judicial system into the proper health care system and to increase awareness of community resources for individuals, who have a mental illness, an addiction or a developmental disability, and their families.

Several Security Forces Airmen from the 180FW have completed the required 40 hours of the CIT training which includes presenters speaking about adolescent and adult mental disorders, role-playing exercises and learning about the resources available in the local community.

"INCREASE AWARENESS"

"In CIT they teach us about different diagnoses, how to properly respond to them and gives us tools on how to manage them," said Stahl. "It teaches us how to slow down and absorb the environment of the situation and to pick up cues on certain behaviors."

CIT training also involves participants visiting hospitals, different parts of the community where they are more likely to interact with members who have mental health issues and listen to speakers share

their experiences.

"One of the speakers who came to the training had complete visual and sound hallucinations due to his mental disability," said Chrysler. "He talked about what he saw and how he felt compared to what everyone else is seeing."

Another part of the training included scenarios, where a role-player acted as someone with a mental disability, allowing each member to attempt to resolve the situation.

"My scenario was on base," said Tech. Sgt. Marc Robertson, an electronic security systems technician at the 180FW. "An Airman out in the middle of the parking lot near the dorm just yelling at the top of his lungs at 1:30 a.m. and I just had to go with it. The guy yelling didn't want to be in the military anymore, was tired of his First Sergeant and he hated life. I had to talk him out of it by figuring out what was wrong and how to fix it."

The training also teaches law enforcement about the different health facilities and resources in Lucas County they could take individuals to help with their mental health issues.

"They informed the officers of medical health facilities, group homes and behavioral health facilities available to so individuals

"REDIRECT INDIVIDUALS"

do not end up in the criminal system without any support or help for their issues," Chrysler said.

"The number one key to CIT is recognizing it and knowing how these illnesses affect people," said Stahl. "A lot of times when dealing with someone who has a mental illness, their outward behavior can make it seem like they are under the influence of drugs or alcohol."

"Once law enforcement recognizes that the person has a mental illness, a CIT trained officer can respond and change the way that person is dealt with," Robertson said.

"Someone who is under the influence of drugs or alcohol is going to be defiant until they're subdued and continue to fight because they don't want to go to jail," Stahl said. "Someone with a mental disorder may not understand what we are telling them to do."

Once trained, Airmen are prepared to respond appropriately and effectively if they come into contact with anyone who has a mental illness and can recognize certain signs and symptoms of these illnesses. They can mitigate crises involving people with mental illness while still being able to show understanding in these situations.

More than 24 SFS members from the 180FW have graduated from the training and are a part of the Crisis Intervention Team.

"We need this training," said Fuller. "Just like an active shooter situation, we don't know when it's going to happen. So if we have someone who has a mental health breakdown, we have Airmen who are ready to handle the situation because it could be detrimental to anyone who is involved." 🇺🇸

180FW AIRMEN SUPPORT HURRICANE RELIEF EFFORTS



Story by Staff Sgt. John Wilkes

More than 300 members of the Ohio National Guard have answered the call after four historic hurricanes ravaged parts of Florida, Texas, the U.S. Virgin Islands and Puerto Rico.

More than 90 days after four hurricanes impacted the U.S. and territories, much of the affected areas are still in recovery, and Puerto Rico is still without power. To support relief efforts, four members of the 180th Fighter Wing, Ohio National Guard, deployed to various locations across the country in support of hurricane relief efforts. Hurricanes Harvey, Irma, Jose and Maria resulted in catastrophic damage to large portions of these areas.

Upon arrival, 180FW members integrated with local, state and federal organizations to provide defense support to civil authorities and assist with intra-service support and coordination for hurricane and disaster relief efforts in areas most impacted.

Pastoral Care

“There are a lot of moving pieces in disaster situations,” said Maj. Peter Drury, a chaplain assigned to the 180FW, who deployed to the National Guard Bureau’s Office of the Chaplains in Washington, D.C. “Each group that responds has different capabilities and it is important for the command staff to know what capabilities are at their disposal.”

While assigned to the National Guard Communication Center’s Adaptive Battle Staff, Drury assisted the Joint Office of the Chaplains, communicating, coordinating and collaborating with partners across various states and territories to establish effective pastoral support, to include North American Aerospace Defense Command, Federal Emergency Management



Above: Airmen assigned to the 129th Rescue Squadron, California Air National Guard, conduct a mission planning briefing, Sept. 11, 2017, at Marathon International Airport located on Marathon Key, Florida. The special operations team deployed to Hurlburt Field Air Force Base in Florida ahead of Hurricane Irma's arrival with plans to forward deploy in an effort to conduct search and rescue operations in some of the state's hardest hit communities, such as Marathon and other areas throughout the keys.

Agency, United States Army North, Air Forces Northern command, and various other National Guard offices.

According to Col. Michael Reynolds, deputy director of the National Guard Bureau's Office of the Chaplains, Chaplain Drury's responsibilities were a key part of the effort to provide an accurate picture of all affected areas to the Chief of the National Guard Bureau and to partners in sister services.

"Providing religious support is very important in disaster situations," said Drury. "Both to those directly impacted and to first responders."

Drury was able to speak with a chaplain providing direct pastoral care to more than 300 first responders.

"A chaplain in the U.S. Virgin Islands called me to request support as he was the only chaplain for three different islands," said Drury. "I was the second call he made, the first was to his wife."

"One of the most important things a chaplain can do is to provide calm in chaos," he continued.

"The impact that providing support and care can have is amazing," said Drury. "There has been an overwhelming appreciation of the support provided."

Hurricane's Harvey, Irma, Jose and Maria have killed more than 300 people and resulted in hundreds of billions of dollars in damage.

Command and control

Supporting disaster relief efforts requires coordination on local, state



Special Operators assigned to the 129th Special Operations Wing, prepare to set up a combat rated water craft at Marathon International Airport on Marathon Island in the Florida Keys, Sept. 11 2017. The special operations team deployed to Hurlburt Field Air Force Base, Florida ahead of Hurricane Irma's arrival with plans to forward deploy in an effort to conduct search and rescue operations in some of the state's hardest hit communities, such as Marathon and other areas throughout the keys.

and federal levels.

Chief Master Sgt. Paul Martin, command and control manager for the 180FW, was assigned to the Air National Guard Readiness Center at Joint Base Andrews, Maryland, as a part of the Crisis Action Team command post.

Martin was tasked with reviewing requested aid from more than 70 sites across 17 locations to provide airlift support to units directly impacted by the hurricanes.

"It was an awesome experience, being a part of the crisis action team, working alongside so many professionals dedicated to the mission of saving lives and supporting relief operations," said Martin.

The ANG was heavily involved before, during and after the hurricanes made landfall.

Martin worked with state and national leadership at the National Guard Coordination Center to compile a daily hurricane situation report, provided to the Chief of the National Guard Bureau.

"Being able to communicate with people in the affected areas and to assure them help was on the way was very gratifying," said Martin. "I spoke directly with the command post superintendent in Puerto Rico and reassured her that help was on the way. She told me how grateful she was and appreciated my call to check on the status of the base and personnel."

"That alone made it worth it to me," said Martin.

Hurricane relief efforts will likely continue for many months, potentially years.

"There was so much support and volunteerism," said Martin. "A lot of units and Airmen volunteered support and equipment. At times there were more aircraft available than missions needing flown."

"This just goes to show you how dedicated our Airmen are to supporting each other and those in need."

Logistics

Master Sgt. Jill Bonnough, logistics



Special operators assigned to the 125th Special Tactics Squadron, Oregon Air National Guard, conduct goodwill checks, handing out food and water to residents of Marathon Island in the Florida Keys, Sept. 12, 2017. The 125 STS deployed to the island following Hurricane Irma to clear the airstrip of debris, open the airport and manage all air traffic in the area in order to allow for military transports to deliver fuel, food and water to the region. Air National Guard photo by Senior Master Sgt. Beth Holliker.

manager assigned to the 180FW, deployed for approximately four weeks to the U.S. Virgin Islands to provide logistical support to joint units and service members.

Logistics managers are responsible for coordinating much of the equipment and resources needed to move the people

"Coordinating airlift with multiple units to different parts of the country was challenging," said Bonnough.

"Sometimes it took a couple of days to finalize all of the details about how a specific unit was going to get home," she said. "Though they had been there for a

month or more, they understood the delays. When I was finally able to tell them I found a way home for their unit they were beyond excited. And to me, the best part of my job is getting people back to their families after a deployment."

National Guard units from around the country responded to requests for aid

following the devastating hurricanes.

At the state level, National Guard service members may be called up in times of domestic emergencies or need.

The National Guard's state mission is perhaps the most visible and well known. Nearly everyone has seen or heard of National Guard units responding to natural disasters or other emergency situations.

The Ohio Air National Guard's 180FW rapidly responds to any natural or man-made disaster saving lives, easing human suffering and protecting property. 🇺🇸

"One of the most important things a chaplain can do is to provide calm in chaos"

and supplies used to provide support and accomplish the mission.

"My primary responsibility was to coordinate orders and airlift for the service members who were coming home as their deployments were ending," said Bonnough.

To accomplish this, Bonnough worked with the National Guard Bureau Crisis Action Team, Tanker and Airlift Control Center, and the 601st Air Mobility Directorate to procure and allocate airlift to the units.

THE YEAR IN PHOTOS

A Crew Chief assigned to the 180th Fighter Wing, Ohio Air National Guard, reviews his assigned aircraft forms for a F-16 Fighting Falcon on an early morning Preflight Inspection during a training exercise at MacDill Air Force Base in Tampa, Florida on Jan. 30, 2017. (U.S. Air National Guard photo by Tech. Sgt. Joseph Boyer)



Command Sgt. Maj. István Kriston, the senior enlisted leader of the Hungarian Defence Forces, listens to a briefing on the 180th Fighter Wing fire department's mutual aid agreements with local communities in Northwest Ohio during a base visit June 6, 2017. (U.S. Air National Guard photo by Staff Sgt. Shane Hughes)



Air Force Lt. Col. David Miller, an optometrist assigned to 442nd Medical Squadron, Whiteman Air Force Base, Air Force Reserve, Mo., assists in setting up a phoropter which will be used to give eye exams during Smoky Mountain Medical Innovative Readiness Training in Hayesville, N.C., Aug. 1, 2017. (U.S. Air National Guard photo by Staff Sgt. John Wilkes)



U.S. Air Force Senior Airman Benton Pohlman, a security forces specialist assigned to the 180th Fighter Wing, Ohio Air National Guard, fires an M4 carbine rifle during target practice April 12, 2017 at the Fort Custer Training Center in Battle Creek, Michigan. (U.S. Air National Guard photo by Staff Sgt. Shane Hughes)



An F-16 crew chief assigned to the 180th Fighter Wing, Ohio Air National Guard, squeezes in to the intake on an F-16 Fighting Falcon in the early morning for a pre-flight check during a training exercise at MacDill Air Force Base in Tampa, Florida on Feb. 2, 2017. (Air National Guard photo by Tech. Sgt. Nic Kuetemeyer)

A C-17 Globemaster assigned to Charleston Air Force Base, South Carolina arrives at Marathon International Airport in the Florida Keys, Sept. 11, 2017. (U.S. Air National Guard photo by Senior Master Sgt. Beth Holliker.)



F-16 Fighting Falcons from the 180th Fighter Wing, Ohio Air National Guard, stand ready and waiting in the early morning hours, for the day's training exercises to begin at MacDill Air Force Base in Tampa, Florida, Jan. 31, 2017. (Air National Guard photo by Tech. Sgt. Nic Kuetemeyer)



An F-16 Fighting Falcon from the 180th Fighter Wing in Swanton, Ohio stands ready and waiting in the early morning hours for the day's training exercises to begin at MacDill Air Force Base in Tampa, Fla., on Feb. 2, 2017. (U.S. Air National Guard photo by Tech. Sgt. Joseph Boyer)



A C-17 Globemaster arrived at Marathon International Airport at Marathon Island in the Florida Keys, Sept. 11, 2017, carrying a U.S. Air Force Contingency Response Team, food, water, supplies and equipment to assist island residents as they recover from Hurricane Irma. (U.S. Air National Guard photo by Senior Master Sgt. Beth Holliker)

Peter Holbrook, provost for Tiffin University, signs the Higher Degree Attainment Initiative March 22, 2017 at the 180FW in Swanton, Ohio. (U.S. Air National Guard photo by Staff Sgt. Shane Hughes)



Special operators assigned to the 129th Special Operations Wing, California Air National Guard, prepare to forward deploy to Key West, Florida after arriving at Marathon International Airport located on Marathon Island in the Florida Keys, Sept. 11, 2017. (U.S. Air National Guard photo by Senior Master Sgt. Beth Holliker)



More than 40 Airmen assigned to the 180th Fighter Wing, Ohio Air National Guard, collected 57 bags of trash during the wing's annual roadside clean-up efforts April 8, 2017, in Swanton, Ohio..(U.S. Air National Guard photo by Staff Sgt. Nic Kuetemeyer)





Director of Environmental Resource Solutions Southwest Florida Region and wildlife biologist, Sarah Brammell, assigned to the Air National Guard's Bird Aircraft Strike Hazard team, surveys wildlife habitats and migration patterns on the 180th Fighter Wing airfield at Toledo Express Airport in Swanton, Ohio. Wildlife-related incidents were documented as the leading cause of F-16 fighter jet mishaps in the first quarter of 2017. (U.S. Air National Guard photo by Senior Master Sgt. Beth Holliker)

Lt. Col. Chad Holesko, an F-16 Fighting Falcon pilot assigned to the Ohio Air National Guard's 180th Fighter Wing, taxis by MiG 29 aircraft May 26, 2017, at Kecskemet Air Base, Hungary. (U.S. Air National Guard photo by Senior Master Sgt. Beth Holliker)



180TH FIGHTER WING
AIR NATIONAL GUARD



The background of the entire page is a close-up, slightly blurred image of the American flag, showing the red and white stripes and the blue field with white stars.

AIRMEN OF THE YEAR



AIRMAN OF THE YEAR SENIOR AIRMAN DELANEY PRESTON

An Aerospace Medical Technician assigned to the 180th Fighter Wing Medical Group, Preston has continually surpassed expectations.

Appointed as the infection control noncommissioned officer in charge, Airman Preston ensured that required spill kits were placed in 100 percent of patient rooms and created detailed cleaning checklist, guaranteeing patient rooms were prepared in case of an infectious spill, enhancing infection control protocols.

Airman Preston honed her leadership skills at the joint service Smoky Mountain Innovative Readiness Training event in North Carolina. She assisted military medical providers with more than 10 medical procedures and provided medical care for more than 500 North Carolina residents, improving quality of life for the underprivileged.

During the Innovative Readiness Training, she assisted in organizing a suture class, resulting in more than 15 medical professionals completing required training objectives. She also participated in an interview for public affairs, increasing mission visibility, resulting in 5,800 patients receiving care.

Highly motivated, Airman Preston was one of four students to be

recognized at Airman Leadership School by the 188th Wing Commander and Command Chief. She was also awarded the Airman Leadership School Leadership Award, demonstrating excellence, integrity and service before self. She volunteered as the class homework monitor, organizing more than 10 study sessions for her classmates, ensuring a class pass-rate of 100 percent.

Airman Preston is an active member of the wing's Junior Enlisted council. She designed a bullet writing class for medical personnel, improving the quality of bullet writing within medical group.

Preston is currently working toward completing her bachelor's degree in Chemistry at Michigan State University, while also competing on the equestrian team and earning a spot at nationals.

In her spare time, Airman Preston participated in the ChadTough fundraising run and donated four hours of time to clean debris at a future park in Dayton, Ohio.

Airman Preston exemplifies the whole Airman concept and is committed to excellence.



NONCOMMISSIONED OFFICER OF THE YEAR STAFF SGT. DEVON CHILDRESS

An Aircraft Armament Systems Craftsman assigned to the 180th Fighter Wing Maintenance Group, Childress has continually exemplified personal preparedness and readiness.

Staff Sgt. Childress is a focused warrior and continuously seeks information for improvement. He is a judicious weapons troop, who exemplifies personal preparedness and readiness. He completed his upgrade training core tasks in minimal time and maintains a 100 percent certification on nine munitions and seven qualification standards.

Sgt. Childress led a crew of three technicians to perform three gun inspections and contributed to the 99.9 percent maintenance scheduling effectiveness and quality assurance. He also achieved a 100 percent pass rate on Quality Assurance personnel evaluation inspections.

Staff Sgt. Childress is a trustworthy maintainer, performing a variety of inspections on more than 900 pieces of alternate mission equipment, valued at nearly \$20 million. He also provided oversight within the deployed Aircraft Maintenance Squadron tool distribution section and relieved shift shortfall while ensuring 100

percent accountability.

Staff Sgt. Childress continues to volunteer for Aerospace Controlled Alert real-world missions, enabling the wing continues to provide 24-hour operations in the defense of our homeland.

An outstanding spokesperson for the 180FW, Childress fostered foreign relations during the multinational Load Diffuser 2017 exercise, enhancing the Air Force image and relations around globe while also conducting multiple community tours of the F-16 and briefed armament systems to local leaders strengthening community ties.

Driven by self-improvement, Sgt. Childress, is working towards a Bachelor of Business and maintaining a 3.0 grade point average and simultaneously completing requirements for his Community College of the Air Force Associate degree. He also set aside time to advocate for the environment; performing more than 40 hours of service with the Alliance for the Great lakes. During this time, Sgt. Childress mentored University of Toledo students and volunteered 100 hours to Ronald McDonald House.

Staff Sgt. Childress is an exemplary Airman, who is always striving for excellence.



SENIOR NONCOMMISSIONED OFFICER OF THE YEAR MASTER SERGEANT BROOKE BOSTLEMAN

A human resource specialist assigned to the 180FW Mission Support Group, Bostleman is an articulate leader. She effectively manages the MSG Command Support Staff, by implementing weekly meetings with five agencies, revising four duties and coordinating nearly 20 additional duties throughout five squadrons, leading to a 50 percent increase in production, effectiveness and mission readiness.

An effective team manager, she pioneered the revamping of the MSG Command Support Staff Master Training Plan for seven Airman, two Air Force Specialty Codes and two different career field education and training plans; cultivating the technical proficiency of the team.

Always demonstrating the U.S. Air Force core value of Service Before Self, Bostelman deployed to Al Udeid Air Base, Qatar, in support of the 379th Expeditionary Maintenance Squadron. While deployed, she streamlined five administrative processes, decreasing processing time by 75 percent and ensuring support of four Centralized Repair Facilities and 407 Squadron members.

Bostelman piloted the Squadron's Security Management program, training more than 460 unit members, and validated each member's required security clearances. She also refurbished the squadron records management program, leading 18 record custodians to

organize 21 major file plans and archiving 85 Gigabytes of inactive files, upholding the protection of the squadron's personally identifiable information program.

Bostelman transcends leadership expectations. While deployed, she completed two Senior Noncommissioned Officer course tests and earned Maintenance Group Senior Noncommissioned Officer Support Professional of the Quarter.

Dedicated to her community, she volunteers more than 50 hours each month to her church, serving people through home and lawn repair, leading small groups and providing her skills in sewing to the community and her own Wingmen.

An emerging entrepreneur, Master Sgt. Bostelman is co-owner of Straight Line Lawn Care L.L.C. alongside her husband, while also dedicating time to her personal education, working to complete the Speech Language Pathology Master's Program at Nova University, where she will specialize in Medical Speech Language Pathology and Audiology with a focus on Traumatic Brain Injuries and Audio Repair.

Master Sgt. Bostelman is an example for all to follow.



COMPANY GRADE OFFICER OF THE YEAR 1ST. LT. JEREMY TUSSING

A Logistics Readiness Officer assigned to the Mission Support Group, Tussing led 41 Logistic Readiness Squadron personnel providing unparalleled Materiel and Distribution Management service to more than 1,000 Airmen throughout the wing.

Tussing was the Wing Inspection Team lead for a local Tornado Exercise, identifying seven deficiencies and increasing the effectiveness of the wing severe weather response plan.

He created Joint Reception, Staging, Onward Movement and Integration plan for 100 soldiers and 25 vehicles assigned to the 155th Chemical Battalion, ensuring a three hour response time for Chemical, Biological, Radiological, Nuclear and Explosive incidents.

Tussing alleviated a critical wing deficiency by procuring \$72,000 of small arms support equipment and ensuring combat ready Airmen and facilitated the Reserve Component Package preparation and execution with zero discrepancies while mobilizing 97 warfighters to eight combat command wings around the globe, fulfilling all Operation Freedom Sentinel mission requirements. He was also responsible for directing the cargo deployment functions to three areas of responsibility, joint inspection of 192 tons of cargo ensuring the wing was 100 percent combat mission ready for global reach and air power.

Tussing is a strong leader who ensured seamless operations for more than six months without a Logistic Readiness Squadron commander and with more than 20 Logistic Readiness members also deployed.

He streamlined assembly and deployment to MacDill Air Force Base, Florida, deploying 162 Airmen, 54 tons of cargo which enabled a successful joint training exercise.

Tussing was the lynchpin to the Logistics Readiness Squadron during the reserve component package deployment, maintaining the squadrons 100 percent combat readiness. He continued the development of the Public-Public, Public Private Community partnership program between the wing and local Boy Scouts, spearheading the campout of 750 scouts on base, increasing a positive community relations and experience.

Tussing was chosen by his peers as the company grade officer council president. He also serves as Geographical Liaison officer for Ohio; assisting with the deploying four members for hurricane support.

Tussing is a top performing company grade officer who demonstrates strong leadership and dedication.



FIRST SERGEANT OF THE YEAR MASTER SERGEANT KRISTY COPIC

A First Sergeant assigned to the Medical Group, Copic volunteered her time and energy, leaving her family and job, serving as First Sergeant for two major medical training deployments; Smoky Mountain Medical 2017 Innovative Readiness Training, in North Carolina and the Tripler Army Medical deployment in Hawaii. During these deployments, she functioned as the dedicated focal point for the readiness, health, morale and welfare of our Airmen. Under the guidance of Sergeant Copic, the medical teams at Tripler Army Medical Center and the IRT were able to complete more than 1,650 services hours.

Master Sgt. Copic led the revision of the Medical Group in-processing brief and checklist, smoothing the transition of new members into the Medical Group. She also established a retirement ceremony team to ensure members were recognized for their dedicated and faithful service to the 180FW.

While balancing the duties of both her military and civilian

careers, Master Sgt. Copic recently earned her Bachelor of Emergency Management, completed FEMA training and has been accepted in the Master Exercise Practitioner program.

Master Sgt. Copic is employed fulltime with FEMA and currently deployed in support of wildfire relief to provide assistance to the residents of California.

In her free time, she is a member of the Air Force Runner's Chapter and Team Red, White and Blue.

Master Sgt. Copic is a devoted first sergeant and encourages her fellow Airmen's dedication to the mission every day.



HONOR GUARD MEMBER OF THE YEAR SENIOR AIRMAN MICHAEL WHITE

A services sustainment journeyman assigned to the Force Support Squadron, White dedicated more than 16 hours supporting Honor Guard and Color Guard events, honoring our fallen veterans and promoting patriotism throughout our communities.

White volunteered his time, selflessly performing 30 percent of the Honor Guard details, showcasing the U.S. Air Force commitment to our local veterans and their dedicated service. He proudly represented the Wing, Air National Guard and U.S. Air Force by assisting with six high-visibility Color Guard events in local communities.

During this time, White also completed a six month deployment to Al Udeid Air Base, Qatar, in support of the 379th Air Expeditionary Wing. While there, he was recognized as the Airman of the Month for Outstanding Accomplishment. Airman White was the contracting officer's representative for a \$24.6 million dollar food service contract where he was responsible for monitoring and escorting more than 30 Third Country National contracted employees, feeding 63,000

personnel monthly, and preventing fraud, waste and abuse.

White coordinated escorts for more than 45 Third Country National contracted employees daily, minimizing security risks to the wing and assuring 100 percent compliance with operational security surveillance.

White is a mentor to fellow Airman, creating a career development course study guide for Services Flight trainees, enabling completion of five-level upgrade training in minimum time.

He has a thirst for knowledge; enrolling in Asian Studies at Bowling Green State University. While also finding time to volunteer more than 100 hours to improving community relations.

White is a stellar Airman, who exemplifies a great work ethic and is an inspiration to others.



CHIEF'S AWARD TECH. SGT. ARIEL MCVICKER

A Services Training Manager assigned to the 180th Fighter Wing's Force Support Squadron, McVicker displayed superior performance while working in the Services Sustainment Flight as a fitness physical trainer.

As a dedicated noncommissioned officer, she aided in the relocation and set-up of \$25,000 worth of fitness equipment, transforming the facility into a complete gym, enhancing fitness readiness of 180FW Airmen.

McVicker has been instrumental in improving Airmen health and fitness levels through by conducting weekly fitness boot camps, developing fitness plans for unit members to include training and education on proper gym equipment techniques.

She implemented the Go-for-Green initiative, providing healthy food choices for our 180FW Airmen. Building morale for 180FW members and strengthening ties with our community, she also coordinated partnerships with local-area food trucks to serve

healthy meals to unit members, on-base, during the work week. Providing oversight for food truck operations throughout the year, allowed for more than 350 meals to be served during lunch hours.

In an effort to support those who are the biggest supporters of our unit members, our families, McVicker dedicated time to work with the Airman and Family Readiness Program to organize and coordinate distribution of school supply donations for 180FW families. She also planned and prepared a meal for a coworker who experienced a house fire, while also volunteering at the Toledo Food Pantry, packaging donations and serving meals.

McVicker is currently pursuing a Bachelor of Science degree in Dietetics from the University of Toledo.

She is a great wingman and community member who exemplifies the Air Force core values; Integrity first, service before self, excellence in all we do. She is an example to follow.

A STRATEGY FOR CHARACTER & LEADERSHIP EDUCATION

Essay by Kevin McCaskey, U.S. Air Force Academy

*Originally published in the Journal of Character and Leadership Integration
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Something is missing from research and discussion regarding character and leadership education—the acceptance that evaluating the efficacy of any given program seeking to develop either attribute is a near impossible task. Determinations of each depend largely on counter-factual scenarios, hypothetical situations, and normative assessments. Unless an evaluator can spend every possible moment with the subject, how can one effectively determine whether or not someone is demonstrating good character? The “right” decision in a given moment could demonstrate character, but could just as easily demonstrate selfish (rational) action. Is character demonstrated when someone is coerced into choosing a certain option, when the choice is between the desired behavior and a punishment? The teacher who witnesses an act of good character in a pupil witnesses the act, which may or may not indicate that the pupil will lead a life of character. Similarly most leadership (especially command style as in hierarchical organizations such as the military) is by definition directional. While one might assert that someone has good or bad leadership, how frequently is that determination made by someone wholly unqualified to make the judgment? How can one tell a subordinate that they have demonstrated good leadership? Managerial skills and/or officership can clearly be witnessed from outside or above the leader, but only ones subordinates can accurately tell us if we are, in fact, effective leaders.

The inherent weakness in character and/or leadership education is the near impossibility of actually assessing whether or not the educational or training methods used have produced the desired end state. Observing a system changes the behavior of the system, but if character is doing what is right when no one is looking, acting unselfishly, eschewing self-promotion over unit and team promotion, then we should expect that true character is demonstrated outside observation. Similarly how does one assess leadership when people can be expected to act “leaderly” while under observation? In both cases the educator, manager, coach, etc. is not witnessing character (or leadership) which would be reflected in how the subject behaves in coming decades, but rather how the subject is acting in the moment, on a given day. Neither character nor leadership are an act, but a pattern (Davis, 2003). This is not to claim that those institutions who value each trait should give up, but rather than an alternate means of assessment might be necessary. Rather than attempting to measure specific instances of character or leadership, we should focus instead on developing truly measurable character traits, traits

which will be conducive to truly actionable character and leadership under duress. By substituting the Clausewitzian notion of military genius we have a quality that, while largely still normative, possesses attributes more easily and accurately assessed. This article asserts that because the purpose of character and leadership is similar to that of military genius (to make sound decisions under duress), the latter is a useful predictor for actionable character and leadership, is more reliable in those defining moments which demand solid character and leadership, and are therefore a better focus for training and education.

Introduction

Despite the widely variant folkways and mores of a given time period or generation, a clear streak of consistency runs through scholarly writing on character education. The observation that “character-building, from the standpoint of the institutions involved, requires clear recognition of the necessity of working together toward a single end. They are in no sense competitors or rivals but co-operative agencies” could very well have been written by the United States Air Force's Center for Character and Leadership Development, the publisher of this very journal. In fact those words were written by John Cornett in The Journal of Religion nearly a century ago (Cornett, 1931). So too the idea that those in charge of instructing character should “get it,” “buy into it,” and “live it” (Berkowitz and Biel, 2004). The notion that effective character education actually requires those in positions of authority to demonstrate character is what we would expect of leaders in any field. That effective character and leadership education requires both objective lessons and subjective demonstrations leads Davis to conclude that genuine character education requires allowing the pupils to actually make mistakes, but that few institutions are willing to do so, preferring safety to quality education (Davis, 2003). Davis' assertion that true character and leadership require practice, experience, and failure, with the results often not visible for decades, matches the premise of this article and also reflects the millennia long historical dialogue on character education. That experience is a more lasting teacher than precept was recognized by Seneca the Young, whom is commonly credited with the notion that “long is the road through precept, short and effective through example.” In a like mein, Aristotle's views on habituation argue that habit leads to character, not that character can become a habit. This then leads

us back to John Cornett who, in addition to advocating for synergy among otherwise competing interests, further proposed that the trinity of interests in education included purpose, curriculum, and method (Cornett, 1931). Put another way: the purpose represents the desired end state, the curriculum the available means, and the method the ways of using these means towards the desired end. Collectively these ends, ways, and means represent a strategy, and lead one naturally to the realm of the strategist.

Strategy and Military Genius

Strategy is an oft referenced and infrequently understood concept. Military strategy, business strategy, national strategy, sports strategy, there are a host of fields which one might consider strategy important to success. Interestingly many of these same fields are those that we would expect have a natural desire for strong character and leadership amongst members. Unfortunately, what often masquerades an organizational strategy is little more than a concoction of buzzwords and immeasurable goals masquerading as a defined path towards achieving a desired end state. For the purposes of this article, the term “strategy” adheres to Colin Gray’s formulation of a specified means utilized in specific ways that lead to a desired end state. Using this ends, ways, and means construct highlights the fact that Cornett himself was proposing a strategy for character education using curriculum according to a purposeful method in order to develop sound character in students. By establishing that a strategic approach to teaching character has a clear historical foundation, all that remains is to correlate the characteristics of military genius and their employment in defining moments.

Alongside the dictum that war is a continuation of politics by other means, the notion of fog and friction as timeless aspects of the nature of war is one of Prussian strategist Carl von Clausewitz’ most famous contributions (Clausewitz, trans. 1976). In war, fog represents that which we cannot or do not know. Fog introduces uncertainty, makes effective planning difficult, and ensures that chaos will always be a factor when hostilities commence. Once hostilities do commence friction perpetuates chaos by ensuring the battlefield is dynamic. With every moment that passes friction creates more change, demands more ingenuity. Fog and friction can be considered to have an inverse relationship. As fog recedes through prolonged conflict (after a decade of waging the war on terror, the U.S. had a much better understanding of the character of the war) friction increases, thus chance dominates throughout. According to Clausewitz, in order to overcome the combined effects of fog and friction the sound commander needed to possess military genius, which included the characteristics of courage (physical and moral), intellect (a combination of determination and coup de oil or inward eye), and strength of character (the components of which now compromise what we call leadership (Clausewitz, trans. 1976). By understanding the relationship between military genius and the nature of war we begin to understand why certain leaders and commanders have success where others do not. Thus, when President Ulysses Grant is described as “Outwardly quiet and unpretentious, inwardly confident, Grant’s style of command was practical, flexible, and, above all, decisive” we can confirm that not only was the general a sound military commander, but that, according to Clausewitz, it was military genius that made him so (Waugh, 2009).

“If we then ask what sort of mind is likeliest to display the qualities of military genius, experience and observation

will both tell us that it is the inquiring rather than the creative mind, the comprehensive rather than the specialized approach, the calm rather than the excitable head to which in war we would choose to entrust the fate of our brothers and children, and the safety and honor of our country.” (Clausewitz, trans. 1976)

Though Clausewitz was certainly writing to and for a military audience, the traits that comprise military genius are by no means limited to military commanders any more than fog and friction are the exclusive domains of warfare. Any agency, collective, business, team, or other competitive organization that operates in uncertain environments, encounters unexpected obstacles, and has another agency working against their own is, in fact, operating with fog and friction. These same organizations then stand to benefit from the characteristics of character and leadership in their members and can (and should) grow those traits through a purposeful program designed to instill military genius. A reason that military officers and noncommissioned officers are marketable in the civilian world and pursued through programs such as Troops to Teachers, is precisely because of the perceived value of the veteran’s character and leadership, each the result of purposeful exposure training aimed at developing military genius. For example, the U.S. Air Force Academy (USAFA) directly develops each of the components of military genius in officer candidates through a wide variety of military, academic, and athletic endeavors. Thus, while the Mission Statement of the Air Force Academy “to educate, train and inspire men and women to become officers of character motivated to lead the United States Air Force in service to our Nation” speaks to the need for leadership (officers) and character, the explanation behind this mission statement reads like a modern day appraisal of military genius. “...USAFA forges cadets, through academic, military and athletic training, into resilient (determination), innovative (intellect) airmen who...are able to operate and lead in the most challenging environments (fog and friction).” Sequentially then what the United States Air Force Academy actually does is teach the traits of military genius, with the expectation that those traits can and will lead to leaders of character.

Courage: Physical and Moral

The first consideration in developing military genius is the requirement for moral and physical courage and, while each are critical components, certain organizations will place a premium on one over the other. For example, many professional sports require a high degree of physical courage, which allows athletes to overcome friction (literal and figurative) during competition. From combatives training such as mixed-martial arts and boxing to contact sports such as football or rugby to extreme sports such as cliff diving, athletics often demand physical courage which allows the athletes to deal with the inherent hazards of their business. Despite the obvious importance of physical courage even the casual observer can recognize that certain sports encourage a culture short on moral courage. Human performance enhancing drugs and the art of flopping (feigning having been fouled by opposing team) are rampant in some sports. Conversely, other organizations such as lawyers and judges each require a high amount of moral courage, and less so physical. Both aspects however are critical components of military genius because they improve the ability of the individual to react quickly in a dynamic environment, to mitigate fear in challenging

circumstances, and to overcome unexpected obstacles (friction).

Clearly physical and moral courage are very different character traits, and an individual can possess (be taught) one, both, or neither. Moral courage leads to reliability and a calmer mind, while physical courage is stimulating and leads to boldness (Clausewitz, trans. 1976). By aiming to instill both in future officers the Academy aims to “the highest kind of courage...a compound of both” (Clausewitz, trans. 1976). Physical courage can be manifested in a variety of ways apart from simulated combat or contact sports. Exercises that emphasize physical courage such as jumping from or crossing large heights, white-water rafting, or even self-protection classes can each be employed by businesses, government agencies, etc. The value from such activities simply requires explaining to participants that, by purposefully engaging in tasks which require physical courage the subject can learn to adapt to uncertain environments. So too with moral courage, which can also be simulated right in offices with simple, effective exercises. Managers, coaches, and employers can present their subordinates with ethical dilemmas, often without the subjects knowledge, and allow them to make choices. The best of these won’t necessarily have a “right” answer, but force the person to truly face a moral dilemma. Simply empowering members to speak to leadership about apparent inconsistencies, errors, and mistakes can help create a culture where moral courage is perceived as a valueadded trait.

Intellect: Determination and the Coup d’oeil (Inward Eye)

Like courage, intellect can be broken down into subcategories, in this case determination and the coup d’oeil. At initial glance, the inclusion of determination as a component of intellect might strike some as misplaced. Would determination not fit better under courage or strength of character? In a reasoning all military officers should internalize, Clausewitz postulated that “determination in a single instance is an expression of courage; if it becomes characteristic, a mental habit” (Clausewitz, trans. 1976). As an intellectual quality determination leads to a reduction in self-doubt and helps overcome hesitation when absolute knowledge of a situation is unavailable. Leaders in diverse organizations will continually be presented with situations in which they lack critical information, but must nonetheless act decisively in order to accomplish organization goals in uncertain environments. The intellectual component of determination makes such decisiveness possible. In simplest terms, intellectual determination is the conscious decision to persevere.

From the singular instance and the habitual (mental habit), determination is a quality that can be purposefully developed in members. Many organizations force new recruits to develop perseverance from the moment they join. The military has basic training, athletic teams have “two-a-days,” fraternities have challenges. Some businesses place new hires on temporary contracts in order to determine if the new hire has the ability to succeed in a new environment. For each of the above, the determinant for which new members remain and which do not is less a skill problem than a will problem. Recruits don’t fail basic training in the early weeks for lack of skills (the purpose of basic training to teach these skills) but because they lack the will. For Clausewitz, the decision not to quit is intellectual determination.

While the intellectual component of determination allows perseverance despite conditions, the inward eye is that which allows the commander (leader) to maintain battlefield presence and quickly

assess situations in light of their own experience and the evolving battlespace (Clausewitz, trans. 1976). Inward eye should be considered the product of self-reflection and personal development, and can potentially yield comfort with uncertainty, helping to overcome fog and friction. The development of the inward eye is a byproduct of time spent in study, specifically study of oneself.

In order to understand anything one must spend time engaged in the task of analyzing said object. From one’s children or a profession, to a material object such as a new set of golf clubs or a new car, the more time that a person spends analyzing and employing something, the more one comes to understand that object. The same should be said of understanding oneself. In order to develop an inward eye, an individual needs significant quantities of time spent in efforts to truly understand who they are. Many people do this through religion, club participation, group projects, etc. Occasionally defining moments such as the loss of a loved one or a major life setback can force periods of strong self-analysis. The characteristic of self-awareness (the ability to understand one’s mood, emotions, and their effect on others) is often developed through these same avenues (Goleman, 2000). With proper mentoring, members can be taught to recognize when they lack self-awareness, and when they fail at accurate self-analysis. The inward eye is an attribute that can be encouraged by embracing lessons learned from failures, often with the help of mentors. The greater the trust a member has in a potential mentor, the more influence that person will have over their protégé (Melanson, 2009). Thus the inward eye can also be developed through purposeful, lasting mentorship relationships.

Strength of Character

For Clausewitz the component strength of character was that which grants the leader the ability “not to be unbalanced by the most powerful emotions” (Clausewitz, trans. 1976). According to Clausewitz, of the variety of men (now women) who could be formed from the development of strength of character, the best was a person who was “imperturbable.” (Clausewitz, trans. 1976). The imperturbable leaders were those best able to “summon the titanic strength it takes to clear away the enormous burdens that obstruct activity in war (friction)” (Clausewitz, trans. 1976). Strength of character then does not just allude to a character trait that subordinates desire to see in their leaders, but an existential quality that directly combats the friction of war. If Clausewitz is to be believed, without the strength of character, which develops imperturbable men, commanders would be unable to overcome the burdens, hazards, and difficulties of combat. Though the ideal archetype, these imperturbable men can still be overcome by blind passion if unable to retain their self-control during combat. The hazards of being ruled by emotions are further exacerbated by fog and friction, and for this reason strength of character must be developed in leaders, and future commanders must be taught to rely on their experience and wisdom rather than the passions that inflame the people during war.

Tied to the strength of character aspect of military genius are staunchness and endurance, representing both a physical and mental component, although to Clausewitz the former represented emotional fortitude and the latter intellectual. (Clausewitz, trans. 1976). Staunchness is said to represent the ability to recoil from a single (initial) blow. When knocked down, can the leader/commander recover? More importantly, how can we know in advance if an individual will have the ability to recover?

Defining Moments - When Character and Leadership are Displayed

If we accept that military genius gives the officer the ability to overcome fog and friction, and that the service academies in general, and the Air Force Academy specifically, have been purposefully designed to teach the Clausewitzian components of military genius, the follow-up question becomes: how does one test military genius? Together, character traits such as courage, intellect, and strength of character should give the officer the ability to act appropriately when confronted with the fog and friction of combat. Rather than hoping such is the case, the Academy graduate would be better served were they able to test for themselves that they had in fact learned and internalized these concepts. Having been taught the traits, how can cadets be placed in situations that allow them to employ these skills before the mission or lives are at stake? Can the Academy create for cadets a defining moment; does the Academy already do so?

According to Joseph Badaracco (1997), defining moments are those that reveal, test, and shape each individual. Often those moments can occur without the individual even recognizing that they took place, and frequently require the strong self-analysis or insight to recognize what was actually learned in that moment. Because a defining moment is as unique as the individual experiencing the moment, purposefully creating individualized moments can be difficult, and the focus therefore should be on helping cadets recognize when these moments occur, or when they will be likely to occur.

One way to help the cadet recognize these defining moments is by understanding the relationship between the individual and the moment, which is often presented by a challenge or decision brought about by circumstances. In his book Decision Points, former President George W. Bush (2010) identifies a personal defining moment on the very first page, the moment when he decided that, based on an inability to recall the last day he went without a drink, to give up alcohol altogether. The decision to set an example for his daughters came to define the rest of President Bush’s life. For General Chuck Horner, Commander of Central Air Forces during Operation Desert Storm, a defining moment came as a junior officer when his F-100 engine flamed out. In the midst of a near-death experience General Horner had the presence of mind to recollect a table-talk discussion on the ability of the afterburner to reignite engines (Horner, 1999). In that moment, the military genius component of the inward eye saved General Horner and his aircraft, and remained a formative lesson on how close to the edge pilots operate every time they do their mission.

Some defining moments might even force an individual to act against his or her own personal convictions for the greater good. Secretary of Defense Leon Panetta gives just such an example when discussing the public release of memos on advanced interrogation (Panetta, 2014). Despite his personal ambivalence towards enhanced interrogations, he nonetheless recommended to President Obama that internal memos discussing the techniques not be released to the public. Though overruled by the President, Secretary Panetta, when confronted with the choice between his personal views and his professional responsibilities, chose the latter. Similarly, in his own memoir Secretary Robert Gates details the resignation of General Stanley McChrystal from command in Afghanistan, the cautionary tale representing defining moments for both Gates and McChrystal. In Secretary Gates’ retelling, he advised McChrystal that the only thing preventing Secretary Gates himself from firing the general was safety of the tens of thousands of men and women

he commanded in Afghanistan (Gates, 2014). For McChrystal, the defining moment occurred when tolerating the presence of reporters in an informal capacity, which eventually led to the infamous Rolling Stone article and McChrystal’s relief of command. These defining moments deserve consideration. It is not as though McChrystal went from a leader of character to one without, but rather that, at a critical point in time, a singular mistake led to a loss of faith in his judgment, with direct ramifications for ongoing combat operations. This lesson is important for any organization developing strength of character. A singular (potentially even a multitude) of mistakes does not mean that one lacks character, any more than a single righteous act demonstrates good character- a pattern of either are necessary to actually determine the quality of someone’s character.

Executing the Strategy

We have defined the desired end state of our strategic approach to character and leadership education as providing an individual the tools necessary to act as a leader of character. Can we employ military genius to actually reach our desired end state? This question returns us to the original difficulty presented in the opening paragraph: how to assess traits that are most critical when no one is watching? Leadership under monitoring changes the leadership style. Similarly, character assessments made under evaluation do not reflect behavior when no one is observing. Moreover, as Michael Davis (2003) points out, one cannot count that the behavior we teach is the behavior that is learned. Unfortunately, educational methods on both character and leadership can be so contrived as to detract from the purpose. In jurisdictions such as Maryland and Washington, D.C., high school graduation requires students accomplish a certain number of hours of community service, while others permit local school boards to require volunteer time, ostensibly to teach students character. Though people might satisfy such compulsory requirements (in any organization), and do so well, the conduct does not necessarily illustrate internalization of the desired traits. When compulsory (whether through written requirements or though organizational norms / unwritten rules) volunteerism occurs an individual might demonstrate appropriate conduct, but in reality is experiencing a deprivation of liberty, in extremis a lack of character from their own leadership (Davis, 2003). Forced labor masquerading as character training risks teaching cynicism.

What end-state based character or leadership truly desires is the decisive action (or leadership) in a period of conflict, what might be termed a defining moment, and which might not happen until many years later in life. The success of previous education, training, and mentoring is determined by the ability of the student, team member, or employee to function with integrity in crisis, whether actual or manufactured. In the latter case, defining moments can be created and simulated in training environments, but even the former can occur organically through the application of military genius. Many of the experiences that can grow the traits of military genius have the potential to be their own defining moments. Most notably, with proper mentoring failing at something can increase the inward eye and serve as a catalyst for future growth.

One of the best examples of this purposeful creation of defining moments occurs for students majoring in the Department of Behavioral Sciences and Leadership (DFBL). In the DFBL capstone course, cadets engage in field exercises with the Academy Unmanned Aerial Systems Center that place cadets in simulations rife with fog and friction and challenge them to make decisions under duress. With

limited understanding of the scenario, DFBL cadets work with other cadets operating a simulated Air Operations Center and with still more cadets flying the RQ-11 Raven unmanned aerial vehicle to make determinations about proportionality, risk management, mission accomplishment, and a host of other ethical dilemmas common to the warfighter, but highly uncommon to the cadet. Given the opportunity to challenge themselves and test their leadership and decision-making capacity, these cadets have responded with vigor, creating increasingly challenging scenarios for each other (Scott and DeAngelis, 2015). By following this example the Academy can aim to create defining moment for all cadets. Writing on wartime leadership Anthony Codevilla noted that “nothing so convinces others that they ought to follow you than your confidence in your own actions” (Codevilla, 2009). Through experiences that create defining moments, cadets become better leaders simply because they learn to trust their own ability.

Allowing subordinates to fail when doing so does not lead to mission or organizational failure can be one of the hardest aspects of leadership. Subordinates will likely need to see this behavior in order to model it. That being said, in too many cases, subordinates in many career fields are not afforded the opportunity to fail, but are coerced into doing the right thing. Especially at institutions such as the service academies, while coercion might lead to solid performance, it can never lead to effectiveness in creating leaders who will be expected to execute missions around the world within months of graduating. Ultimately character and leadership are exceedingly difficult to measure, given the mere observation of a subject alters the behavior of the system. However, by purposefully developing courage, selfreflection, and perseverance in members organizations can be secure in the knowledge that members have at least been given a toolset that can enable sound character and better leadership later in life.

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COMMENTS Continued from pg 3

squadron commander’s and me to insure they understand my intent. I cannot hold subordinate leaders accountable if I haven’t provided a clear picture of the future goals. As we move forward, here are some specifics on my plan.

Mission – Focus on improving our ability to provide effective and timely alert forces, continue to push aircraft modernization efforts, gain fulltime simulator staff to enhance readiness and incorporate the Army National Guard and Navy Reserves inside our fence line.

Facilities – We have completed the Alert Crew Facilities and anticipate breaking ground on the new aircraft shelters. We are working to construct a small arms range, deployment processing facility, simulator expansion next year and a new vehicle maintenance facility in the next few years.

Process – Continuation of meeting reduction and consolidation, community engagement opportunities, policy review and additional duty reduction.

Before I sign off I would like to take a moment and remember the loss of one of our own, Airman Sabastian Guerrero, who was killed Feb. 28, 2017, may we never forget. Please keep his family in your thoughts and prayers as they experience their first holiday season without him. This holiday season offers a well-deserved break, a chance to recharge batteries, and a precious opportunity to spend time with your family and friends; and we should all take advantage of this season. I charge every Airman to be a great wingman and to choose wisely in order to avoid holiday pitfalls. In closing, you have helped increase the ANG’s combat capability by taking good care of yourselves and your wingmen. Please make the most of your time off. Best wishes for a safe, happy and joyous holiday season.

Thanks for a job well done! 🙏

PROMOTIONS

2017

ANDERSON, DARLENE NICOLE	SSG	ASBURY, BRADLEY MARCUS	SRA	WAGGONER, BRADLEY JAMES	SSG	CENTERS, BRENT WILLIAM	TSG
BRANDENBURG, DARRELL JAMES	TSG	BARSKI, KYLE MATTHEW	A1C	MORAN, BRIAN PATRICK	LTC	CORNS, AARON JORDAN	SSG
CALLICOAT, MICAH CHRISTIAN	TSG	BEST, BLAINE ALAN	MSG	KREISCHER, JUSTIN DANIEL	MAJ	DURHAM, JACOB JAMES	SSG
CROTS, KRISTEN DIANA	MSG	BUCHER, SHAWNA MARIE	SRA	JOSEPH, JUSTIN CADE	SSG	ENIS, TODD JAMES JR	SRA
EVANOFF, AARON THOMAS	SRA	CLEGHORN, DYLAN JUDE	SSG	LUTZ, JUSTIN M	A1C	GANTT, ROBERT JERRY LEE	SRA
HILL, ADAM DAVID	TSG	DELGADO, ANGELA MARIE	MSG	BREEDS, MATTHEW RAYMOND	SRA	HAYNES, ABIGAIL LEIGH	A1C
KASPER, DEREK JOHN	SSG	DELLISANTI, MICHAEL ADAM	MSG	BYERS, CORRY LEE	SRA	LAVER, MATTHEW RUSSELL	TSG
LAWNICZAK, ADAM RICHARD	MSG	HERZOG, DEREK RICHARD	SRA	CESSNA, JULIANA JANE	AMN	LEE, JACOB RYAN	SRA
MCVICKER, ARIEL NICOLE	TSG	IANNANTUONO, BRADLEY JOSEPH	SRA	CORY, CAMERON EBEN	SSG	LEU, BENJAMIN CHAUNCEY	TSG
DUNN, DAYLEN H	A1C	KERR, MARCUS LEE	SRA	ELLIS, KAELYNN DENISE	SRA	MCCORMICK, BRIAN KEITH	SMS
DIDIO, MICHAEL JON	COL	MELLOTT, AUBREY LYNN	SRA	FELTNER, KENNETH LEE	MSG	MILLER, ALEXANDER LOUIS	TSG
KWAPICH, JASON PAUL	SRA	NOBLE, ANDREW SCOTT	SSG	JONES, AUSTIN EDWARD	SRA	ORTIZ, MEGAN ASHLEY	AMN
BENNETT, MEGAN NICOLE	SRA	OLEEN, MATTHEW STEVEN	SSG	KONZ, JARROD RICHARD	TSG	SCHROCK, SAMUEL MAXIM	TSG
BRENOT, ANDREW MARK	TSG	QURBANALI, LIYAQUAT ALI	SRA	MANNING, JOSHUA ADAM	TSG	WALTERS, JOHNATHAN CODY RAY	TSG
BRINDLEY, CARLY PAIGE	A1C	SCHRECK, LILY JEAN	SRA	MCDONALD, TRISTAN DENNIE	SRA	WOODS, REBECCA ELAINE	SSG
COE, ADAM BRIAN	SRA	SHORT, KRISTEN ANN	SRA	MERRITT, ASHLEY NICOLE	SRA	NIMIGEAN, TRAVIS J	A1C
DACONE, DEANA MARIE	TSG	SMITH, TYLER AARON	SRA	PEDROZA, TAYLOR NICOLE	A1C	FERENCZ, HAILEY NATHANIA	A1C
DEGIER, CLAYTON JEFFREY	SRA	THOMAS, SHANAE BRANQUELLE	SSG	PHELPS, BENJAMIN CHARLES	TSG	WALL, WARREN C IV	A1C
DERAEDT, CHARLES THOMAS	SSG	VELKER, KALEB JAMES	SRA	SONNENBERG, ALEXANDER DANIEL	SRA	SEYMOUR, AARON BLAKE	A1C
DOUGLAS, ALYSSA NICOLE	SRA	VILLEGAS, ANDREA REBECCA	SSG	UTTER, JOSHUA JOHN	SSG	COPIC, MACIE ANN	SRA
DULY, NOLAN MARK	SRA	WRIGHT, JOSHUA LEIGH	COL	ZIKA, CHRISTOPHER CHARLES	MSG	CRAWFORD, ASHLEY LAUREN	TSG
DUVALL, TANNER ANTHONY	SSG	YORK, KYLE ANTHONY	SSG	WARBURTON, ANDREW STEWART	MAJ	DEDES, SERENA KAYE	MSG
ELLIS, JESSE HAROLD	SMS	YOUNG, ASHLEY LORENE	MSG	RODRIGUEZ, TRISTEN JAMES	A1C	DENUCCI, ANDREW BURTON	SSG
FRANCE, PATRICK CHARLES	MSG	SANDERSON, JAMES DOUGLAS	A1C	CAUDILL, JOSHUA CHARLES	CPT	EUBANK, COREY JOHN	TSG
GRACIANI, XAVIER RAMON	SSG	FISCHNICH, SEAN ROBERT	A1C	ENGLAND, ELLIOTT	CPT	GIDDENS, MELODIE SEAIRRA	A1C
HARMON, KRISTOPHER WAYNE	MSG	BAUS, CALEB J	A1C	GORKA, DAVID EDWARD	CPT	HITCH, RICHARD GORDON	TSG
KANIA, DEREK BURL	MSG	CLAIRDAY, MATTHEW WAYNE	2LT	DOOGS, MICHAEL ALAN	MAJ	JAZWIECKI, JASEN ALLEN	TSG
LITTEN, GEORGIA MAE	SRA	CLOUSE, AUSTIN ROSS	2LT	METZGER, MATTHEW WYATT	MAJ	MCCLURE, MITCHELL MARTIN	SRA
MATHEWSON, LIBBY LYNN	A1C	HOFFMAN, CHRISTOPHER DOUGLAS	SRA	HILLESHEIM, LOGAN M	A1C	OSIAH, CHIJOKE WILLIAMS	SRA
MENARD, AUBRY MARIE	TSG	SCHNITKER, THOMAS C	A1C	VANTASSEL, LEVI KENDALL	A1C	YORK, ROBERT AARON	CMS
PAWLICKI, ADAM FRANK	SSG	BARROW, ANTHONY WILLIAM	SRA	KREINBRINK, MACKENZIE PAIGE	A1C	BADENHOP, KATIE LYNNE	AB
SAUTTER, MARCUS WILLIAM	SMS	BROWN, PRESTON LAMAR	SSG	PIETRZAK, JOEL WAYNE	A1C	DULY, JORDAN MYLES	A1C
SHIPMAN, MARISA MARIE	SSG	COLE, BRANDON DOMINIC	MSG	GYURASICS, ANDREW JOHN	A1C	GODA, MICHAEL ELLIS	SRA
STUTZENSTEIN, PAUL RICHARD	MSG	ECHOLS, WILLIAM ZACHARY	SSG	LUKE, ERIN ANN	A1C	WAKEFIELD, JOSHUA ANDREW	A1C
THOMPSON, TREVOR DILLON	TSG	GARDINER, NOAH CHARLES	SRA	MOSES, CATHERINE ELISE	A1C	WHITEMAN, LANDON ROBERT	AB
TRAIL, BARRETT CHRISTOPHE	TSG	HEPFINGER, KRISTOFER RAY	TSG	ORT, ZACHERY MICHAEL	A1C	WEBER, CLAIRE ELIZABETH	AMN
WALLEN, KYRSTYN RENAE	AMN	LOMBARDO, LUKAS DAVID	A1C	PETERSON, BRADEN SCOTT	A1C	ABBOTT, NATHAN THOMAS	TSG
WISNIEWSKI, DANIEL QUINN	MSG	MARTIN, MELISSA ANN	MSG	QUINTERO, SKYLAR MARIE	A1C	BIGENHO, COLIN KEVIN	A1C
YECKLEY, JACOB CHARLES	A1C	MATTONI, JACOB ANDREW	SRA	RODKEY, DEVEN THOMAS	A1C	ARNO, CHRISTOPHER MICHAEL	SRA
ESPINO, BRIANNA BASALICIA	A1C	PROFFITT, KAYLA RAE	SRA	SIEBENALER, JACOB THOMAS	A1C	BOYSEL, KRISTOPHER MICHAEL	SRA
BONNOUGH, JILL SUZANNE	MSG	RINGGER, ALYSSA MARIE	SRA	STULTZ, LOGAN W	A1C	BUSCH, JUSTIN TYLER	SRA
AMES, JERAD STEPHEN	MAJ	SEEDORF, JOSEPH WILLIAM M	SSG	BARKER, SAMANTHA PAMELA	A1C	CESSNA, JOHN JAY	MSG
LOGSDON, JASON CHARLES	MAJ	SMITH, LAMAR KEITH JR	SRA	BOEHME, STEPHEN JOSEPH	TSG	HALEY, LANDAN DAVID	SRA

HESTERMAN, RYAN ROBERT
HONAN, STACIE MARIE
KEIL, CODY GARDNER
KELBLE, MATTHEW ROBERT
MEHKI, KAYLA LYNN
MENEAR, RYAN MICHAEL
MOSER, ROBERT ANTHONY JR
MOSES, STONE ALAN
OGLESBY, DEON LEVEL
SANDERS, EVAN MARK
SKALA, MARK JOSEPH JR
WHITEHEAD, ANNALEADA AVERELL
YECKLEY, ZACHARY JAMES
BRILLON, KORAN MICAH
NIESE, KYLE JOSEPH
CAMPBELL, CALEB MICHAEL
COVENTRY, DILLON SCOTT
BLY, AUSTIN S
BRADFIELD, JOSEPH TYLER
DRIFTMYER, RAVEN NMN
GIBSON, JOHN DENNIS
GOBLE, DANIEL EVAN
HALL, DANIEL BRIAN
HARTLE, JOSHUA DAVID
JACOBS, STEVEN MICHAEL
KRISE, SIENNA MARIE
KURIGER, ROBERT JOSEPH
LOGAN, BROOKE ELISE
ONDO, DAVID SCOTT
POLKER, TODD JAMES
ROBARGE, BRITTANY NICOLE
RUCKER, JORDAN LENDELL
RUEHL, ANDREW THOMAS
SCHATZ, KATELYN MACKENZIE
SEGURA, MAXIMILIAN JOHN
ST JOHN, DAMON WILLIAM
VERBOSKY, CLAIRE MARIE
WATSON, DAVID ALLEN
VERMILYEA, LUCAS EDWARD
HUMASON, GABRIEL DAVID
DIECKHONER, BETHANY ROSE
HARPER, JOSHUA MICHAEL
HAMDAN, FAWWAZ KHALID
ALEXANDER, SHANTEL DEMITRIA
HASSEN RUCK, DEVON ALLEN
THIEMAN, ELIJAH ALAN
MORRISON, MICHELLE MARIE
RIDDLE, JODY ANN
THIEL, GABRIEL ALEXANDER
BACHMAN, AUSTIN ADAM MICHA
MOORE, JETTIE GABRIELLE
HEGEMIER, JON M
KORSOG, SAMANTHA MACKENZIE
MOORE, BRIAN PATRICK
SZAVULY, SABRA ALEXANDRA
SHEPHERD, CARI RENEE
CORNWELL, ROBERT DARREL
CRAMER, KAITLYN MARIE
COMPSTON, ZANE ALEXANDER
MAPES, GARRETT GARNER

SSG TEGTMEIER, NOAH PAUL
SMS CARDWELL, MELISSA ANN
SSG CHICOLINI, JAMISON MARSHAL
SSG COLLINS, BROOKE LYNN
MSG DELEON, SARAH JO
SRA ELICK, STEVEN PAUL
SRA FARGO, TYLER JOSEPH
SRA FERGUSON, DAVID RICHARD
SRA FISCHER, LUKAS DANIEL
SSG GAMBLE, BRANDON JAY
SSG GEIGER, HOPE NOELLE
A1C GRITZMAKER, JACOB FRANZ
SSG HARMAN, ANDREW MICHAEL
A1C HELTER, COLETON JAMES
TSG HEWITT, ARIC MICHAEL
A1C HOLTZSCHER, JESSICA T
A1C KROON VAN DIEST, DOUGLAS JOHN
SRA MASTON, NORVILLE DONALD IV
SRA MCCRORY, ANDREW TIMOTHY
A1C MOMAN, BRUCE LEMAR
CMS MOORE, COLTON STIHL
MSG MUIR, NICHOLAS ANTHONY
SRA OCONNOR, GABRIELLE ANN
TSG PALMER, STACI LYNN
SSG PARRA, STEVE MICHAEL
SRA PRZYOJSKI, STEVEN JAMES JR
SRA REDDICK, JAMES ROBERT
SRA SCHWEBES, HERMAN JOSEPH
MSG STULL, CALLIE MARIE
TSG VANHORN, DANIEL JAMES
A1C WERNERT, JOSEPH TYLER
SRA WILLIAMS, JACOB RYAN
MSG WYNN, ALEXANDER JOHN
SRA MAIER, ALEC CHRISTIAN
TSG BURNS, KARISSA JANETTE
SRA MOLNAR, DAVIS PAUL
SRA DOHRMANN, MICHAEL FREDERICK
SRA FOGLE, ASHLEY MICHELLE
A1C WEBER, ACHSA FAYELLEN
A1C WHITMAN, NICHOLAS HONG
A1C COBB, JOHN ROBERT
A1C CUSTER, KYLE THOMAS
A1C HOFFMAN, ARIKA NICOLE
A1C MARGAGLIO, NICHOLAS SEBASTIAN
AMN HARTZELL, SCOTT JAMES
A1C HOFFMAN, ALEX KEITH
A1C MATTONI, JUSTIN PAUL
SMS MCDONALD, NORA JUSTINE
MAJ PARTON, SHANE TRAVIS
A1C PILCHER, AARON JOSEPH
AB RAMOS, ZACHARIAH JACOB
A1C RUMBAUGH, NATHAN MICHAEL
A1C SADLER, LINDSAY NICOLE
A1C SCHAAFSMA, CALEB STERLING
AB SLOAN, TYLER JACKSON
AB TORRES, MEGAN MICHELLE
A1C WHORTON, DAMON SCOTT
A1C YOUNG, MICHAEL LEE
A1C
AB

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RETIREMENTS 2017

BELLI, CHRISTOPHER	COL
MYERS, JASON	TSGT
CROWE, MATTHEW	CMSGT
KELLY, KEITH	LT COL
MCKEEVER, PAUL	MSGT
DERAEDT, JOHN	CMSGT
PAXTON, JAIME	MSGT
HANNY, BRIAN	MSGT
ZUCHOWSKI, JULIE	CMSGT
DITTMAN, PAUL	TSGT
STYER, JOSEPH	MSGT
FORD, RICHARD	SMSGT
KUSZMAUL, SCOTT	TSGT
MATTHEW CUNNINGHAM	TSGT
ORDWAY, MICHELE	MSGT
SIMMET, BRUCE	SSGT
STAHL, CARL	SSGT
BEAUDRY, JEFF	TSGT
JOHNSON, RODNEY	MSGT
PRESTON, JULIE	LT COL

ALWAYS ON MISSION



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