

INSCOM Journal



Summer 2008

As the battlefield changes and the world of military intelligence continues to evolve, so too must the Soldiers, Civilians and Family Members of the U.S. Army Intelligence and Security Command. This issue highlights how INSCOM's workforce is answering the call. (photo by Master Sgt. Andy Dunaway)

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Like a good neighbor

Summer 2008

BY Staff Sgt. Jason Cauley

INSCOM Public Affairs



Ground is scheduled to be broken in mid-August for the new Joint Use Intelligence Analysis Facility which will be located in Charlottesville, Va. (courtesy illustration)

You can't pick your family, but you can pick your neighbors ... well sort of.

Since the Base Realignment and Closure report was made into law Nov. 9, 2005, units throughout the Army have found themselves saying goodbye to old friends and communities and saying hello to new ones.

For some the transitions have been a struggle, while for others the moves have led to predominately positive results. As ground is set to break on the construction of a new Joint Use Intelligence Analysis Facility in Charlottesville, Va., the Defense Intelligence Agency is trusting that the latter will be their experience.

"It's going to be great," said Phillip Roberts, DIA chief of staff. "We are getting a high quality neighbor."

The facility, which will be adjacent to the National Ground Intelligence Center, is currently projected to be completed by 2010 and ready to welcome more than 800 inhabitants from DIA in 2011. Though the move is still more than two years away, NGIC and DIA personnel have been in planning discussions since 2005 and continue to meet regularly to assess their progress. According to NGIC, their new neighbors will only enhance the country's intelligence abilities.

"The synergy gained by co-locating the like intelligence functions of DIA and NGIC to support the war fighter and national leadership is certainly an advantage," said A. Wade Woolfrey, Jr., NGIC chief of staff.

Roberts echoed Woolfrey's statement adding that the continuity of operations will benefit both parties. "I can't think of anyone we'd rather partner with," said Roberts.

That partnership will be close-knit as NGIC is planning to relocate approximately 220 analysts into the new facility bringing the total count for the building to more than 1,000 people. However, neither party is expecting to feel cramped in their new four-story workplace. The current blueprints project the facility to be around 170,000 square feet.

“There should be plenty of room for everyone,” said Deborah Massenburg, project manager, Army Corps of Engineers, Norfolk District. “It will be a state-of-the-art facility.”

As with any move of this magnitude, preparation is often the key to success. Roberts said DIA certainly understands the importance of this and the agency is already working with the personnel who will be required to transfer to Charlottesville.

“We are dealing with each individual on a case-by-case basis,” said Roberts. “The more you communicate, the more you get out front of any issue, the better it goes.”

One area where DIA is well out front is with the city of Charlottesville. DIA has been in close contact with the city’s chamber of commerce for some time and continues to build relationships through their office.

“We found the chamber of commerce especially welcoming,” said Roberts. “They’ve really been bending over backwards for us.”

For the city of Charlottesville, the prospect of more than 800 professionals relocating to Albemarle County is cause for excitement.

“We are absolutely thrilled at the prospect of those families relocating to Charlottesville,” said Jay Crawford, director of communications, Charlottesville Chamber of Commerce. “I don’t know very many people in the community who aren’t looking forward to their arrival. We welcome them all.”

Before the area’s new arrivals can be swept away by their welcome party, the facility itself must be built, wired and furnished.

But with ground-breaking scheduled for mid-August and all parties continuing to come together on the project, the end is not only in sight, but an anticipated success as well.

“Having a good relationship all around is imperative,” said Massenburg. “And so far there has been a real free-flowing exchange of ideas and information.”

As BRAC becomes further realized each passing year, it becomes increasingly apparent that successful realignments all have a common thread; teamwork and solid communication.

If the parties involved in the transition of DIA to Charlottesville continue at their current level of cooperation, not only will they make excellent colleagues in the country’s intelligence efforts, but they may also find that they have really good neighbors.

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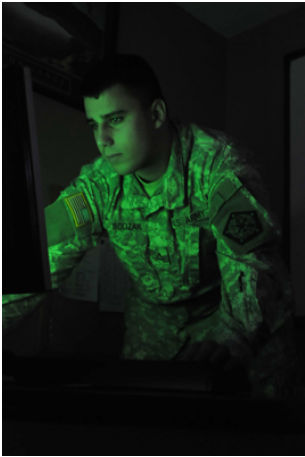
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The Art of War

Summer 2008

BY Sgt. J. TaShun Joyce'

704th MI Brigade



Thanks to Foundry, Soldiers like Pfc. Dana Bodzak, a signals intelligence analyst, 704th MI Brigade, can support real-world operations by providing critical intelligence to his deployed counterparts. (photo by Staff Sgt. Luke Burke)

In ‘The Art of War,’ undoubtedly one of the world’s oldest and most popular texts about military strategy, Sun Tzu wrote “What enables the wise sovereign and the good general to strike and conquer, and achieve things beyond the reach of ordinary men, is foreknowledge.”

Although the battlefield has dramatically changed since the days of Sun Tzu in the 6th century B.C., this principle remains at the forefront of warfare. Many things deemed impossible, unimaginable, or perhaps even witchcraft are at the disposal of any military entity with willingness to embrace today’s technological advances.

In the signals intelligence community, providing foreknowledge to SIGINT Soldiers preparing to deploy is the responsibility of the Army Technical Control and Analysis Element, 742nd Military Intelligence Battalion, 704th Military Intelligence Brigade, and the primary mission of its SIGINT Foundry program.

Signals intelligence is derived from communications, electronics, and foreign instrumentation signals, said Chief Warrant Officer 2 Joe Koschmeyer, Foundry action officer, Army Cryptologic Operations.

“The 704th MI Brigade executes Foundry through engagement with tactical leaders, intelligence training integrated with unit deployment and training schedules, and through the establishment of Garrison Cryptologic Activities,” said Rosa I. Callender, executive officer, Army TCAE. “They enable SIGINT Soldiers to conduct overwatch and integrate into missions before deploying to theater.”

The result is Soldiers trained as they're expected to fight and Army units fully enabled with the power of the national intelligence system behind them, Callender said.

Though there are a large number of moving parts that make up the SIGINT Foundry program, there are only four main objectives.

"Foundry enables tactical SIGINT analysts to sharpen and retain perishable skills, develops and maintains target knowledge in a Soldiers' projected deployed area of operations, provides unit leaders with the understanding of SIGINT capabilities, reporting, and the deployment signals environment, and ensures that all deploying units are prepared to conduct effective SIGINT operations," said Chief Warrant Officer 3 Kevin Peppers, SIGINT Foundry program manager. "SIGINT Foundry is more than training and operations – it's Soldiers at their home stations providing support to cryptologic centers and deployed units. It keeps our Soldiers in the fight," Peppers said.

An essential element of training provided within SIGINT Foundry is its use of Mobile Training Teams and Live Environment Training to actively engage tactical units in order to conduct overwatch operations and directly support commanders in theater prior to deployment.

"Overwatch operations give the Soldiers an opportunity to learn about their target set prior to deployment and to develop the skills necessary for a successful mission," Callender said.

Mobile Training Teams are particularly important as training consists of educating commanders on how to train their SIGINT Soldiers and leaders culminating with a unit-specific training plan including tactical overwatch, Callender added.

"Tactical overwatch consists of enhanced situational awareness, fusion analysis, targeting, term analysis and studies that flow directly to the supported unit," Callender said. "It can be conducted from any location where there is resident expertise, stability, data access, advanced software tools and critically enabling communications."

Through tactical overwatch, Soldiers support real-world operations while training and provide dedicated focused intelligence to the forward force, Callendar said.

"We needed a way to train our Soldiers using the current technologies and troop training procedures being used on the battlefield," Peppers said.

In the past there was little uniformity in the way units were trained prior to deployment, leaving a number of Soldiers unfamiliar with the equipment used during deployments, making them unable to properly perform their duties, Peppers said. Thanks in large part to SIGINT Foundry and Garrison Cryptologic Activities, these Soldiers are now more prepared once they hit the ground.

"If our people weren't motivated to do things the way they should be done, none of this would matter," Koschmeder said.

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American fighter

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BY Brian Murphy
INSCOM public affairs



Sgt. Michael Stevens throws up his hands in defense as instructor Sgt. Jason Armour moves in to strike during 116th MI Group combatives training. (photo by Staff Sgt. Christopher Fincham)

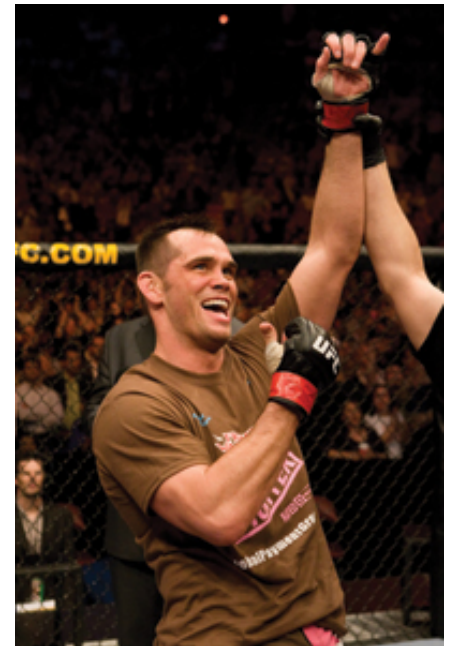
For far too long, Soldiers learned outdated hand-to-hand combat techniques during basic training and not much else, unless the Soldier was an infantryman or in a similar career field.

More recently, thanks to the realization that the battlefield has changed, combatives and mixed martial arts have become much more common throughout the Army.

“The Army’s combatives program came from Brazilian Jiu-Jitsu and was implemented because the Army was trying to transition more into an urban environment,” said Sgt. Jonathan Carde, platoon sergeant, Headquarters and Headquarters Company, U.S. Army Intelligence and Security Command. “And let me tell you, this is 150 times better than the old hand-to-hand combat.”

While parents discourage children from emulating violence on television, mixed martial arts came from an unlikely source.

“It’s actually what Bruce Lee practiced,” said Sgt. 1st Class David Green, academic director for broadcast operations, broadcast operations and maintenance department at the Defense Information School, Fort Meade, Md. “Jeet Kune Do



(courtesy photo)

Meet Rich Franklin

Summer 2008
BY Brian Murphy
INSCOM public affairs

You have a record of 23-3, and you’ve been a UFC middleweight champion. Just what kind of time do you have to put in to last for five five-minute rounds during a title fight?

“A lot more than people realize,” Franklin said. “I’m a 33-year-old athlete, so at this point in my career it’s not about training hard, it’s about

was Bruce Lee's own invention. It encompassed Kung Fu, western style boxing punches, and some ground wrestling, some Judo throws. So really, when you say mixed martial arts, the first person to take it to this level was Bruce Lee."

Although Lee was the founder, credit for the mainstream attention mixed martial arts receives today belongs to Ultimate Fighting Championship, the largest MMA promotion in the world. In the early 90's, UFC was created as a tournament to find the world best fighter, regardless of fighting style.

"It wasn't until the first Ultimate Fighting Championship, when someone said 'Let's take all these different styles and see which one is the best,'" Green said. "But for the first five or six UFC fights, people went in there and fought with only their one specific art. The Taekwondo guy only used Taekwondo. The Kung Fu guy only used Kung Fu. The Jiu-Jitsu guy only used Jiu-Jitsu. After a while, it all began to evolve into what we now call mixed martial arts."

Having been a UFC fan for nearly a decade, curiosity began to creep into Green's mind. Could he do the moves his favorite fighters perform during a typical fight?

"I never really had the desire to do it myself because I watched it on television and thought 'that looks painful,'" Green said. "But when I became certified in Army level one combatives, I realized that as long as you know what you're doing, it doesn't hurt too bad."

While combatives led Green to become more interested in mixed martial arts, he stresses there is a huge difference between the two.

"Combatives are the system used in actual warfare," he said. "The concept is to keep you alive and to inflict as much pain as humanly possible on your enemy, whereas mixed martial arts is a sport with rules and restrictions. In combatives there are no rules. The only rule is survival."

While fundamentally there are major difference between mixed martial arts and combatives, both are widely popular throughout the military.

"Combatives and mixed martial arts are extremely popular in the Army right now," Carde said. "We're actually working to get instructors to come here and teach level one and level two classes for the company."

Another appealing aspect to servicemembers is the fitness aspect that comes with combatives and mixed martial arts.

"I thought I was in shape until I did one half hour workout," Green said. "I quickly realized I was in nowhere near the kind of shape compared to those guys."

Green, who never had problems meeting the Army's height and weight standards, dropped 15 pounds in his first few months of mixed martial arts training. While he found himself in better shape, he wasn't quite ready to take on UFC champions like Georges St-Pierre, Anderson Silva or B.J. Penn.

training smart. You can't put in six hours every day – your body can only take so much abuse. You also have to put a lot of effort into nutrition and things like that. It's a lifestyle."

How many broken bones and injuries have you suffered during your professional career?

"I had my nose broken by [Anderson] Silva," Franklin said. "And I broke my hand, but that's about it. I've torn some ligaments in my ankle, but honestly, I've done more damage to myself playing basketball in my free time."

You've spent some time with the Army, including USO tours to the Middle East and visiting wounded troops at Walter Reed. Why?

"Whether you support the war or not, the fact of the matter is you have a ton of people being shipped over to the Middle East who won't see their families for a year at a time," he said. "When people are making these sacrifices, I feel the least I can do is go to Iraq or a military base and visit them."

“I tell people that after about six months of training, you know just enough to get your butt kicked in a bar fight,” Green said. “That’s about all you know – just enough to start a fight, but you don’t necessarily know enough to finish it. The time frame is individual specific, but it takes a long time to get to the point where you can crawl into the ring, roll around with someone and be able to hold your own.”

One of the most common reasons newcomers take to mixed martial arts and combatives is to build self confidence.

“Let’s face it; nobody’s signing me to a UFC contract any time soon,” Green said. “But I’ve been in situations in my life where I’ve been threatened with knives or guns, and where I’ve been beat up because I’m the little guy. The confidence comes from knowledge – not from anything else. I now know how to handle myself if I find myself in that situation ever again.”

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They have names

Summer 2008
BY Tina Miles
902nd MI Group



1st Sgt. Christopher J. Grisham shows They Have Names to Lt. Col. John Stromberg, commander, 308th MI Battalion. (photo by Tina Miles)

More than 4,500 servicemembers have been killed in Iraq and Afghanistan since the Global War on Terrorism began in 2001.

Too often the names and lives of the fallen are reduced to numbers. They were men and women who volunteered to serve their country and paid the ultimate sacrifice in its defense.

They were individuals who had their own dreams and families and friends. Each was one-of-a-kind, and one Soldier is determined to ensure they are each remembered as such.

1st Sgt. Christopher J. Grisham, Company B, 308th Military Intelligence Battalion, Redstone Arsenal, Ala., has created and maintains a Web site called They Have Names, to honor Soldiers and memorialize friends lost in the GWOT.

On his Web site he does not focus on his fallen comrades' deaths, but rather their lives and dreams. He turns each number into a name with photos and stories from families, friends, co-workers and anyone else who knew that specific Soldier.

Grisham began his quest two years ago, on May 30, 2006, when he opened the newspaper and read about the tragic deaths of two CBS news crewman killed in Iraq and one correspondent that was seriously injured. Practically every media outlet carried the same story in the same manner. The names of the journalists and reporter were published or broadcast and extensive biographies were given, and each story ended with, "and one American Soldier was also killed."

From CNN, to MSNBC, to The Washington Post and New York Times, even across the globe to the China Daily newspaper, stories of bravery and heroism of the journalists were told. Each ended with a similar, simple mention of "another U.S. Soldier."

Grisham decided then and there to make it his personal mission to find out the name of this Soldier and everything about him. This particular Soldier, who was alongside the journalists, was Capt. James Alex Funkhouser, and his history was the first of many posted in Grisham's Web site dedicated to the memory of those killed in action.

Grisham's quest is not an easy one. Each story takes approximately a month to complete.

"I cannot and don't do this by myself," he said. "I've enlisted a few fellow writers and researchers. No one gets paid for any of this."

Among those volunteers are writer, John Pieslack and researcher and friend, Sue Tottle.

"Sue keeps me motivated, she is the consummate Soldier supporter," said Grisham.

When Tottle first found out about Grisham's intentions, she begged to be included.

"This is [Grisham's] baby and we all work to round out his efforts," said Tottle. "It is the most amazing thing that I have ever had the privilege to have worked on. At They Have Names, we take painstaking care to make sure that our heroes are much more than a number. We celebrate the life they lived and the person that they were through the eyes of those who knew them best."

The Web site is designed to remind the viewer that each person was a father or mother, a son or a daughter, a husband or wife, someone's best friend, pride and joy, or someone's everything. Tottle said the Web site also gives a voice to those who may not have had otherwise had one adding, "It is with pride and honor that each of us who works on it humbly offers their stories."

In addition to posting their biographies, Grisham gives each Soldier's family a memorial coin that bears a folded flag on the front, as a small token of his gratitude and remembrance for that individual.

Ultimately, he hopes to expand the site to pay tribute to all those who gave their life for this country.

"Currently we are writing about those who lost their lives in this war," said Grisham, "but ideally I'd like to eventually include any fallen service member."

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Back to school

Summer 2008

BY Chris Anderson

Special to 66th MI Group



The 66th MI Group and Mercyhurst College have developed a partnership that benefits both parties. The unit gets independent insights from the students, while the students get feedback analysts and decision-makers. (photo by Mark Fainstein)

When Jim Schoenhaar, approached Mercyhurst College two years ago about an academic partnership, he wasn't quite sure what to expect.

"We wanted to establish an outreach program with an academic institution," said Schoenhaar, a senior analyst with the 66th Military Intelligence Group in Germany. "But we didn't know what the students could do with the real-world problems we wanted to give them."

Two years and two successful large-scale strategic projects later, the questions have been answered.

"The students do outstanding work," said Matt Herbert, an analyst with the 66th MI Group and current manager of the outreach program. "We get their unique, independent insights on some tough problems and they get feedback and mentoring from professional analysts and decision-makers."

Approaching Mercyhurst College made sense. The college, located in Erie, Pa., is the home of the Institute for Intelligence Studies, which prepares students for potential careers as intelligence analysts in national security, law enforcement and business intelligence.

Founded by Robert Heibel, former deputy director of counterterrorism for the FBI, the program is more than 16 years old, and has more than 400 undergraduate, graduate and graduate certificate students in its resident and online courses.

According to James Breckenridge, director, department of intelligence studies, "Our program focuses on learning to actually do intelligence analysis, so the partnership with 66th MI Group seemed like a natural fit."

The first group of students to work with the 66th MI Group successfully completed an analytical report in 2006 gauging the prospects for regional ethnic conflict that would arise from the independence of Kosovo. Following this success in the fall of 2007, the unit pursued its most recent project with Professor Kristan J. Wheaton's strategic intelligence class.

Herbert, on behalf of then 66th MI Group commander, Col. Todd Megill, tasked four MCIIS student analysts to produce an estimative report to fulfill a simulated intelligence requirement – the potential growth of an Islamic insurgency in Russia's North Caucasus region. The report had to highlight what was likely to happen in advance of the 2008 Russian elections and was to include estimates of the quantitative and geographic growth of the violence. Additionally, he sought an assessment of the capabilities of the Russian military and security forces to combat the insurgency. With the oversight of Wheaton, the students gained critical insights by actively communicating with a real-world decision-maker as they developed their "terms of reference," or formal statement of the intelligence requirement. The simulated intelligence requirement, the terms of reference, and the final product were based exclusively on open-source information.

Mercyhurst professors designed the course to act as a bridge between the classroom and the real world of intelligence analysis. As a result, the analysts had to manage most aspects of the project themselves including creating deadlines and accounting for the work they needed to complete. By delegating work within the team, the analysts developed group and individual skills that can apply to any area of analysis they encounter in the future.

The final interactive product incorporates the student's estimative reports, a link analysis chart of the command structure of the North Caucasus insurgency, as well as individual assessments for Chechnya, Dagestan, Ingushetia, and Kabardino-Balkaria.

Based on a quantitative and geographic analysis of insurgent attacks during the previous year, the students estimated that the insurgency in the North Caucasus would remain active and would maintain its current level of operations in Chechnya and Dagestan while continuing to shift and increase operations westward over the next 12 months toward Ingushetia and Kabardino-Balkaria. The students also concluded that government officials and Russian security forces within each republic would remain largely ineffective in combating the known insurgency strategies and alleviating the socio-economic problems of the region.

In the final reports, the analysts provided the 66th MI Group with not only key findings but also detailed narrative assessments of each republic, interactive violence database maps, and shorter reports on Russian effectiveness, political, military and demographic conditions in each republic.

"These kinds of projects ensure that MCIIS students enter the intelligence profession already attuned to our business culture," said Herbert. "A lot of seasoned analysts have had to adjust to this virtual mode of collaboration in mid-career, but Mercyhurst's students will have already lived it before they even enter the workforce."

With the success of the second team of MCIIS intelligence analysts, the 66th MI Group and Mercyhurst intend to continue the cooperative educational partnership.

"The partnership of the 66th MI Group and Mercyhurst College is one of lasting value," said Megill. "It exposes academicians and their students to thorny intelligence issues and at the same time provides us with a fresh look at enduring issues using the latest analytical techniques. This partnership is a win-win for all involved and one that we hope will endure for many years to come."

(Matthew Herbert contributed to this article).

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