

COMBATANT COMMANDS INFORMATIONAL SERIES:

USCENTCOM, USSOUTHCOM, USSPACECOM

A Research Paper

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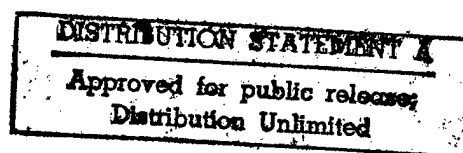
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Abstract for:
COMBATANT COMMANDS INFORMATIONAL SERIES:
USCENTCOM, USSOUTHCOM, USSPACECOM
(ACSC/DEJ/002/95-05)

The Combatant Commands Informational Series is designed to identify the roles, functions, responsibilities and Area of Responsibility (AOR) of the unified commands. Its primary focus is to introduce potential joint staff officers to the commands. Additionally, this research should also prove valuable to the military education system as curriculum support material, specifically, Air Command and Staff College's Strategic Structures and Distance Learning programs. This year's research centered on three commands, USCENTCOM, USSOUTHCOM, and USSPACECOM. Students conducted extensive research including interviews with command staff and country experts, library searches and "surfed" the Internet. Researchers then consolidated their work into three "ToolBooks" – hypertext documents which present graphics and text in an interactive, easily accessible format enhancing comprehension and retention of complex information. The long-range goal of this project is for each unified command to be covered by a ToolBook for students and JSOs to refer to for basic, knowledge-level information. This "encyclopedia" will be transferred to CD-ROM for distribution to students, faculty, the joint staff and unified commands. To demonstrate an alternative distribution option and "leading edge" technology, the USCENTCOM ToolBook was also translated into a format readable by any industry-standard Internet World-Wide-Web browser, making it potentially accessible to the millions of Internet users worldwide.

COMBATANT COMMANDS INFORMATIONAL SERIES:

USCENTCOM, USSOUTHCOM, USSPACECOM

The USCENTCOM ToolBook

Sources

The sources used for the USCENTCOM ToolBook can be divided into two categories – those used to document general information about United States Central Command (mission, organization, theater strategy, threats, etc.) and those sources used to compile detailed information about the specific countries located in the USCENTCOM Area of Responsibility.

USCENTCOM General Information Sources. Two sources provided the basis for general information about USCENTCOM: The United States Central Command Posture Statement 1995, USCENTCOM's policy statement which is presented to Congress annually, and "USCENTCOM Overview", an informational briefing prepared by the USCENTCOM Operations Directorate. These sources are discussed in greater detail below:

The United States Central Command Posture Statement 1995 is a 63 page, single source, comprehensive document which details the political-strategic environment in which the command operates, provides an analysis of the USCENTCOM AOR, delineates the command's theater strategy, and summarizes command operations for 1994. It is presented to Congress annually by the USCENTCOM Commander-in-Chief and should

therefore be viewed as the authoritative document describing United States Central Command.

The informational briefing, "USCENTCOM Overview", is maintained by the Command Briefing Branch of the Operations Directorate at USCENTCOM HQ, MacDill AFB, Florida. It is updated at least monthly by the command briefer, Cmdr V. A. Edleman. It, along with the briefing script, provides an excellent summary and visualization of the main points in the 1995 Posture Statement. The version used is current as of March 1995.

Information Sources for Specific Countries in the USCENTCOM AOR. Researchers consulted a variety of sources in compiling the detailed information on each country within the USCENTCOM Area of Responsibility. These sources are listed below. US government sources were preferred over other references.

The CIA World Factbook 1994 is published annually by the CIA and provides a concise fact list covering several categories of information for its country entries.

The EUROPA World Yearbook 1994 and the Kindersly World Reference 1994 are general reference publications with entries for virtually every country in the world. The EUROPA Yearbook entries are extremely detailed and are especially useful for updated information regarding a country's political situation. The Kindersly Reference provides a more graphically-oriented look at country-specific information.

The Military Balance 1994-1995 by the International Institute for Strategic Studies was used as the primary reference for country-specific armed forces data. The Military Balance provides a concise summary of the military force structure and composition for countries around the world.

The Area Handbook Country Studies series produced by the Federal Research Division of the Library of Congress are book-length, country-specific publications which exhaustively detail every aspect of the subject country.

The United States Department of State Country Background Notes are a series of country-specific, 5-10 page publications which provide basic facts, historical background, economic analysis, and a foreign relations summary of the country in question. In the majority of cases, these publications provided the most comprehensive and up-to-date information available from non-copyrighted material. The Country Background Notes series was the primary basis for all country-specific topics.

Methodology

The USCENTCOM Posture Statement provided the design basis for the creation of the tutorial ToolBook as it is *the* authoritative document regarding USCENTCOM's policy, programs, and Area of Responsibility (AOR). The 1994 posture statement was used early in the research process, with the information in the 1995 version incorporated into the final product when it became available in March 1995. The ToolBook was designed to conform to the posture statement's topic flow, with a major change being the inclusion of much more country-specific information. As discussed in the sources section, researchers consulted a variety of sources to construct the country-specific entries in the ToolBook with the aim of enhancing the reader's understanding of the government, economy, infrastructure, culture, and military forces of each country in the USCENTCOM AOR. This approach conforms to the "five ring" systems analysis method described by Col John A. Warden in his 1993 article, "Concepts in Airpower for the Campaign

Planner.” Finally, a large part of the USCENTCOM Command Briefing was incorporated throughout the book to aid in graphically presenting concepts and ideas discussed in the text. With regards to the “nuts and bolts” of the ToolBook design, the ACSC ToolBook template standard was used as a starting point with the aim of creating a product that would effectively deliver a large amount of text information in an enhanced, multimedia format. Principles adhered to throughout the ToolBook's design were speed of execution, standardized presentation format, and inclusion of genuinely useful information. The researchers hope the end result meets the reader's expectations in delivering an informative review of USCENTCOM.

USCENTCOM Overview

Headquartered at MacDill AFB, Florida, USCENTCOM is one of the five combatant commands with a geographical area of responsibility. Comprised of nineteen nations ranging from Pakistan through the Arabian Gulf to the Red Sea littoral states and the Horn of Africa, USCENTCOM's AOR is a culturally diverse and volatile region whose vast oil reserves and key strategic waterways make it vitally important to the United States. USCENTCOM's desired theater end state is a peaceful and stable region comprised of nations that enjoy close relations with the U.S. and possess sufficient military forces to satisfy legitimate self-defense. However, threats to regional stability are numerous and include Persian/Arabic rivalry, population growth, worsening oil-based economies, civil strife, famine, increasing tensions over water rights, disputed borders, and the proliferation of weapons of mass destruction and associated ballistic missile technology. To cope with these challenges, USCENTCOM pursues a three-tiered approach to deterring aggression

which calls for each country to bear primary responsibility for its own defense, encourages friendly regional states to provide a coalition defense in the event of aggression, and maintains the option for the U.S. and other allies from outside the region to provide defensive assistance if necessary. This concept underlies USCENTCOM's theater strategy whose major elements are forward presence, combined exercises, security assistance, power projection and readiness to fight. Major USCENTCOM operations over the past year within the Central region include maritime intercept operations in support of UN sanctions against Iraq, SOUTHERN WATCH, VIGILANT WARRIOR, and security support for the final withdrawal of UN troops from Somalia.

USCENTCOM ToolBook Outline

The USCENTCOM hypertext book is divided into eight chapters designed to give the reader a working knowledge of Central Command's missions, objectives, organization, strategy, and regional issues of concern.

Chapter one provides a brief introduction to USCENTCOM missions and challenges followed by a review of the organization's history and structure. The history section includes a summary of key USCENTCOM commanders and events. The chapter concludes with a detailed depiction of the USCENTCOM AOR and US interests and objectives in the region. The AOR section includes detailed maps and explanations of countries, chokepoints and oil resources.

Chapters two through four address the individual nations within USCENTCOM's AOR. Chapter two addresses the South Asian region while chapters three and four overview the nations of the Arabian Gulf/Peninsula and Red Sea/Horn of Africa

respectively. Each nation is reviewed from a macro-perspective with the aim of enhancing the reader's understanding of the country's government, economy, infrastructure, culture, and military forces.

Chapter five is entitled "Challenges to Stability" and contains a detailed discussion of the Iranian and Iraqi threats. Other regional hot spots such as Somalia, Sudan, and Djibouti are also addressed. Proliferation of ballistic missiles and weapons of mass destruction in the USCENTCOM AOR are overviewed along with the roles of external actors such as Russia, China and North Korea. Other key challenges and threats that are covered include the oil situation, water shortages, Islamic extremism, the Central Asian republics of the former Soviet union, the Arab-Israeli dispute and the India-Pakistan conflict.

The overview of chapter six, "Theater Strategy," briefly touches on the USCENTCOM three-tiered approach to regional defense. The bulk of the chapter is organized around the USCENTCOM five pillars: forward presence, exercises, security assistance, power projection, and readiness to fight. The forward presence section details objectives, deployed forces, prepositioned equipment, and military construction. The exercise section covers exercise programs and objectives, while the security assistance portion addresses foreign military training, equipment sales, and technical assistance. The power projection portion covers airlift and sealift considerations of a major operation in the region. Finally, the readiness to fight section discusses the programs, procedures and activities which are used to maintain readiness. The chapter concludes with a discussion of basic strategy and key enabling requirements.

Chapter seven, "1994 Operations" overviews recent major operations in the AOR. These include maritime intercept operations, Operations SOUTHERN WATCH and VIGILANT WARRIOR, and other miscellaneous operations.

Chapter eight, entitled "General Information", contains several "help" pages regarding the general design of hypertext books, as well as specific hints and tips on using the USCENCOM Book. The chapter also includes an index and bibliography.

The Internet Version of the USCENCOM ToolBook

In order to facilitate the widest possible dissemination of the information contained in the USCENCOM ToolBook, its contents have been also translated into an "Internet compatible" format. Specifically, the USCENCOM ToolBook information has also been formatted such that it can be accessed by any industry-standard World-Wide-Web (WWW) information browser. Converting the ToolBook to a WWW-compatible format required a substantial effort; however, the researchers feel presenting this option is important because of the potential for sharing information with the literally millions of Internet users world-wide on a real-time basis. The text content of the WWW USCENCOM book is virtually identical to the ToolBook version, but in the interest of access speed (an important issue when transferring information over the Internet), some photos and illustrations were eliminated.

The USSOUTHCOM ToolBook

Sources

The sources used for the USSOUTHCOM ToolBook are divided into two categories – those used to document general information about United States Southern Command (mission, organization, theater strategy, threats, etc.) and those sources used to compile detailed information about the specific countries located in the USSOUTHCOM Area of Responsibility.

USSOUTHCOM General Information Sources. Researchers coordinated extensively with the USSOUTHCOM staff, conducted a thorough document search of written source material and accessed regional data bases. USSOUTHCOM sources included: Statement of General Barry R. McCaffrey, CINCUSSOUTHCOM Before the Senate Armed Services Committee, presented in February 1995; USSOUTHCOM History, a Public affairs document published in March 1995; USSOUTHCOM Strategic Perspective Briefing prepared February 1995; USSOUTHCOM Theater Strategy Briefing presented to ACSC on 3 Nov 1994; and USSOUTHCOM Fact Sheet, prepared June 1994. Additionally, researchers referenced the National Security Strategy Document, Engagement and Enlargement, for national policy guidance. These sources are addressed in greater detail below.

Statement of General Barry R. McCaffrey, CINCUSSOUTHCOM Before the Senate Armed Services Committee is a 41 page, active source, comprehensive document which details the political-strategic environment in which the command operates, provides an analysis of the USSOUTHCOM AOR, delineates the command's theater strategy and

summarizes command operations. It was presented to Congress on 16 February 1995 by the USSOUTHCOM Commander-in-Chief.

USSOUTHCOM History and USSOUTHCOM Fact Sheet are maintained by the Public Affairs Directorate at Quarry Heights, Panama. The history is updated as required and the Fact Sheet is updated annually. The two combined provide an excellent overview of the command.

USSOUTHCOM Strategic Perspective Briefing provides a perspective on where the command is headed in the future. Also, it addresses the impact of the Panama Canal Treaty on the command.

USSOUTHCOM Theater Strategy Briefing is the command's response to the National Engagement and Enlargement document. It discusses how the command will meet these strategic needs in the coming years.

Engagement and Enlargement assesses America's role in the new international context and describes the Administration's strategy to advance our interests in USSOUTHCOM AOR.

Information Sources for Specific Countries in the USSOUTHCOM AOR. Researchers consulted a variety of sources in compiling information on each country within the USSOUTHCOM Area of Responsibility. Sources included USSOUTHCOM policy documents, US government publications, privately authored texts and a regional data base, INFO-SOUTH. These sources are listed below in greater detail.

CIA World Fact Books are published annually by the CIA and provide a concise fact list covering several categories of information for the countries of USSOUTHCOM.

The Military Balance 1994-1995 by the International Institute for Strategic Studies was used as the primary reference for country-specific armed forces data. The Military Balance provides a concise summary of the military force structure and composition for countries around the world.

The Area Handbook Country Studies series produced by the Federal Research Division of the Library of Congress are book-length, country-specific publications which exhaustively detail every aspect of the subject country.

The United States Department of State Country Background Notes are a series of country-specific, 5-10 page publications which provide basic facts, historical background, economic analysis, and a foreign relations summary of the country in question. In the majority of cases, these publications provided the most comprehensive and up-to-date information available from non-copyrighted material. The Country Background Notes series was the primary basis for all country-specific topics.

Several texts and publications were employed to further detail specific regional issues. Titles include Timothy Laur's Handbook of International Terrorism and Political Violence, Arthur Banks' Political Handbook of the World, Leroy Thompson's Ragged War: The Story of Unconventional and Counter-Revolutionary Warfare and the US Government publication, Terrorist Group Profiles.

The INFO-SOUTH data base provides contemporary social, political, and economic information on Latin America. Analysts review more than 1,500 publications for materials relating to Latin America, and produce citations and abstracts.

Methodology

The methodology incorporated in the development of the USSOUTHCOM ToolBook mirrored that of the USCENTCOM product. Researchers based their design on policy statements from USCINCSOUTH regarding USSOUTHCOM's policy, programs and AOR. Country studies implemented a "five ring" methodology, describing each nation in terms of its Leadership, System Essentials, Infrastructure, Population and Fielded Forces. The Fielded Forces analysis includes current Strategic Issues. The ToolBook design incorporates the ACSC ToolBook template standard and incorporates speed of execution, standardized presentation format, and concentrates on useful information. Photographs and charts enhance points made and issues of concern. The capstone of these sources and methodologies is an interactive command ToolBook which we feel presents the user a comprehensive and unclassified strategic overview of United States Southern Command.

USSOUTHCOM Overview

The United States Southern Command is currently headquartered at Quarry Heights, Republic of Panama. The Command's area of operations encompasses 20 countries, extending from the Mexican-Guatemalan border to the tip of Chile at Cape Horn. Countries within the AOR are quite diverse in many aspects. While all the countries in the region are considered to be democracies, most are relatively fragile, following years of military rule, dictatorships, and xenophobic regimes. The militaries of the region remain integral parts of the political scene and human rights violations are still a major problem. While some countries in the region are characterized by economic revival, others are suffering from severe economic woes (triple-digit inflation, widespread poverty, illiteracy,

unemployment, and corruption). Still, the region as a whole represents enormous economic opportunity if current trends of democracy and cooperative security continue. However, many countries in the region still suffer from internal threats caused by violent insurgencies and the economic and social effects of narcotics trafficking. Despite these threats to stability, the region's commitment to democracy is resolute and future prospects are encouraging.

The USSOUTHCOM vision for the theater is a region of free, stable, and prosperous nations acting in concert with each other while respecting individual rights and upholding the principles of sovereignty and international law. The Command's strategy to make this vision a reality is focused on four key themes: building regional cooperative security, supporting appropriate military roles and missions, supporting the national counterdrug strategy, and restructuring USSOUTHCOM for the future. The command's strategic objectives support these themes. They are (1) strengthen democratic institutions, (2) assist host nations in eliminating threats to their security, (3) support continued economic and social progress, (4) assist host nations in defeating narcotrafficking, (5) ensure an open and neutral Panama Canal, and (6) enhance military professionalism.

USSOUTHCOM ToolBook Outline

The USSOUTHCOM ToolBook is designed to provide the reader an overview of United States Southern Command and its AOR. The hypertext book is divided into seven chapters which give the reader a working knowledge of Southern Command's missions, objectives, organization, strategy and regional issues of concern.

Chapter 1, "USSOUTHCOM," provides a brief introduction to USSOUTHCOM missions and challenges as well as a review of the organization's history and structure. This chapter includes sections on personnel and installations, concluding with a map depicting the countries encompassed in the AOR.

Chapter 2 describes Strategic Issues in the AOR. Specific sections are titled "Building Regional Security," "Military Roles/Missions," "Counterdrug Strategy," and finally, "USSOUTHCOM's Future," addressing the likely withdrawal of command headquarters from the region.

Chapters three through six address the individual nations within USSOUTHCOM's AOR in terms of four separate regions. Each chapter begins with a regional overview outlining characteristics and issues common to the region before describing each individual nation. Chapter three covers the Andean Ridge made up of Bolivia, Colombia, Ecuador, Peru, and Venezuela. Each country is reviewed in an overview, followed by a description of Leadership, System Essentials, Infrastructure, Population, and Fielded Forces. Chapter four covers the Central American region and includes Belize, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, and Panama. Chapter five looks at the Southern Cone region, the nations of Argentina, Brazil, Chile, Paraguay, and Uruguay. Finally, Chapter six analyzes the Guyanas, which include French Guiana, Guyana, and Suriname.

Chapter seven, entitled "ToolBook Information", contains several "help" pages regarding the general design of hypertext books, as well as specific hints and tips on using the USSOUTHCOM ToolBook. The chapter also includes an index and bibliography.

The USSPACECOM ToolBook

Sources

The sources used for the USSPACECOM ToolBook are divided into two categories – those used to document general information about United States Space Command (history, organization, and missions) and those sources used to describe specific issues unique to the command.

USSPACECOM General Information Sources. General information came from command developed handbooks, ToolBooks (learning program software) developed at Air Command and Staff College, telephone interviews with USSPACECOM staff, and software files from Army Space Command, Naval Space Command, and Air Force Space Command obtained through the INTERNET e-mail system. Specifically, information sources included materials from the HQ USSPACECOM Public Affairs office, Air University library (primary sources for the USSPACECOM history section) and information from the USSPACECOM command historian.

Information Sources for Specific Issues Unique to USSPACECOM: A variety of sources were queried in exploring USSPACECOM issues, including an extensive range of texts, periodicals, personal interviews and INTERNET. Emphasis was given to incorporating the latest information available and to covering a variety of opinions. Finally, all photos included in the ToolBook are either US Government owned or public domain.

Methodology

The methodology incorporated in the development of the USSPACECOM ToolBook mirrored that of the USCENTCOM and USSPACECOM products. Because USSPACECOM is a functionally based command, specific country studies are not included. Instead, emphasis is given to organizational and mission description and current and future command issues. The USSPACECOM ToolBook design also incorporates the ACSC ToolBook template standard and incorporates speed of execution, standardized presentation format, and concentrates on useful information. Photographs and charts enhance points made and issues of concern. The final product is an interactive command ToolBook which we feel presents the user a comprehensive, informative, and unclassified overview of United States Space Command.

USSPACECOM Overview

USSPACECOM, with headquarters at Peterson AFB Colorado, is a functional combatant command with an AOR which encompasses the entire world. Space Command oversees three service specific commands: Army Space Command (USARSPACE), Naval Space Command (NAVSPACECOM) and Air Force Space Command (AFSPACECOM). It also includes one functional component (SPACEAF) and Joint Task Force Cheyenne Mountain Operations (JTF-CM). The command was activated 23 September, 1985 to consolidate all military space efforts under the direction of one commander-in-chief. USSPACECOM provides joint employment of military force and operational support to other unified commands, providing these functions through the performance of four primary missions: space support, force enhancement, space control and force application.

USSPACECOM ToolBook Outline

The USSPACECOM ToolBook is designed to provide the reader an overview of United States Space Command and the issues facing the command today and in the future. The hypertext book is divided into eight chapters which give the reader a working knowledge of Space Command's History, Functions, Component Commands, relationship to NORAD, Missions, Issues, and ToolBook General Information.

Chapter one, USSPACECOM provides an introduction and command overview. The command's stand-up, mission and manning are briefly discussed.

Chapter two deals with the history of the USSPACECOM. Many photographs and animation models are presented along with the history behind the development of the command's emblem.

Chapter three, "Functions," explores the staff functions within the unified command. The chapter outlines the top-level organizational design of the command and the functions and missions of each of the primary offices.

Chapter four, Component Commands, details the missions, roles, and functions of Air Force Space Command, Army Space Command, and the Naval Space Command.

Chapter five, NORAD, lists the mission of NORAD and its relationship with USSPACECOM.

Chapter six, Missions, explores the missions of force enhancement, space support, space control, and force application that USSPACECOM performs to provide functional support to the other unified commands.

Chapter seven, Issues, explores the ramifications of four issues confronting the space business today. Current unclassified literature was used for these issues, and

extrapolations into the future were conjectured. The authors attempted to present the issues neutrally, allowing the reader to form an independent opinion as to possible solutions and ramifications.

Chapter eight, "General Information," contains several "help" pages regarding the general design of hypertext books, as well as specific hints and tips on using the USSPACECOM ToolBook. The chapter also includes an index and bibliography.

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Vita

Frederick M. Alexander (USN): CDR Alexander is a Naval Aviator. He earned his Bachelor of Science in Civil Engineering, and was commissioned through Navy ROTC from the Virginia Military Institute in 1980. He has had three squadron tours flying the P-3C ORION at Jacksonville FL and Brunswick ME, where he served as Patrol Plane Commander, Mission Commander, and Instructor Pilot. He has served on Joint Task Force Middle East and Patrol Wing staffs. He earned a Masters in Human Resources Management from Troy State University in 1994 and is a 1994 Air Command and Staff College Distinguished Graduate. He is currently the Chief of Joint Warfare Studies at ACSC.

Marian J. Brown (USAF): Maj Brown received her Bachelor of Science in Transportation and Business in 1977. She entered the United States Air Force and received her commission through Officer Training School at Lackland AFB--Medina Annex, TX, in 1981. She is a senior instructor navigator with twelve years of flying time in the KC-135A/R. After an initial tour at Dyess AFB, TX, she served in numerous staff positions including chief of mission development and as wing executive officer for the 42nd BMW, Loring AFB, ME, where she earned her Masters in Business Administration - Aviation from Embry-Riddle Aeronautical University. She also served as chief, training flight instructor navigator, flight commander, chief of current operations, and chief of plans and tactics, McConnell AFB, KS before her selection to attend Air Command and Staff College at Maxwell AFB in Montgomery, AL. Following ACSC she is assigned to

J-5 (Plans and Policy directorate), USTRANSCOM at Scott AFB, IL with an interim assignment at the Armed Forces Staff College (AFSC) in Norfolk, VA.

Gregg Clark (USAF): Major Clark enlisted in the United States Air Force in 1974 and received his commission through Officer Training School in 1982. He received a Bachelor of Science in Business Administration from the University of South Carolina, in 1981, and a Master of Science in Logistics Management in 1987 from the Air Force Institute of Technology. He served tours at Tactical Air Command on the Manpower Studies and Analysis Team; Aeronautical Systems Division in acquisition logistics; and at Strategic Air Command as Chief, Logistics Composite Modeling Branch. Prior to attending ACSC Major Clark was assigned to the J1 staff at United States Strategic Command. After graduation from ACSC, Major Clark will be assigned to HQ USAF/PEP.

Kristine M. Clifton (USAF): Maj Clifton received her commission in the United States Air Force from the Air Force Academy in 1982, earning a Bachelor of Science degree in Humanities. She served five tours in the communications-computer systems arena, both tactical and fixed-based. She earned her Master of Arts degree in Human Resource Management and Personnel Administration from Golden Gate University in 1986. She completed Squadron Officer School in 1985 and is a 1994 distinguished graduate of the Advanced Communications-Computer Officer Training Course. She is currently a student at the Air Command and Staff College. Upon completion of her ACSC tour she will be assigned as Commander, 28CS at Ellsworth AFB, SD.

Christopher E. Coley (USAF): Major Coley entered the Air Force after graduation from The Citadel in 1981 with a Bachelor of Science Degree in Business Administration. Following pilot training, he attended KC-135 training at Castle AFB, Ca. He spent six years flying five different models of the Boeing C-135 airframe before returning to the Combat Crew Training School as a flight instructor. Assignments at two different Numbered Air Forces in the operations training and standardization divisions preceded his Air Command and Staff College attendance. He completed a Master of Arts Degree in Public Administration with Ball State University in 1989. Major Coley is a senior pilot with more than 3,000 flying hours. Upon completion of ACSC, he will attend C-5 qualification training at Altus Air Force Base, Oklahoma with a follow-on assignment to Dover Air Force Base, Delaware.

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Cecilia H. Eifert (USAF): Lt Colonel Eifert received her commission in the United States Air Force through the Reserve Officer Training Corps in 1976 at the University of Southern California, along with a Bachelor of Arts degree in Journalism. She holds a Master of Science degree in International Relations from Troy State University, Alabama. Her most recent tour was in the Intelligence Directorate at Headquarters U.S. Special Operations Command at MacDill Air Force Base, Florida. She has also served a tour as an Intelligence Officer with the 1st Special Operations Wing at Hurlburt Field, Florida. Her other Intelligence tours have been with Headquarters U.S. Transportation Command and Headquarters Military Airlift Command, both at Scott Air Force Base, Illinois, with Headquarters Fifth Air Force at Yokota Air Base, Japan, and with Headquarters 5th

Tactical Air Control Group, Osan Air Base, Korea. She is a graduate of Squadron Officer School and Armed Forces Staff College. She is currently serving in the Faculty Department, Air Command and Staff College.

Edward F. Greer (USAF): Major Greer received his commission in the United States Air Force through Officer Training School in 1980. After his initial three year tour in the 474th Tactical Fighter Wing at Nellis AFB, NV maintaining F-16s, he was assigned as an AFIT student to Parks College of St. Louis University where he graduated with honors with a second bachelor's degree in aerospace engineering in 1985. A four year tour followed at Vandenberg AFB where he worked launch facilities and launch operations for Space Shuttle and Titan launch vehicles, earned a Master Space Badge, and earned a Master of Science in Systems Management in 1988. In 1989 he started a four year tour at Los Angeles AFB where he served in the Upper Stages and Defense Support Program SPOs. After finishing in the top 10% of ACSC by seminar in 1993, he was assigned to instruct at ACSC in 1994. In December 1996 he will enter a PhD program in Management Information Systems for three years and return to Air Command and Staff College for a follow-on assignment in 1999.

Kip Haskell (USMC): Major Haskell received his commission in the United States Marine Corps through the Platoon Leaders Course in 1982. From 1983 through 1994, he has served in various command and staff billets within the Fleet Marine Force(FMF). His last FMF tour was as the Operations Officer, 1st Battalion, 9th Marines, 1st Marine Division, Camp Pendleton, CA. Following his tour at ACSC, Major Haskell will attend the School of Advanced Warfighting, Quantico, VA.

Robert H. Hendricks (USAF): Maj Hendricks received his commission in the United States Air Force from the Air Force Academy in 1980, earning Bachelor of Science degrees in International Affairs and History. A Master Navigator, he flew and instructed in the B-52 and, most recently, the B-1B. He earned a Master of Science degree in Human Relations and Management from Abilene Christian University in 1988. He completed Squadron Officer School in 1987 and is a 1994 distinguished graduate of Air Command and Staff College, currently serving as a faculty instructor in the Joint Warfare Studies division.



Mark A. Howell (USAF): Major Howell received his commission in the United States Air Force through Officer Training School in 1980. A career communications-electronics officer, he has had several assignments in MAC, SAC, AFSPACECMD, AFCC, USAFE, USEUCOM, and USSTRATCOM. He holds a Ph.D. and has numerous books and publications to his credit. Upon completion of his ACSC tour he will be assigned to HQ USAF/SCM at the Pentagon.

David A. Milewski (USAF): Major Milewski received his commission in the United States Air Force through Officer Training School in 1979. He received his Bachelor of Science in Biology from Villanova University in 1978, along with a graduate degree in Business Management in 1983 from Central Michigan University. He has served 3 tours as a KC-135 instructor navigator, one tour as an AFROTC instructor, one tour as a MAJCOM action officer, and is currently an ACSC instructor assigned to DEA. Major Milewski has completed Squadron Officer School, by correspondence and residence, and

Air Command and Staff College by correspondence, twice, in 1987 and 1994. Major Milewski was recently selected to pursue a degree in Marketing at the College of William and Mary in academic year 1995-97 with a follow-on assignment to ACSC in 1997.

Paul Moscarelli (USAF): Major Moscarelli received his commission in the United States Air Force through Officer Training School in 1981. He has logged 3100 hours in the B-52, and flew 27 combat missions during the Persian Gulf War. He earned an MBA from Rensselaer Polytechnic Institute in 1987 and an MPS (Master of Political Science) from Auburn University at Montgomery in 1992. He completed ACSC in residence in 1992 and is currently serving on the ACSC faculty as Chief of the Operational Structures Division.

Stephen R. Pettit (USAF): Major Pettit received his commission in the United States Air Force through Officer Training School in 1982. He received a BS in business administration from the University of South Carolina in 1978, and an MAS from Embry Riddle in 1989. He earned his pilot wings in 1983 and since has served as an aircraft commander, instructor, evaluator, and flight commander in ATC, SAC, and ACC. His most recent tour was: Commander, T-38 Companion Trainer Program, Offutt AFB, NE. Following completion of his Air Command and Staff College tour, Maj Pettit will serve as the commander of a Cadet Squadron at the US Air Force Academy, Colorado Springs, Colorado.

Bill Reese (USAF): Major Reese received his commission in the United States Air Force through the Reserve Officer Training Corps in 1980 and graduated from Louisiana State University with a BS degree in Electrical Engineering. He completed Undergraduate Pilot

Training in 1981, and flew F-15s at Elmendorf AFB from 1982 to 1985. He then became a T-38 photo/safety chase pilot at Edwards AFB where he earned a masters degree in Electrical Engineering from California State University at Fresno in 1988. He flew the Eagle again at Kadena AB from 1988 to 1991. Prior to attending ACSC, Major Reese served three years as a staff officer in the Air Combat Command Directorate of Personnel. Following his tour at ACSC, Major Reese will attend the School of Advanced Aerospace Studies, also at Maxwell Air Force Base.



Murray C. Roberts (USAF): Maj Roberts received his commission in the United States Air Force from Officer Training School in 1981, after earning a Bachelor of Science degree in Behavioral Science. A Senior Pilot, with nearly 3000 flight hours, he flew and instructed in the A-10, the T-38 and, most recently, the F-15E Strike Eagle. A combat veteran of 33 missions during DESERT STORM, he was awarded an Air Medal with two Oak Leaf Clusters. He completed Squadron Officer School in 1985 and Air Command and Staff in 1995. Upon completion of his ACSC tour he will be assigned to USCENTCOM at Macdill AFB, Florida.

Robert F. Scruggs (USA): Major Scruggs was commissioned in the United States Army through the Reserve Officer Training Corps in 1980. He served two tours as an Intelligence Officer with Infantry Divisions in the CONUS and Germany, one tour in the National Capitol region, and as a Battalion S-3 with a theater level Intelligence Brigade in Augsburg, Germany. Major Scruggs has completed the Army's Combined Arms and Services Staff School (CAS3) in residence and the Army Command and General Staff

College by correspondence. Major Scruggs arrived at Air Command and Staff College in July 1994 and is on assignment to Heidelberg, Germany in June of 1995.

Richard A. Schafer (USMC): Major Schafer was commissioned in 1980 through OCS. He attended U.S. Army field artillery school followed by numerous Fleet Marine Force and non Fleet Marine Force assignments including sea duty aboard USS Tripoli (LPH-10). He has served as a field artillery battery commander, battalion operations officer and battalion commander. Promoted 1 November 1992, Major Schafer will be going to the staff of Commander, Marine Forces Pacific at Camp Smith, Hawaii for duty as a plans officer following completion of Air Command and Staff College.

Nathaniel Stevenson, Jr (USA): Major Stevenson received his commission in the United States Army through the Reserve Officer Training Crop in 1979. His initial tour of duty was with the 7th Infantry Division (LT). Following his Advance Course he attended the Special Forces Qualification Course then the Defense Language Institute (Spanish) and was subsequently assigned to the 3rd Bn 7th Special Forces Group (ABN). He later commanded B Co 1st Bn (ABN) 508th Infantry and served on the USARSO staff. Prior to coming to ACSC he was a Battalion operations officer in the 193rd Separate Infantry Brigade. After ACSC Maj Stevenson will be assigned to C3I on the combined staff, 8th Army, U.S. Forces Korea, Seoul, Korea.

Bruce R. Sturk (USAF): Major Sturk received his commission in the United States Air Force through the Reserve Officer Training Corps in 1980. He received a Bachelor of Arts in Political Science from Norwich University as well as an Associate Science degree in Criminal Justice from Vermont College in 1980. Major Sturk holds a Master of Science

in Human Resource Management from Troy State University in Alabama. His assignments have been in Europe and CONUS in the areas of command and control operations. Major Sturk has had two tours as a squadron commander and is currently the Chief of Joint Warfare Studies Division at Air Command and Staff College (ACSC). Major Sturk is a graduate of Squadron Officer School and ACSC resident programs. He completed his assignment as Chief, Joint Warfare Studies Division at ACSC in March 1995 and is currently assigned to Air Combat Command, Langley Air Force Base, VA.

Thomas Thompson (USAF): Major Thompson received his commission in the United States Air Force through Officer Training School in 1980. His career in electronic warfare operations ranges from B-52 crew member to Director of Academics-Joint Employment Tactics School. His most recent assignment was with the Air Combat Command Inspector General. After completing Air Command and Staff College, Maj Thompson will be attending Armed Forces Staff College enroute to the Joint Intelligence Center Pacific Command(JICPAC), Pearl Harbor, Hawaii where he will serve as an Air Defense Analyst.

Mary Ann Tipton (USAF): Major Tipton received her commission in the United States Air Force through Officer Training School in 1984. She received a Bachelor of Science in Aviation from the University of Oklahoma in 1980. Major Tipton served two tours in Europe in command and control operations at a German Air Defense Center and as an Aggressor Controller in Great Britain. She is a graduate of Fighter Weapons School and served as tactics officer at a CONUS Air Control Squadron. Major Tipton joined the Air National Guard in 1990 and was the ANG project officer for counterdrug radar operations in USACOM and USSOUTHCOM areas of operation. She was assigned to Air

Command and Staff College in 1994 and received her Masters in Political Science from Auburn University at Montgomery concurrently while attending ACSC. Following completion of Air Command and Staff College, Major Tipton will be assigned as the Air National Guard Advisor to the Joint Chiefs of Staff, J-3/CNOD (Operations Directorate/Counter-Narcotics).