

AU/ACSC/HALL/AY14

AIR COMMAND AND STAFF COLLEGE

AIR UNIVERSITY

USING COMBAT CAMERA STILL IMAGERY PRODUCTS TO
IMPROVE US STRATEGIC COMMUNICATIONS

by

Scott B. Hall, Maj, USAF

A Research Report Submitted to the Faculty

In Partial Fulfillment of the Graduation Requirements

Instructor(s): Dr. John Terino, DAF

Maxwell Air Force Base, Alabama

April 2014

Disclaimer

The views expressed in this academic research paper are those of the author and do not reflect the official policy or position of the US government or the Department of Defense. In accordance with Air Force Instruction 51-303, it is not copyrighted, but is the property of the United States government.

ABSTRACT

Unbeknownst to most Americans, in 2008 combat camera teams electronically disseminated daily photo albums containing uplifting images of US military activities conducted among the local Iraqi population. However, these images were seldom publicized in the American media. The lack of publicity associated with the positive images of US military operations during Operation IRAQI FREEDOM was a missed opportunity that could have benefited the US government. The failure to engage US audiences with such information is a result of shortfalls in the US strategic communication framework.

Changing the current US strategic communication framework to engage domestic audiences with combat camera products will enhance the ability of senior leaders to achieve national objectives. This study explores methods to improve the US strategic communication framework using combat camera products. First, it explores prevailing aspects US strategic communications and the joint combat camera program. Second, it shows the data collected during interviews with US citizens and foreign nationals who reviewed combat camera photographs taken during Operation IRAQI FREEDOM (OIF). Third, it analyzes the impact of the photographs on public opinion and the implications for US strategic communications. Finally, it provides recommendations to enhance US strategic communications.

Introduction

While deployed to Iraq, a young Air Force captain received daily imagery products from the Joint Combat Camera Team that portrayed uplifting US military activities conducted among the local population. Although these images provided a unique perspective on the positive aspects of ongoing operations, anecdotal evidence suggests such images were seldom publicized in the American media. Nonetheless, the captain proudly distributed the imagery products to friends and relatives with the hope of sharing positive gains made by the US military. The lack of publicity associated with the positive images of US military operations during Operation IRAQI FREEDOM was a missed opportunity that could have benefited the US government. The failure to engage US audiences with such information is a result of shortfalls in the US strategic communication framework.

Changing the current US strategic communication framework to engage domestic audiences with combat camera products will enhance the ability of senior leaders to achieve national objectives. The following discussion will analyze how the US government can enhance its strategic communications framework. First, it will explore prevailing aspects of strategic communications and the joint combat camera program. Second, it provides the data collected during interviews with US citizens and foreign nationals who reviewed combat camera photographs taken during Operation IRAQI FREEDOM (OIF). Third, it analyzes the impact of the photographs on public opinion and the implications for US strategic communications. Finally, it provides recommendations to enhance US strategic communications.

Background

US strategic communications evolved as a realization that the perceptions of foreign audiences impact the shaping and success of US national policy objectives. It is a concerted

effort to influence and persuade audiences to achieve national policy objectives. Experts, such as Christopher Paul of the RAND Corporation, argue that strategic communications is most effective when policy makers use two-way communications to receive feedback from targeted audiences with the purpose of adjusting actions and messages to address the concerns of the public.¹ Although strategic communication seeks to influence audiences, it must not attempt to manipulate audiences.

During his testimony to the House Armed Service Committee, Paul highlighted a fundamental aspect of strategic communication, the ability to maintain credibility. Strategic communication should not incorporate deception or propaganda to manipulate audiences. Such conduct would inevitably backfire as more accurate, and contradicting, information becomes available to the public. Therefore, senior leaders should ensure their strategic communication methodology adheres to a philosophy of maintaining credibility and truth in their messages.² Furthermore, Paul recommends some level of separation between organizations that implement strategic communications and those that use deception to conduct information operations; thus, eliminating any negative perceptions that could damage US credibility.³ Maintaining credibility also supports the government definition of strategic communication.

The US government defines strategic communication as: “(a) the synchronization of words and deeds and how they will be perceived by selected audiences, as well as (b) programs and activities deliberately aimed at communicating and engaging with intended audiences, including those implemented by public affairs, public diplomacy, and information operations professionals.”⁴ This definition emphasizes the relationship between words and actions when communicating with public audiences. The actions of government agencies can transmit messages to public audiences the same as formal governmental communication outlets. Any

divergence between the messages and actions communicated throughout the government can result in information fratricide, thus creating effects counter to desired policy objectives.⁵

Although its definition is broad, the context in which strategic communication engages audiences is restrictive.

A shortfall of current US philosophy on strategic communications is its limited target audience. The documentation reviewed while researching strategic communication suggests the US government focuses its strategic communication efforts on engaging foreign audiences. The US National Security Strategy further reinforces this perception by its use of strategic communication in relation to maintaining “global legitimacy” and connecting with “foreign publics.”⁶ Additionally, the *U.S. National Strategy for Public Diplomacy and Strategic Communication*, a byproduct of the NSS, centers its objectives on “partnering with nations and people across the world.”⁷ The need to engage foreign audiences is a legitimate concern given the affect that globalization and foreign policy have on US economic growth and national security interests;⁸ however, it would be presumptuous to ignore the effect that domestic audiences have on US foreign policy. US audiences have a key role in shaping and achieving national policy objectives.

Considering the influence US public opinion has on policy decisions, national leaders would benefit from including the domestic audiences in their strategic communications framework. As stated in a Defense Science Board report on strategic communications, “policies will not succeed unless they are communicated to global and domestic audiences in ways that are credible and allow them to make informed, independent judgments.”⁹ Furthermore, proponents such as Col Timothy Loney, USA, argue that this shift in strategic communications philosophy is necessary to counter adversary information operation campaigns aimed at “eroding” domestic

US support for policy objectives.¹⁰ Furthermore, a focused effort that actively engages US audiences with timely and accurate information improves the ability of communications professionals to discredit adversary efforts without resorting to negative information campaigns.¹¹ While strategic communications is a framework for engaging audiences to pursue national objectives, combat camera is a highly effective means for accomplishing the mission.

Combat camera (COMCAM) is a term the Department of Defense uses to characterize its corps of highly skilled photographers and videographers who train to operate in a combat environment.¹² The COMCAM corps is comprised of various career fields, such as videographers, from each service branch who receive additional combat training to qualify as COMCAM.¹³ Because each military department has a corps of COMCAM personnel, they are capable of participating in missions that range from airborne to navy diving operations. As a result, COMCAM personnel can document events that are restricted from other traditional media representatives such as public affairs or civilian journalists.¹⁴ As such, COMCAM supports many missions.

COMCAM products support a myriad of customers throughout the executive branch. Tactical commanders use COMCAM products to enhance their battlespace awareness of the operational environment while supporting contingency operations. Likewise, senior defense and cabinet officials use COMCAM products to support operational and strategic level planning activities.¹⁵ COMCAM products can support a variety of missions such as facial recognition¹⁶ for counterterrorism operations, battle damage assessment, information operations campaigns, building trust with local populations during counter insurgency operations, and public affairs releases.¹⁷ Furthermore, COMCAM products serve as a method to provide historical documentation of US military operations; as such, the National Archives and Records

Administration also receives COMCAM products.¹⁸ Its wide range of mission sets makes COMCAM a key enabler that staffs must plan for accordingly.

The COMCAM corps is a low-density high-demand force that planning staffs apportion to operational units. Ideally, commanders provide COMCAM personnel with specific imagery requirements needed to support information campaigns at the strategic, operational, and tactical levels of military operations.¹⁹ Depending on the objectives, COMCAM operations may drive additional support requirements that the supporting units usually provides. Typical support requirements include intelligence data, transportation, force protection, food, and lodging.²⁰ The robust nature of the COMCAM program makes it an ideal enabler for strategic communication.

The COMCAM program has three attributes that presents national leaders with the means to engage American citizens in the context of strategic communications. As Major Bruce Bender states, the most important aspect of the COMCAM program is that the products are credible sources not intended for propaganda.²¹ COMCAM products can help balance sensationalized or inaccurate aspects of military operations inadvertently released by mass media outlets²² with compelling evidence of positive developments. The COMCAM corps can help American citizens develop a better understanding of the operational environment thus reducing misconceptions about the nature of US military operations. Nonetheless, there are legitimate criticisms worth addressing.

Some critics may caution that leveraging military products to assist national leaders engage a domestic audience resembles an Information Operations campaign. That is a legitimate concern; however, the COMCAM program is legally bound to distribute credible and accurate information to the public. As previously noted, COMCAM professionals do not create products with the intention of misleading audiences because of their inherent role as historians. Such

activities would violate the United States Information and Educational Exchange Act of 1948, more commonly known as the Smith-Mundt Act, which restricts the US government from disseminating propaganda developed for foreign audiences to US citizens.²³ Even beyond concerns on propaganda, visual images present tangible data to audiences.

COMCAM products can enhance the current strategic communication philosophy of synchronizing words and deeds. The US national framework for strategic communication discusses the importance of synergizing the message with actions to give credibility.²⁴ As the old adage goes, “a picture is worth a thousand words.” Pictures present audiences with concrete evidence of actions and have more weight than “lip service.” COMCAM not only provides visual evidence, but it also gives audiences access to secluded environments.

COMCAM professionals have access to environments that are often restricted from other communications professionals. In addition to photography and videography training, COMCAM professionals also receive extensive training in combat skills, including assault weapons, evasion techniques, and emergency medical procedures.²⁵ Such training should provide more incentive for combat units to accommodate COMCAM professionals during strenuous missions, because they are presumably less dependent on unit personnel for survival than traditional media representatives would be. Therefore, the COMCAM corps is uniquely poised to acquire and disseminate visual information products that can connect most Americans to events they would not have access to otherwise.

Research Methodology and Results

The following section discusses the research methodology and results of interviews conducted with US citizens and foreign nationals who viewed copies of COMCAM imagery products taken during Operation IRAQI FREEDOM. The researcher assumed the general public

has an unfavorable view of US involvement in OIF which influenced the administration's decision to withdraw US forces. Interviews attempted to determine the effect COMCAM photographs would have on influencing public opinion. Due to time and resource constraints, only a small sample size was used to conduct the research; there were seven participants. This section merely discusses general observations from the interviews; a more in depth analysis occurs in the next section.

The researcher used two questionnaires and a PowerPoint presentation to conduct the interviews. The researcher used questionnaires instead of surveys to gather more information on contributing factors that drove participant perceptions. The questionnaires attempted to determine the participant's perceptions about US military involvement in Iraq. The questions prompted participant opinions about mass media depictions of the war, US military conduct, Iraqi views of the US, success in achieving US objectives, and the withdrawal of US military forces. After answering the initial set of questions, participants viewed the presentation at their own pace. Then the researcher asked participants a set of similar questions to determine if the images changed their perspectives held during the initial questioning. The researcher categorized responses to questions as negative, neutral, mixed, somewhat positive, and positive.

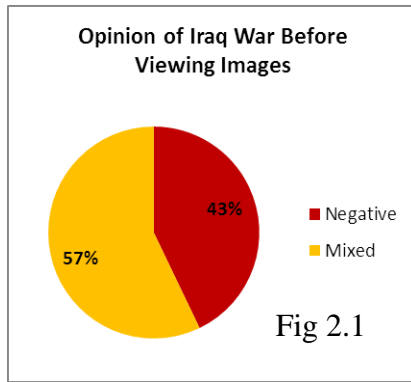
The images used during the interviews were products taken and disseminated in 2008 by COMCAM personnel assigned to the Multi-National Corps-Iraq. The pictures are part of a larger collection of photographs that the researcher accumulated between May and October 2008 while deployed to Iraq. At the time, the imagery products were distributed in daily mass email labelled "COMCAM Daily." All imagery products were in its original format, including the captions; however, the researcher added a numbering scheme to help identify the photographs

during the interview process. The study used 64 primary pictures with 126 additional pictures available in the backup slides.

The researcher chose images that portrayed US military operations in a positive manner; additionally, there was a desire to use photographs that presented the local Iraqi population in a manner that US audiences would relate. The researcher did not use selection criterion to determine if pictures were positive, he chose pictures based on his personal opinion. The pictures showed US military interactions with the local population, Iraqi interactions with each other, security operations involving US and Iraqi forces, support provided to the civilian population, and the roles of women. The intent was to counter the negative images that dominated mass media.²⁶ The researcher organized the pictures into the following categories: “Interaction with Children,” “Interaction with Adults,” “Community Events,” “Combined Operations,” “Humanitarian and Reconstruction,” and “Portrayals of Women.”

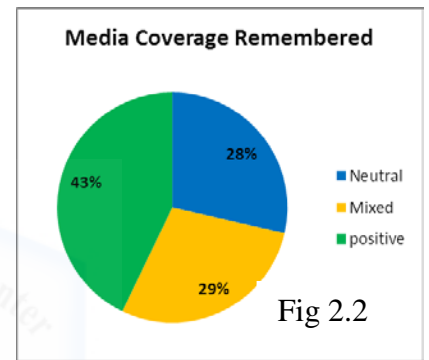
The researcher conducted interviews with US citizens and foreign nationals. US citizens had no immediate affiliation with the military; however, foreign nationals were veterans to their country’s military, but had not served in either Iraq war. To reduce the probability that regional biases of the Montgomery, Alabama area would skew data, participants were selected from various locations across the United States. The people interviewed were natives to the Southeast, Northeast, Midwest, and Northwest regions of the United States. The foreign nationals were from Eastern Europe and Southern Asia. The data collected revealed much about public opinion of the war.

The first three questions related to participant overall views on OIF and the images shown. All participants were familiar with the 2003 invasion of Iraq. Before viewing the COMCAM images, 43 percent of participants had a negative view of the war, while 57 percent

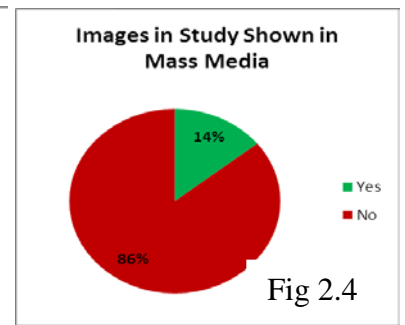
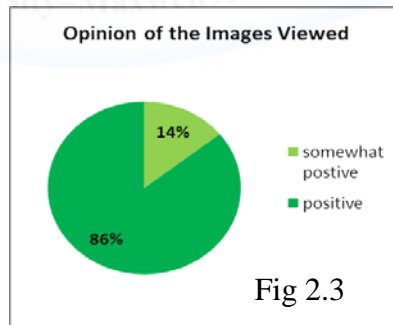


had mixed views. Furthermore, 57 percent of participants stated that US military action against the Saddam Hussein regime was unprovoked, but toppling the regime helped the Iraqi people. Additionally, 43 percent of participants felt the US did not execute the war effort well.

When asked about specific media coverage they remembered, 43 percent of participants remembered positive images, such as the toppling of the Saddam Hussein statue. Twenty nine percent of participants remembered mixed images from the media coverage. The foreign national from Southern Asia remembered the technological advances and also mentioned the highway of death, referring to the trail of Iraqi tanks that coalition forces destroyed during the Operation DESERT STORM in 1991. The US citizen from the Northwest remembered the speculation about WMD in the news and references to “yellow cake” and oil on the David Chappelle Show on the Comedy Central television network.



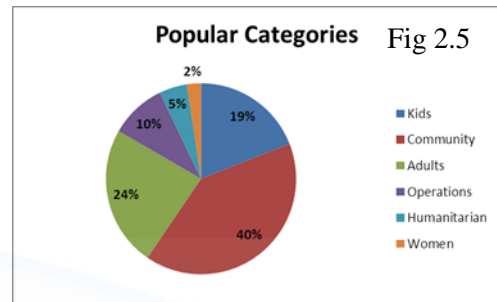
After viewing the images, 86 percent of participants had a positive



view of the images shown and 14 percent had a “somewhat positive” view as depicted in figure 2.3. All US citizen comments reflected that they were glad to see positive images of US involvement in Iraq. The foreign national from Southern Asia specifically commented that no negative pictures were shown. Only one participant saw similar images, as the ones shown

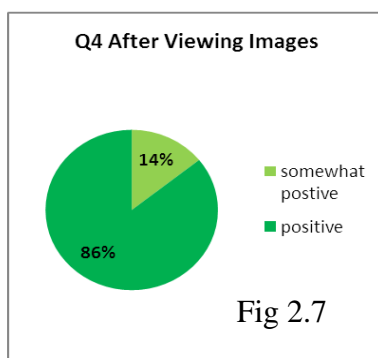
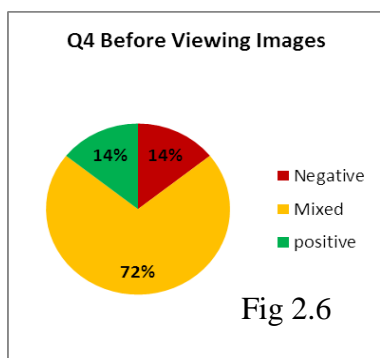
during the interviews, in the mass media. The participant from Eastern Europe said the news media only showed positive images from the war effort.

Participant responses varied when asked about the COMCAM pictures that stood out the most. The two most popular pictures selected were number 31 at 57 percent and number 26 at 42 percent. Picture 31 portrays an Iraqi soldier helping to guide an elderly woman through the street and picture 26 shows children cleaning up trash during a community service project. Forty two percent of participants stated that the pictures of US soldiers interacting with children meant the most to them. When asked which pictures stood out the most, participants selected the most pictures from the “community events” category, followed by US military



“interactions between adults” and “interactions with children.” While questions one through three asked about their overall views of the war, question four related to US military conduct.

Question four asked participants their views on the interaction between the US military members and the local Iraqi population. Before viewing the images, 72 percent of participants

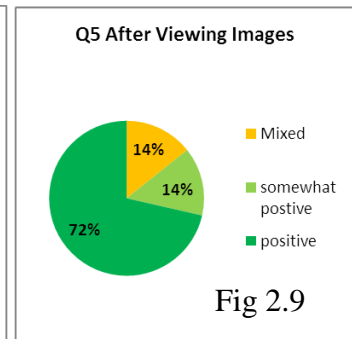
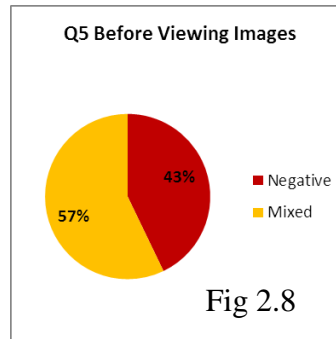


had a mixed view, 14 percent had a negative view, and 14 percent had a positive view. Three of the participants with mixed views stated they received some positive accounts from friends or

family who served in Iraq, while the foreign national from Eastern Europe had mixed views because he did not have any firsthand accounts. After viewing the pictures, 86 percent of participants felt that the pictures depicted positive interaction between US military and the Iraqi

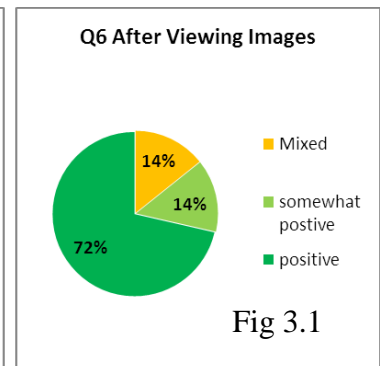
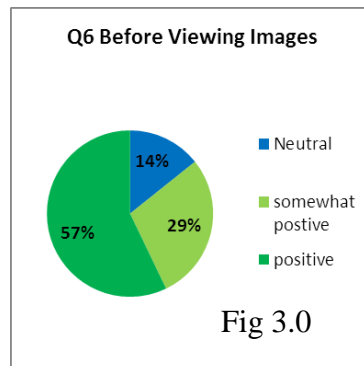
people. One person from the Northeast had a “somewhat positive” view because only positive pictures were shown.

Question five asked participants their opinions about the Iraqi population’s view of the US military. Before viewing the images, 43 percent of participants said that the Iraqis viewed the US military in a negative manner



and 57 percent had mixed views. The responses justifying their views varied among the participants; however, two participants felt that the Iraqis initially viewed the US military in a positive manner, but transitioned to a more negative view over time. After viewing the images, 72 percent of participants thought that the Iraqis viewed the US military in a positive manner. The foreign national from Southern Asia had mixed views about the pictures. He stated that the pictures showed collaboration between the military forces, but images such as arm wrestling and Iraqi versus US in soccer showed more of a competitive relationship with the civilians.

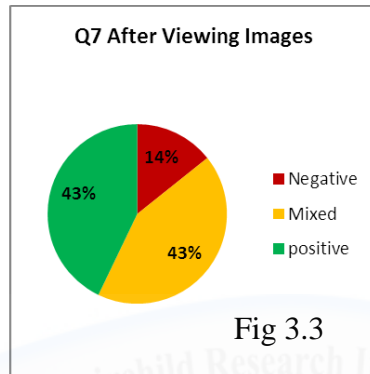
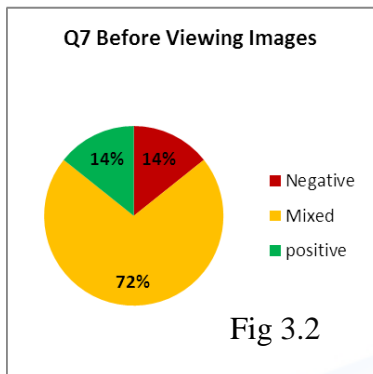
Question six asked participants their views on the progress made by the Iraqi military to perform security operations. Before viewing the pictures, 57 percent of participants had a positive view of the Iraqi military’s progress, 29 percent had a somewhat positive view, and 14 percent were neutral. Forty two percent of participants justified their response because they felt Iraqi military assumed more autonomy in providing security.



After viewing the images, 72 percent of participants had a positive view of Iraqi military progress, 14 percent had a somewhat positive

view, and 14 percent had a mixed view. One participant from the Northwest stated he had a positive view, but he did not gain that perspective from the pictures. Additionally, one participant from the Southeast believed the US military helped provide the necessary training, but was not sure if it helped the Iraqi military to provide security.

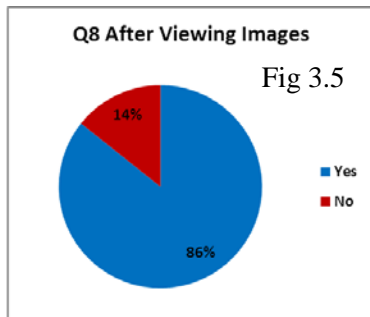
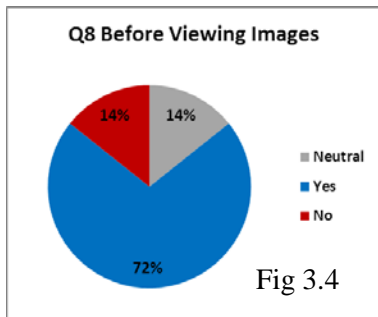
Question seven asked participants if the US military was successfully meeting its



objectives while conducting operations in Iraq. Before viewing the images, 72 percent had a mixed view, 14 percent had a positive view, and 14 percent had a negative view. Two participants stated they were unsure what the US military

objectives were. Two participants stated the US only achieved limited success and the democratic state was not achieved. After viewing the images, positive views rose to 43 percent, mixed views fell to 43 percent, and negative views remained constant at 14 percent. Two participants said the pictures showed the US was willing to help the local population.

Question eight asked participants their views on the US withdrawal from Iraq. Before viewing the images, 72 percent of participants agreed with the US withdrawal from Iraq, while



the participant from the Northeast was neutral. The participant from Southern Asia disagreed with the withdrawal because he felt the country requires long-term support like Japan and

Germany after World War II and South Korea after the Korean War. After viewing the images,

the participant from the Northeast changed her position in favor of the withdrawal because she felt it was necessary for the Iraqis to be self-sufficient. All other participant views were unchanged.

Question nine asked participants if they felt the images they viewed were factual depictions of events that occurred during the Iraq War or if it was US propaganda.²⁷ All participants thought the pictures shown were factual depictions. Consequently, 71 percent of participants specifically stated they did not think the pictures fully

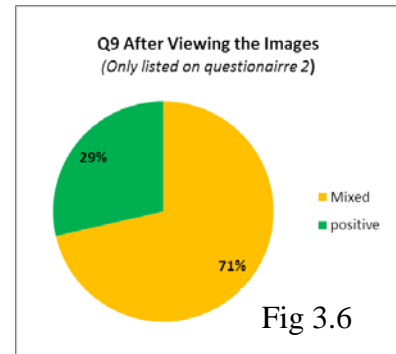


Fig 3.6

represented all depictions of the local climate. Additionally, the participants with mixed views also feel the US government uses some form of propaganda on the public, even if it is just omitting negative information from public consumption.

Data Analysis

The following section discusses the analysis of the data collected. As part of the analysis, the researcher compared the data with another study related to the public opinion of the 2003 Iraq War. The analysis discusses the reactions to the images and its relation to the potential benefits and limitations of using COMCAM products as an enabler for strategic communication.

The research shows there are benefits to using COMCAM products to communicate the state of military operations to the public. The data shows that all participants had a less than positive view of US military involvement in the 2003 Iraq War. However, despite their initial views, participants reacted to the COMCAM images in a positive manner. Participant views of interactions between US military members and the local Iraqi population improved after viewing the images. The imagery has the potential to change the current narrative. Additionally,

participant opinions about the positive nature of the pictures did not vary among the different demographics.

The pictures with the most effect were those involving interactions between people, not military operations. This reaction corresponds to the advertised US objectives for the war. After all, President Bush's narrative for Operation IRAQI FREEDOM was to liberate the Iraqi people from Saddam Hussein's oppressive regime, while also targeting Saddam's stockpile of weapons of mass destruction. It seems logical that images of positive interpersonal relationships would help reconcile the struggles US citizens may have had with the war's evolution into sectarian violence. By using the COMCAM images to help inform US citizens, national policy makers may have been able to improve the overall attitude about the war during the latter stages. Apart from the benefits of using COMCAM products, communications professionals must also recognize its limitations.

The research also revealed the limitations of using COMCAM products. Although the participants viewed the images in a positive manner, it did not change their views on US withdrawal from Iraq. This reaction parallels the research conducted by Matthew Baum and Tim Groeling who observed that the public reaches a point where additional information has little effect in their perception of reality; they label this phenomenon as the "elasticity of reality."²⁸ Furthermore, "only a fairly dramatic and sustained change in the valence of information would foster significant change in opinion on the prevailing narrative is firmly established."²⁹ Based on Baum and Groeling's findings, the best opportunity to shape the narrative with positive images would have been late 2007 when the influence from a lower casualty rate began to change public opinion, resulting in less negative views but not an increase in positive views.³⁰

Another factor that can limit the effectiveness of using COMCAM imagery products is the casualty rate. According to Baum and Groeling, the US casualty rate is a significant factor that influences the public's perception of military operations.³¹ It is doubtful that the public will weigh pictures containing positive images equally to US causality rates. Balancing the US causality rate would require a different narrative, perhaps one with US national sovereignty under attack. Hence, COMCAM products can only balance true depictions of the operational environment.

The reality of US operations limits the effectiveness of COMCAM products. Legitimate and credible imagery can only reflect military operations as it occurs. If no positive events occur, then only negative, or neutral, information will be available to the public. Conversely, if officials attempt to withhold negative footage, based on participant responses on propaganda, it is likely public trust will diminish. Therefore, military operations must match the message communicated to the public and vice versa; otherwise, COMCAM products will not support strategic communication objectives. Consequently, the reality of operations differs between cultures, thus affecting the perceived narrative.

The cultural biases of the audience will also limit the effectiveness of COMCAM products. Although the reactions to the pictures were generally positive, the participant from Southern Asia interpreted certain pictures, such as soccer matches, differently than participants from the United States and Europe because the US and Iraqi teams were not integrated. Therefore, planners and communications professionals must have the ability to anticipate the cultural interpretations of the images between differing audiences. Bender even suggests cultural training for COMCAM personnel to address this dilemma.³² Apart from the analysis of overall data, some critics may question the legitimacy of the research method.

Some critics may argue that the positive tone of the Iraq War depicted in this study was influenced by the COMCAM images the researcher received while deployed to Iraq. That is a flawed argument because he also volunteered over a hundred hours assisting wounded Americans and Iraqis in the theater hospital, which balanced his narrative. Regardless, this study explored aspects of changing the public's perceived narrative of a US military operation; it did not seek to validate an alternative narrative's legitimacy. Validating the narrative was outside the scope of this research; however, some portions of this study might support future research in that area. Notwithstanding criticisms, the study provides the following recommendations for consideration.

Recommendations

Finally, the study provides recommendations to assist US policy makers in achieving national objectives through strategic communication. First, a key shift in US strategic communication philosophy will enhance foreign policy objectives. Policy makers should update the *US National Security Strategy*, *U.S. National Strategy for Public Diplomacy and Strategic Communication*, and *National Framework for Strategic Communication* with a commitment to engage domestic audiences. Several studies, such as the Defense Science Board's report on strategic communication, recognize the influence domestic audiences have on US foreign policy.³³ Therefore, it is critical that policy makers formally recognize this connection to help focus resources and actions accordingly. Maintaining credibility will be crucial to such a shift in philosophy.

Once policy documents identify US citizens as a target audience for strategic communication, it will be critical that officials reassure the public that the government is not attempting to use propaganda on its citizens. The research clearly showed a general distrust of

governmental communication methods. Such a perception requires engaging audiences with an accurate balance of favorable and unfavorable information in a timely manner, no matter how embarrassing. Officials should also ensure visible and distinct lines of separation between organizations that engage domestic audiences and those that conduct deception.³⁴ Once credibility is established, officials can look for the best methods to communicate with the public.

Communications professionals must engage audiences during the most optimal opportunities. Based on findings from Baum and Groeling, officials have the most influence on the public narrative at the initial stages of a new endeavor. As receptiveness diminishes overtime, the next opportunity to influence audiences is after a “dramatic and sustained” shift in new information disseminated through multiple sources.³⁵ Communications professionals must actively search for these opportunities to maximize effectiveness. Engaging audiences with the appropriate information is also important to prevent information fratricide.

When engaging domestic audiences, communications professionals must be cognizant of transmitting conflicting messages that can result in information fratricide. The casualty rate should be a key consideration when constructing strategic communication narratives; the message should not conflict with the available data. Additionally, communication professionals must understand how cultural biases will influence the interpretation of information. This is especially critical if officials disseminate the same information to both domestic and foreign audiences.

Policy makers should maximize the use of COMCAM products in their strategic communications framework. COMCAM products are an effective means to engage audiences with tangible data. It promotes the philosophy of synchronizing words and actions as discussed in the *National Framework for Strategic Communication*.³⁶ Additionally, COMCAM can

provide insight into operations that most civilian audiences can rarely access. Researchers should also use COMCAM images to conduct a follow on study.

Lastly, officials should conduct a follow on study with a larger sample size to determine trends in audience perceptions across the United States. The study should identify trends based on region, age, gender, economic class, religious, and ethnic background. Trend analysis will help policy makers understand the cultural biases that shape the public's perceptions.

Conclusion

In conclusion, changing the current US strategic communication framework to engage domestic audiences with COMCAM products will enhance the ability of senior leaders to achieve national objectives. The discussion analyzed how the government can enhance its strategic communications framework. First, it explored prevailing aspects of strategic communications and the COMCAM program. Second, it provided the data collected during interviews with US citizens and foreign nationals who reviewed combat camera photographs taken during OIF. Third, it analyzed the impact of the photographs on public opinion and the implications for US strategic communications. Finally, it provided recommendations to enhance US strategic communications.

Appendix 1 – Questionnaire on Operation IRAQI FREEDOM prior to viewing images

Demographics of Person Interviewed					
Region of US	North East	South East	Mid-West	North West	South West
Age Range	Below 25	25-35	35-45	Above 45	
International	Latin America	Europe	Asia	Middle East	Africa

1. Are you familiar with Operation IRAQI FREEDOM (OIF)?
2. Do you have a positive or negative view of US involvement in OIF?
3. Is there any media coverage that you remember from OIF?
4. From what you remember, did the American military members interact with the local Iraqi population in a positive or negative manner?
5. From what you remember, did the local Iraqi population view US military members in a positive or negative manner?
6. Over the 10-year span of the war, did the Iraqi military make progress in the activities necessary to perform security operations?
7. Was the US military successfully meeting its objectives while conducting operations in Iraq?
8. Did you favor the withdrawal of US military forces from Iraq? Why or why not

Appendix 2 – Questionnaire on Operation IRAQI FREEDOM after viewing images

Demographics of Person Interviewed					
Region of US	North East	South East	Mid-West	North West	South West
Age Range	Below 25	25-35	35-45	Above 45	
International	Latin America	Europe	Asia	Middle East	Africa

1. What was your overall impression of the pictures from OIF?
2. What pictures stood out the most?
3. Do you remember seeing any of these images in the media?
4. Did the American military members interact with the local Iraqi population in a positive or negative manner?
5. Did the local Iraqi population view US military members in a positive or negative manner?
6. Did the Iraqi military make progress in the activities necessary to perform security operations?
7. Was the US military successfully meeting its objectives while conducting operations in Iraq?
8. Did the pictures change your perspective on the withdrawal of US military forces from Iraq?
Why or why not?
9. Do you think these pictures are factual depictions of OIF or are they US propaganda? Why?



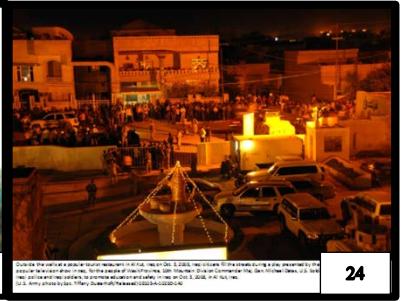
21



22



23



24



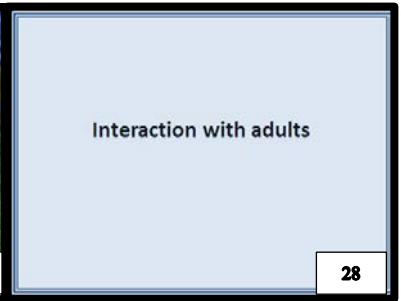
25



26



27



28



29



30



31



32



33



34



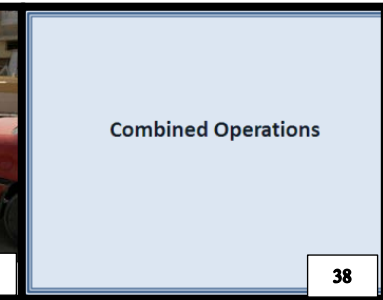
35



36



37



38



39



40



41



42



43



44



U.S. Army photo by Staff Sgt. Brian C. Linnert/Released 2007-04-28/08-110

45



U.S. Army photo by Staff Sgt. Brian C. Linnert/Released 2007-04-28/08-110

46



U.S. Army photo by Staff Sgt. Brian C. Linnert/Released 2007-04-28/08-110

47



U.S. Army photo by Staff Sgt. Brian C. Linnert/Released 2007-04-28/08-110

48



U.S. Army photo by Staff Sgt. Brian C. Linnert/Released 2007-04-28/08-110

49



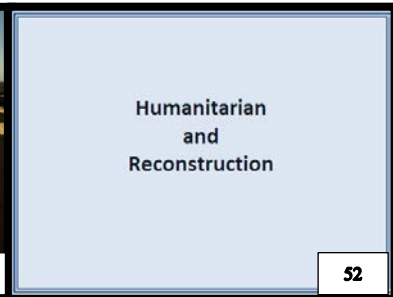
U.S. Army photo by Staff Sgt. Brian C. Linnert/Released 2007-04-28/08-110

50



U.S. Army photo by Staff Sgt. Brian C. Linnert/Released 2007-04-28/08-110

51



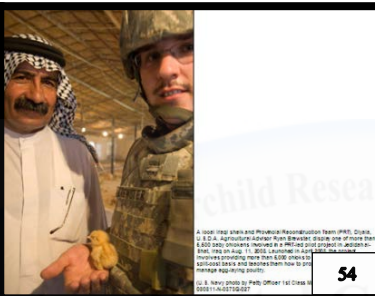
U.S. Army photo by Staff Sgt. Brian C. Linnert/Released 2007-04-28/08-110

52



U.S. Army photo by Staff Sgt. Brian C. Linnert/Released 2007-04-28/08-110

53



U.S. Army photo by Staff Sgt. Brian C. Linnert/Released 2007-04-28/08-110

54



U.S. Army photo by Staff Sgt. Brian C. Linnert/Released 2007-04-28/08-110

55



U.S. Army photo by Staff Sgt. Brian C. Linnert/Released 2007-04-28/08-110

56



U.S. Army photo by Staff Sgt. Brian C. Linnert/Released 2007-04-28/08-110

57



U.S. Army photo by Staff Sgt. Brian C. Linnert/Released 2007-04-28/08-110

58



U.S. Army photo by Staff Sgt. Brian C. Linnert/Released 2007-04-28/08-110

59



U.S. Army photo by Staff Sgt. Brian C. Linnert/Released 2007-04-28/08-110

60



U.S. Army photo by Staff Sgt. Brian C. Linnert/Released 2007-04-28/08-110

61



U.S. Army photo by Staff Sgt. Brian C. Linnert/Released 2007-04-28/08-110

62



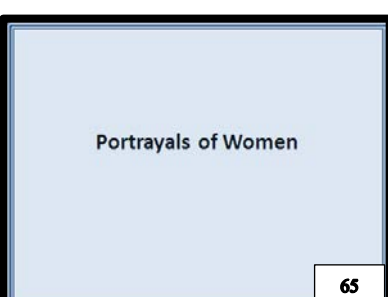
U.S. Army photo by Staff Sgt. Brian C. Linnert/Released 2007-04-28/08-110

63



U.S. Army photo by Staff Sgt. Brian C. Linnert/Released 2007-04-28/08-110

64



U.S. Army photo by Staff Sgt. Brian C. Linnert/Released 2007-04-28/08-110

65



U.S. Army photo by Staff Sgt. Brian C. Linnert/Released 2007-04-28/08-110

66



U.S. Army photo by Staff Sgt. Brian C. Linnert/Released 2007-04-28/08-110

67



U.S. Army photo by Staff Sgt. Brian C. Linnert/Released 2007-04-28/08-110

68

Picture Captions	
2	Interaction with Children
3	U.S. Army Sgt. Joseph Brumfield carries a small Iraqi boy during a Population Engagement mission in the Shula district, Baghdad, Iraq on July 9, 2008. Brumfield is in 1st Platoon, Bravo Troop, 1st Squadron, 75th Cavalry, 2nd Brigade Combat Team, 101st Airborne Division. (U.S. Army photo by Spc. Charles W. Gill/Released) 080709A-7969G-136
4	Iraqi children are given a demonstration of a fireman's uniform from the COB Speicher Fire Department during Youth Outreach Day on Contingency Operating Base Speicher, Tikrit, Iraq, July 12, 2008. The event was coordinated by the Provincial Reconstruction Team to increase understanding of Coalition forces for children in the local community. (U.S. Air Force Photo By Staff Sgt. Micky M. Bazaldua/Released) 080712-F-5888B-199
5	An Iraqi boy watches as U.S. Army Spc. Justin Officer passes by during a combined dismounted patrol with Iraqi Police in the Ghazaliya district, Baghdad, Iraq on July, 17, 2008. Officer is in 2nd Platoon, Bravo Troop, 1st Squadron, 75th Cavalry, 2nd Brigade Combat Team, 101st Airborne Division. (U.S. Army photo by Spc. Charles W. Gill/Released) 080717-A-7969G-160
6	U.S. Army 1st Lt. Ryan Chang plays a game of ping pong with local children during a combined patrol with the Iraqi Army in the Shula district, Baghdad, Iraq on July 20, 2008. Chang is Platoon Leader, 2nd Platoon, Bravo Troop, 1st Squadron, 75th Cavalry, 2nd Brigade Combat Team, 101st Airborne Division. (U.S. Army photo by Spc. Charles W. Gill/Released) 080720-A-7969G-151
7	U.S. Army 2nd. Lt. Hunter Wakeland from Headquarters Headquarters Company, 1st Brigade Combat Team, 4th Infantry Division befriends an Iraqi boy while on patrol with local Iraqi police in Abu Tshir, Baghdad on Sep. 10, 2008. (U.S. Navy photo by Petty Officer 2nd Class Joan E. Kretschmer/Released) 080910-N-6278K-074
8	A little Iraqi boy and a U.S. Soldier walk hand in hand back to the boy's home on Sep. 9, 2008, in Zarbatya, Iraq. (U.S. Army photo by Spc. Tiffany Dusterhoft/Released) 080909-A-1028D-005
9	A U.S. Soldier from Charlie Company, 2nd Battalion, 30th Infantry Regiment, 4th Brigade Combat Team, 10th Mountain Division receives farewell hugs from a group of boys living in a Palestinian community in Beladiyat, eastern Baghdad, Sep. 14, 2008. His unit, along with Iraqi National Police, handed out humanitarian aid bags to help foster good relations with the Palestinian community and the Iraqi Security Forces during Ramadan. (U.S. Army photo by Staff Sgt. Brian D. Lehnhardt/Released) 080915-A-9665L-237
10	Iraqi children enjoy a ride on a small ferris wheel on a cool day in the Muhalla 512 neighborhood in the Sadr City district of Baghdad on Sep. 27, 2008. (U.S. Air Force photo by Tech. Sgt. Cohen A. Young/Released) 080927-F-3798Y-139
11	U.S. Army Lt. Caldwell of the 21st Military Police Company (Airborne), plays with a young Iraqi boy while on patrol outside the Al Quibla Iraqi Police station in Basra, Iraq on Oct. 2, 2008, Multi-National Division-Southeast. (U.S. Army photo by Pfc. Rhonda J. Roth-Cameron/Released) 081002-A-8243R-257
12	U.S. Army Sgt. Joshua Kowalik, a native of San Antonio, Texas, is hugged by Iraqi children while conducting a sensing patrol of the Iraqi Family Village, a neighborhood of displaced citizens in Baghdad, Iraq on Sep. 11, 2008. Kowalik is in Havoc Platoon, Headquarters Headquarters Battery, 1st Battalion, 320th Field Artillery, 2nd Brigade Combat Team, 101st Airborne Division. (U.S. Army photo by Spc. Charles W. Gill /Released) 080911-A-7969G-216
13	Community Events
14	An Iraqi soccer team captain, asks the rest of the players if they are "ready to win the game" between the U.S. Soldiers of 1-87, 10th Mountain Division and the citizens of Zaab, Iraq on July 11, 2008. (U.S. Army photo by Pfc. Kaimana Kalauli/Released) 080712-A-6851K-012
15	An Iraqi player congratulates a U.S. Soldier of 1-87, 10th Mountain Division for scoring during a soccer game between the Coalition forces and the citizens of Zaab, Iraq on July 11, 2008. (U.S. Army photo by Pfc. Kaimana Kalauli/Released) 080712-A-6851K-056
16	Local Iraqis enjoy a day out at the Baghdad Zoo, Baghdad, Iraq on Aug. 8, 2008. (U.S. Army photo by Spc. Charles W. Gill/Released) 080808-A-7969G-326
17	An Iraqi boy waves his Iraqi flag while watching a soccer tournament from the bleachers at the Mulaab Soccer Stadium in Ramadi, Iraq on Aug. 14, 2008. The Soccer Tournament was sponsored by U.S. Marines (not shown) from 1st Battalion, 9th Marines (1/9), Regimental Combat Team 1 (RCT-1), and the Ramadi Department of Youth and Sports. (U.S. Marine Corps photo by Sgt Jeremy M. Giacomino/Released) 080814-M-6668G-038
18	Governor Wa'ili speaks before Iraqi media about new financial software and hardware supplied by the United States Regional Embassy Office and the partnership to help create a better living for all Iraqis in the At Tuwaysah district of Basra, Iraq, Aug. 20, 2008. (U.S. Army photo by Sgt. Tim Ortez/Released) 080820-A-9792O-028

19	<p>Iraqi officials from the 9-Nissan Political District, U.S. Army Corps of Engineers and the Iraqi National Police cut the ribbon that officially opens the new sewage network pumping station in Kamaliyah, eastern Baghdad, Sep. 3, 2008. The station's network of 12 sub stations will pump up to 50,000 cubic meters (1.3 million gallons) of sewage from two major urban areas.</p> <p>(U.S. Army photo by Staff Sgt. Brian D. Lehnhardt/Released) 809003-A-9665L-102</p>
20	<p>Mr. Mamoun Sami Rasheed Al Awani, Governor of Al Anbar, and Major General Murthi Mishan Farhan Mahalawi, Iraqi Army, sign a Provincial Government document at the Provincial Government Center in Ramadi, Iraq on August 26, 2008. Governor Mammoun, and Maj. Gen. Murthi signed the document in preparation for Provincial Iraqi Control.</p> <p>(U.S. Marine Corps Photograph by Cpl Erin A. Kirk/Released) 080826-M-3389K-039</p>
21	<p>In observance of the holy month of Ramadan, leaders from 25th Infantry Division held an Iftar dinner for leaders of the Iraqi security forces at the Sgt. Maj. Cooke dining facility in Camp Taji, Iraq, Sep. 21, 2008, so they could end the day's fast.</p> <p>(U.S. Army photo by Spc. Daniel Herrera/Released) 080921-A-8725H-097</p>
22	<p>Iraqi Gov. Al-Khoudari, Governor of the Qadisiyah province and U.S. Army Lt. Gen. Lloyd Austin III, Commander, Multi-National Corps-Iraq sign the official document to return control of the Qadisiyah province back over to its government, and its Iraqi Security Forces, July 16, 2008 during the Qadisiyah Provincial Iraqi Control ceremony in Ad Diwaniyah, Iraq.</p> <p>(U.S. Air Force photo by Airman 1st Class Matthew Plew/Released) 080716-F-3452P-622</p>
23	<p>An Iraqi artist adds a final touch of yellow while painting murals along route Delta in the Sadr City district of Baghdad, Iraq on July 26, 2008. Task Force Gold and the Task Force Regulars of the 1st Battalion, 6th Infantry Regiment are key players to revitalize Sadr City and the painting of murals on the barrier walls is one project being completed.</p> <p>(U.S. Air Force photo by Tech Sgt. Cohen A. Young/Released) 080726-F-3798Y-553</p>
24	<p>Outside the walls at a popular tourist restaurant in Al Kut, Iraq on Oct. 3, 2008, Iraqi citizens fill the streets during a play presented by the cast of "Mudhouse", the most popular television show in Iraq, for the people of Wasit Province, 10th Mountain Division Commander Maj. Gen. Michael Oates, U.S. Soldiers from the 41st FIRES Brigade, Iraqi police and Iraqi soldiers, to promote education and safety in Iraq on Oct. 3, 2008, in Al Kut, Iraq.</p> <p>(U.S. Army photo by Spc. Tiffany Dusterhoft/Released) 08103-A-1028D-140</p>
25	<p>An Iraqi band plays music during the opening ceremony of the Khalis Hospital in Khalis, Diyala, Iraq, Sep. 28, 2008.</p> <p>(U.S. Army photo by Spc. Ronald Wright/Released) 080928-A-0673W-043</p>
26	<p>Iraqi youth clean up piles of trash near a marketplace in Taji, Iraq on Aug. 11, 2008. The teens are employed by a non-governmental organization as part of a youth program to keep kids out of trouble while cleaning the streets of Taji.</p> <p>(U.S. Army Photos by Spc. Daniel Herrera/Released) 080811-A-8725H-092</p>
27	<p>U.S. Marines (red jerseys) from 1st Battalion, 9th Marines (1/9), Regimental Combat Team 1 (RCT-1), play against Iraqi Police during a soccer tournament at the Mulaab Soccer Stadium in Ramadi, Iraq on Aug. 14, 2008. The Soccer Tournament was sponsored by Marines from 1/9 and the Ramadi Department of Youth and Sports.</p> <p>(U.S. Marine Corps photo by Sgt Jeremy M. Giacomino/Released) 080814-M-6668G-081</p>
28	<p>Interaction with Adults</p>
29	<p>A local villager in the Al Jazeera desert of Balad, Iraq, thanks an Iraqi soldier for all that they are doing after a meeting with them about activity in their local area July 29 2008.</p> <p>(U.S. Air Force Photo By Staff Sgt. Micky M. Bazaldua/Released) 080729-F-5888B-076</p>
30	<p>Iraqi police and U.S. Air Force Senior Airman Jared Warfield, with 716 Military Police Battalion Detachment 3/732nd Expeditionary Security Forces, Shadow Company, Bravo 2-2, interact with the children during a foot patrol in Abu Dashir, Baghdad on July 31, 2008.</p> <p>(U.S. Navy photo by Petty Officer 2nd Class Joan E. Kretschmer/Released) 080731-N-6278K-210</p>
31	<p>An Iraq soldier helps an elderly Iraqi woman cross the street as U.S. Army Gen. David Petraeus, Commanding General, Multi-National Force-Iraq, takes a tour of the market in Abu Ghraib, Iraq on Aug. 2, 2008.</p> <p>(U.S. Army photo by SPC Charles W. Gill/Released) 080802-A-7969G-208</p>
32	<p>U.S. Soldiers with 3rd Platoon, Delta Company, 2-4 Infantry, 10th Mountain Division, attached to 4th Brigade Combat Team, attend a Sunni meeting in Abu Dashir, Baghdad on Aug. 14, 2008.</p> <p>(U.S. Navy photo by Petty Officer 2nd Class Joan E. Kretschmer/Released) 080814-N-6278K-358</p>
33	<p>An Iraqi shop owner gives water to U.S. Army Task Force Regulars 1st Battalion, 6th Infantry Regiment Soldiers patrolling along route Douglas in the Jameela Market of the Sadr City district of Baghdad while 4th Infantry Division Commander Maj. Gen. Jeffrey W. Hammond, a native of Hattiesburg, Miss., passes through on Aug. 22, 2008. The General visited the area to see the effect of micro grants along route Douglas.</p> <p>(U.S. Air Force photo by Tech. Sgt. Cohen A. Young/Released) 080822-F-3798Y-266</p>
34	<p>Task Force 1st Battalion, 6th Infantry Regiment, Charlie 1st Battalion, 35th Armored Regiment Headquarters Platoon Staff Sgt Allan Triplett of Louisville, Miss., faces a little competition during an arm wrestling competition while bonding with local Iraqis outside a local eatery in the Ula Market in the Sadr City district of Baghdad on Sep. 24, 2008.</p> <p>(U.S. Air Force photo by Tech. Sgt. Cohen A. Young/Released) 080924-F-3798Y-486</p>

35	U.S. Army Task Force 1st Battalion, 6th Infantry Regiment, Charlie 1st Battalion, 35th Armored Regiment executive officer Capt. Lloyd Osafo of Franlin Lakes, N.J., attempts to get the attention of his soldiers so they may enjoy lunch at a local eatery located in the Ula Market in the Sadr City district of Baghdad on Sep. 24, 2008. (U.S. Air Force photo by Tech. Sgt. Cohen A. Young/Released) 080924-F-3798Y-427
36	U.S. Army Sgt. Deguzman, 2nd Battalion, 8th Infantry, 4th Infantry Division, Commanche Company, 1st Platoon, Fort Carson, Colo. window shops for toys at a local market stand with an Iraqi soldier from the 8th Division Iraqi army during their dismounted patrol Sep. 30, 2008, in Ad Diwaniyah, Iraq. (U.S. Air Force photo by Airman 1st Class Matthew Plew/Released) 080930-F-3452P-009
37	U.S. Army Staff Sgt. Jon Anderstrom from Civil Affairs Team 6, C Company, 415th Civil Affairs, 1st Battalion, 8th Infantry Regiment, helps an elderly Iraqi woman cross over a curb and cross the street while he meets with local shop owners at Cedar Market, Mosul, Iraq on Sep. 21, 2008. (U.S. Army photo by Pfc. Sarah De Boise/Released) 080921-A-1969D-110
38	Combined Operations
39	Iraqi Special Weapons and Tactics (SWAT) police officers perform an assault on a mock militia vehicle as part of a demonstration of their tactical abilities to provide security for the citizens of the Qadisiyah Province during the Qadisiyah Provincial Iraqi Control ceremony, July 16, 2008, in Ad Diwaniyah, Iraq. (U.S. Air Force photo by Airman 1st Class Matthew Plew/Released) 080716-F-3452P-535
40	U.S. Army Lt Col Antonio Aguto, Squadron Commander 4/2 Stryker Cavalry Regiment Sabre TAC, greets local Iraqi Police and Concerned Local Citizens after a road re-opening ceremony in West Baqubah, Iraq on Sep. 1, 2008. The road re-opening established a renewed confidence in local safety against terrorist activities, while providing an increase in transit options for Baqubah residents after a closure period of more than one and a half years. (U.S. Navy photo by Petty Officer First Class Mario A. Quiroga/Released) 080901-N-0373Q-078
41	U.S. Army Capt. Nazfiger, 53rd Iraqi Army Military Transition Team, 25th Infantry Division, interacts with Iraqi soldiers at a checkpoint outside of Taji, Iraq, Sep. 4, 2008. The Military Transition Team conducted a battlefield circulation patrol. (U.S. Army photo by Spc. Daniel Herrera/Released) 080904-A-8725H-024
42	Iraqi police celebrate right before the ribbon cutting ceremony for the grand opening of the Hammamiyat Iraqi police station in Taji, Iraq, Sept. 2, 2008. (U.S. Army photo by Spc. Daniel Herrera/Released) 080902-A-8725H-202
43	Soldiers from the 8th division Iraqi Scouts move tactically through their barracks living area while they conduct urban movement training Sep. 24, 2008, at the 8th Division Iraqi Army Camp, Iraq. (U.S. Air Force photo by Airman 1st Class Matthew Plew/Released) 080924-F-3452P-259
44	U.S. Army Pfc. Brent Patterson from Delta Company, 2nd Battalion, 30th Infantry Regiment, 4th Brigade Combat Team, 10th Mountain Division, talks to an Iraqi soldier as his unit conducts Operation Boars Orioles, a dismounted road clearing mission in the Muthana Zayuna section of eastern Baghdad, Sep. 6, 2008. (U.S. Army photo by Staff Sgt. Brian D. Lehnhardt/Released) 809006-A-9665L-039
45	1st Lt. Chad Edwards, a platoon leader with Charlie Company, 2nd Battalion, 30th Infantry Regiment, 4th Brigade Combat Team, 10th Mountain Division, a native of San Juan Capistrano, Calif., jokes with an 8th Brigade, 2nd Battalion Iraqi National Policemen during Operation Boar 49ers, a cordon and knock mission inside Muhallah 734 in Beladiyat, eastern Baghdad, Sep. 14, 2008. (U.S. Army photo by Staff Sgt. Brian D. Lehnhardt/Released) 080914-A-9665L-105
46	Col. Jab Abid Awn, Commander of the Iraqi National Police, Justice Battalion, 3rd National Police Division shares his unit patches with U.S. Army Lt. Col. Robert McCarthy, commander of 1st Squadron, 32nd Cavalry, after receiving his air assault wings for his unit participating in a joint air assault with U.S. Soldiers from Blackhorse Troop, 1st Squadron, 32nd Cavalry, 101st Airborne Division on Forward Operating Base Paliwoda, Iraq, Sep. 20, 2008. (U.S. Air Force photo by Staff Sgt. Micky M. Bazaldua/Released) 080920-F-5888B-035
47	A crew member of a UH-1 Huey Helicopter belonging to the Iraqi Air Force walks from his aircraft to receive a box of leaflets in order to conduct a leaflet drop over an area of Baghdad, as part of Operation Ironhorse Blizzard on Sep. 28, 2008. The operation was conducted through the combined efforts of the IAF and the Iraqi Army's Baghdad Operations Command. (U.S. Army photo by Spc. Charles W. Gill/Released) 080928-A-7969G-078
48	Cincinatti, Ohio, native and Charlie Company 1st Battalion, 35th Armored Regiment, Task Force 1-6 Company Commander Andrew Slack, leads a briefing for Coalition and Iraqi forces as they meet to conduct "rock" drills in preparation for their joint informational operation leaflet campaign at Joint Security Station Thawra in the Sadr City district of Baghdad on Oct. 2, 2008. (U.S. Air Force photo by Tech. Sgt. Cohen A. Young/Released) 081002-F-3798Y-090
49	Iraqi Civil defense directorate rescue fire fighters march past a review booth during a parade at the Qadisiyah Provincial Iraqi Control ceremony, July 16, 2008 in Ad Diwaniyah, Iraq. (U.S. Air Force photo by Airman 1st Class Matthew Plew/Released) 080716-F-3452P-444

50	An Iraqi Policeman swims toward a Zodiac patrol raft during a rescue swimming and conditioning class in Lake Quadsyah in Haditha, Iraq on July 9, 2008. Iraqi policemen from around Al Anbar are currently attending a boating techniques and water survival course in order to carry out water borne operations and increase security throughout Al Anbar's waterways. (U.S. Marine Corps photo by Cpl Seth Maggard/Released) 080709-M-1391M-002
51	The graduating class of 3,000 Iraqi police, to include the first ever female class, conduct their pass and review during the graduation ceremony from the Kirkuk Police Academy, Kirkuk, Iraq, Sep. 23, 2008. (U.S. Air Force photo by Staff Sgt. Ave I. Pele-Sizelove/Released) 080923-F-6964P-217
52	Humanitarian and Reconstruction
53	An Iraqi soldier kisses a little girl after giving her a Halal meal in Amarah, Iraq on July 4, 2008. The meals were handed out to help build a relationship with the people of Amarah. (U.S. Army photo by Spc. Lester Colley/Released) 080704-A-6524C-029
54	A local Iraqi sheik and Provincial Reconstruction Team (PRT), Diyala, U.S.D.A. Agricultural Advisor Ryan Brewster, display one of more than 5,500 baby chickens involved in a PRT-led pilot project in Jedidah al-Shat, Iraq on Aug. 11, 2008. Launched in April 2008, the project involves providing more than 5,000 chicks to seven local farmers on a split-cost basis and teaches them how to properly raise, maintain and manage egg-laying poultry. (U.S. Navy photo by Petty Officer 1st Class Mario A. Quiroga/Released) 080811-N-0373Q-027
55	Still under construction by an Iraqi contractor, a new local courthouse is expected to open by April 2009 in the district of At Tannumah, Basra, Iraq on Aug. 21, 2008. (U.S. Army photo by Sgt Tim Ortez/Released) 080821-A-9792O-003
56	An Iraqi infant allows an Iraqi medic to take her temperature during an examination at a free health clinic. U.S. Soldiers and Iraqi National Police conducted a combined medical event for local Iraqi families on Joint Security Site Doura, Iraq on Aug. 28, 2008. U.S. and Iraqi doctors were on site administering health care. (U.S. Navy photo by Petty Officer 2nd Class Kelvin T. Surgener/Released) 080828-N-0292S-051
57	An Iraqi contractor gathers plants and flowers from a truck that will be used in the landscaping of Regular Six Park in the Sadr City district of Baghdad on Sep. 13, 2008. (U.S. Air Force photo by Tech. Sgt. Cohen A. Young/Released) 080913-F-3798Y-201
58	Mr. Richard Bell, team leader of the Provincial Reconstruction Team, listen as the director of the Tikrit Industrial School, Dr. Ali abdullah Muhamed, shows him design ideas for the future of Tikrit that recent graduates of the school have made Sept. 1, 2008, in Tikrit, Iraq. The school offers classes in carpentry, masonry, furniture building, electricity, and some computer courses to help Sons of Iraq (Abna al-Iraq) members prepare for jobs as civilians. (U.S. Air Force photo By Staff Sgt. Micky M. Bazaldua/Released) 080901-F-5888B-080
59	U.S. Army Spc. Matthew Petterson with 2nd Platoon, Bravo Company, 64th Armored Calvary Regiment, 4th Brigade, 3rd Infantry Division, and an Iraqi National Policeman provide medical attention to a hurt Iraqi girl in Risalah, Baghdad on Sep. 15, 2008. (U.S. Navy photo by Petty Officer 2nd Class Joan E. Kretschmer/Released) 080915-N-6278K-032\
60	U.S. Navy Lieutenant Benjamin Wind, Battalion Surgeon, 3rd Battalion 4th Marines Regiment, Regimental Combat Team 5 (right) and Dr. Nabil, Haditha Sector Clinic Director, look over a CAT scan during the Haditha Medical Sector's monthly visit to the Al Kassfa Clinic in Haditha, Iraq, Aug. 23, 2008. The Haditha Medical Sector provides routine check ups, as well as medical assessments. (U.S. Marine Corps photo by Sgt. Christopher Giannetti/Released) 080819-M-4315G-008
61	U.S. Army Spc. Matthias Mallory, a native of Belton, Mo., greets a Sons of Iraq (Abna al-Iraq) member as he lets him in the Joint Security Station Washash, Iraq, to turn in his application to enroll in the Iraqi Security Forces on Sep. 18, 2008. (U.S. Air Force photo by Staff Sgt. Manuel J Martinez/Released) 080918-F-0856M-852
62	U.S. Army Lt. Col. Christopher Vanek, commander, 1st Battalion, 87th Infantry, 1st Brigade, 10th Mountain Division, Fort Drum, N.Y., is welcomed to the Hawijah Joint Coordination Center (JCC) by the Hawijah District Police Chief Lt. Col. Fatah Mahmud Yasin, for the JCC handover ceremony from Alpha Company, 1st Battalion, 87th Infantry, 1st Brigade, 10th Mountain Division, Fort Drum, N.Y., to local Iraqi Security Forces, allowing local security forces to assume full responsibility for safety and security of the city, Hawijah, Iraq, Sep. 20, 2008. (U.S. Air Force photo by Staff Sgt. Ave I. Pele-Sizelove/Released) 080920-F-6964P-039
63	U.S. Air Force Staff Sgt. Quinn Knight teaches an Iraqi construction worker how to use a piece of machinery to help with the construction of a road on Forward Operating Base Delta on Sep. 24, 2008. (U.S. Army photo by Spc. Tiffany Dusterhoft/Released) 080924-A-1028D-09
64	Iraqi construction workers dig up the ground to install pipes at a water pump station in Sab Al Bour, Iraq, Sep. 17, 2008. (U.S. Army photo by Spc. Daniel Herrera/Released) 080917-A-8725H-148

65	Portrayals of Women
66	Two prominent Iraqi women in the local government of Sadr City listen to an Iraqi Beladiyah engineer regarding the help the Government of Iraq is receiving from Coalition forces while at the recently refurbished Alghader Rehabilitation Clinic in the Muhalla 513A neighborhood of the Sadr City district of Baghdad on Sep. 4, 2008. (U.S. Air Force photo by Tech. Sgt. Cohen A. Young/Released) 080904-F-3798Y-095
67	An Iraqi doctor checks her daily appointment list while working at Clinic #2 in Muhalla 513B neighborhood of the Sadr City district of Baghdad on Aug. 20, 2008. (U.S. Air Force photo by Tech. Sgt. Cohen A. Young/Released) 080820-F-3798Y-151
68	History is made as the first designated female class of Iraqi police graduates from the Kirkuk Police Academy, Kirkuk, Iraq, Sep. 23, 2008. (U.S. Air Force photo by Staff Sgt. Ave I. Pele-Sizelove/Released) 080923-F-6964P-030
69	Halima Hamid Al Nueimi, Department Head of Women's Affairs, speaks with Rear Admiral Kathleen M. Dussault, Joint Contracting Command Iraq/Afghanistan (JCC-I/A) Commander, at a women's conference at the Sunni Endowment building in Ramadi, Iraq on Aug. 3, 2008. The women's conference was held by the U.S. State Department Embedded Reconstruction Team, the Department Head of Women's Affairs, and the Females for Ramadi Council to discuss women's roles in the business world. (U.S. Marine Corps photo by Sgt Jeremy M. Giacomino/Released) 080803-M-6668G-020
70	Mrs. Rafaat Kazim Husseim, Head Mistress of the Um Myman Secondary School for Girls in Muhallah UZ-2 in Eastern Baghdad, greets U.S. Army 2nd Lt. Christine Miller of Headquarters Company, Brigade Special Troops Battalion, 4th Brigade Combat, Team 10th Mountain Division, Aug. 10, 2008. Miller's unit conducted an assessment of the school and it's future needs. (U.S. Army Photo by Staff Sgt. Brian D. Lehnhardt/Released) 080810-A-9665L-025
71	An Iraqi Army doctor examines an Iraqi boy at a Cooperative Medical Engagement held in Hor Al Bosh, Iraq, July 30, 2008. (U.S. Army Photos by Spc. Daniel Herrera/Released) 080730-A-8725H-341
72	Backup Slides
73	Interaction with children
74	A little Iraqi school girl smiles as she opens her new note book that was given to her by the Iraqi National Police on June 25, 2008, in Basra, Iraq. (U.S. Army photo by Cpl. Jeremiah Green/Released) 080625-A-4414G-004
85	U.S. Army 3rd Brigade Combat Team, 4th Infantry Division, Military Policeman Sgt. Thomas Dwyer of Ft. River, N.J., laughs with Iraqi children while on a patrol in the Muhalla 513 neighborhood just outside Madafra Square in the Sadr City district of Baghdad on July 28, 2008. (U.S. Air Force photo by Tech Sgt. Cohen A. Young/Released) 080728-F-3798Y-460
87	U.S. Soldiers visit children in a classroom at Alethar Elementary School, in Amariyah, Iraq on Aug. 12, 2008. The U.S. Soldiers are part of Comanche Troop, 4th Squadron, 10th Cavalry, 4th Infantry Division. (U.S. Air Force photo by Staff Sgt. Manuel J. Martinez/Released) 080812-F-0856M-127
135	A local sheikh dines with U.S. and Iraqi Soldiers in Bezel, Iraq on July 28, 2008. The village was assessed by Coalition and Iraqi Security Forces in support of Operation Iron Pursuit, an effort to disrupt extremist activity in the area. (U.S. Army photo by Spc. David J. Marshall/Released) 080728-A-0759M-154
136	Iraqi men enjoy the companionship of friends and a game of dominoes in the Ha'Teen district, Baghdad, Iraq on Aug. 4, 2008. (U.S. Army photo by Spc. Charles W. Gill/Released) 080804-A-7969G-098

Appendix 4 – Pictures Selected by Participants

Picture No.	Number of Times Selected	Description of Picture
4	1	Children and firefighter
5	1	Child looking at soldier
6	2	soldier playing pingpong with children
7	2	soldier giving a child a fist bump
8	1	soldier walking a toodler home
10	1	children on a Ferris wheel
14	2	soccer match between Iraqis and Marines
15	2	soccer match between Iraqis and Marines
16	1	Iraqi families walking to Bagdad national zoo
17	1	Teen waving Iraqi flag at soccer match
19	1	Ribbon cutting ceremony for new water sewage plant
21	2	Ramadan dinner with US soldiers and Iraqi security forces
25	2	Signing ceremony returning control of a province back to local government
26	3	Children participating in a community clean up project
29	1	A local villager shaking hands and thanking an Iraqi soldier
30	1	Iraqi police and US airman playing foosball with children
31	4	Iraqi soldiers holding hands with an elderly woman, helping to guide her through the street
35	1	Soldiers sitting down and eating at a local restaurant
37	1	A US soldier helping a lady to step over a pothole while crossing the street
42	1	Iraqi police celebrating at the opening of a new police station
45	1	A US and Iraqi soldier smiling together
46	1	A Iraqi police Col shares a unit patch with a US soldier
50	1	Iraqi police training in the water for rescue swimming
55	1	A new building being constructed
58	1	A PRT talks with local officials about a new technical school being built
69	1	A prominent Iraqi woman (Department Head of Women's Affairs) speaks with a female US Brig General
74	1	A school girl smiles after opening a new notebook given to her by Iraqi police officers
85	1	A US soldier laughs and plays with a group of children
87	1	US soldiers visit children in a classroom
135	1	US soldiers dine with a sheikh in his home
136	1	Local men playing dominoes

Endnotes

(All notes appear in shortened form. For full details, see the appropriate entry in the bibliography.)

- ¹ (Paul 2011), 4.
- ² Ibid, 3-4.
- ³ Ibid, 17.
- ⁴ (Update to Congress on National Framework for Strategic Communication 2011), 1.
- ⁵ (Paul 2011), 5.
- ⁶ (National Security Strategy of the United States of America 2010), 16.
- ⁷ (US National Strategy for Public Diplomacy and Strategic Communication 2005), 2.
- ⁸ (National Security Strategy of the United States of America 2010), 4-5.
- ⁹ (Defense Science Board Task Force 2004), 3.
- ¹⁰ (Loney 2009), 7.
- ¹¹ Ibid, 10.
- ¹² (Combat Camera 2013), 1.
- ¹³ (Bender 2008), 3.
- ¹⁴ (Combat Camera 2013), 1.
- ¹⁵ (Chairman of the Joint Chiefs of Staff Instruction 3205.01C 2010), 1.
- ¹⁶ (Combat Camera 2013), 2.
- ¹⁷ (Bender 2008), 3.
- ¹⁸ (Combat Camera 2013), 4.
- ¹⁹ (Bender 2008), 17-18.
- ²⁰ Ibid, 5, 18.
- ²¹ Ibid, 1-2.
- ²² (Loney 2009), 10-11.
- ²³ (Bender 2008), 2.
- ²⁴ (Update to Congress on National Framework for Strategic Communication 2011), 2.
- ²⁵ (Combat Camera 2013), 31-32.
- ²⁶ This is the opinion of the researcher
- ²⁷ Question nine was only listed on the second questionnaire.
- ²⁸ (Baum and Groeling 2010), 445-446.
- ²⁹ Ibid, 448, 463.
- ³⁰ Ibid, 461.
- ³¹ Ibid, 454-455.
- ³² (Bender 2008), 24.
- ³³ (Defense Science Board Task Force 2004), 3.
- ³⁴ (Paul 2011), 17.
- ³⁵ (Baum and Groeling 2010), 448.
- ³⁶ (Update to Congress on National Framework for Strategic Communication 2011), 2.

Bibliography

- Baum, Matthew A., and Tim Groeling. "Reality Asserts Itself: Public Opinion on Iraq and the Elasticity of Reality." *International Organization*, 64, Summer 2010: 443-79.
- Bender, Bruce M. "Improving Effectiveness to Win the Information War Through the Lens of Combat Camera." Maxwell AFB: Air Command and Staff College, April 2008.
- "Chairman of the Joint Chiefs of Staff Instruction 3205.01C." *Joint Combat Camera (COMCAM)*. January 27, 2010.
- "Combat Camera." *Multi-Service Tactics, Techniques, and Procedures for Combat Camera (COMCAM) Operations*. April 2013.
- Defense Science Board Task Force. *Report of the Defense Science Board Task Force on Strategic Communication*. Washington, D.C.: Office of the Under Secretary of Defense For Acquisition, Technology, and Logistics, 2004.
- Loney, Timothy J. "Drafting a New Strategy For Public Diplomacy and Strategic Communication." Carlisle Barracks: US Army War College, 2009.
- "National Security Strategy of the United States of America." Washington D.C.: The White House, May 2010.
- Paul, Christopher. "Getting Better at Strategic Communication." *testimony before the House, Armed Services Committee*. July 12, 2011.
- "Update to Congress on National Framework for Strategic Communication." *Homeland Security Digital Library*. September 9, 2011. <https://www.hsdl.org/?view&did=704809> (accessed March 2014).
- "US National Strategy for Public Diplomacy and Strategic Communication." Strategic Communication and Public Diplomacy Policy Coordinating Committee, July 31, 2005.