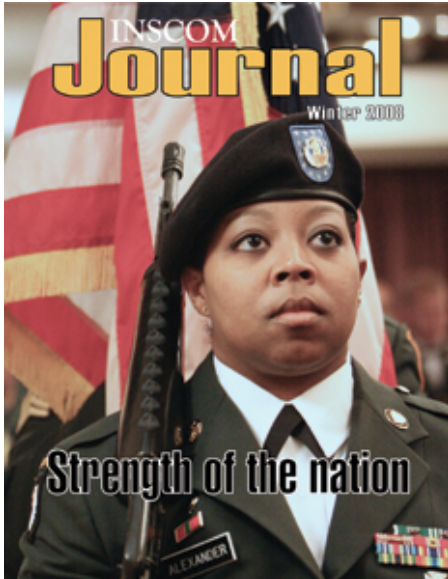


# INSCOM Journal



## Winter 2008

The concept of “Army Strong” describes not only Soldiers, their Families and Army Civilian employees, but also embodies the moral and physical strength that has kept the United States a free nation since the Revolutionary War. (photo by Tina Miles)

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Back in 1971, a group of high-school football players brought together a city in a rare example of children teaching tolerance to their parents, as depicted in the 2000 Disney movie, “Remember the Titans.” Nearly 40 years later,

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Sgt. 1st Class Cisco L. Johnson just isn't capable of flying under the radar. Johnson has a habit of gaining attention in whatever he puts his mind to - whether playing college baseball, becoming a drill sergeant or filling his current role as the 513th MI Brigade's equal opportunity advisor... [More](#)

# INSCOM Journal

## Measured success

Winter 2008

BY Staff Sgt. Jason Cauley

INSCOM Public Affairs



MASINT is a technically-derived intelligence that uses electronic equipment to collect and measure the sound, temperature, and radiation emitted by a target. Advanced Geospatial Intelligence is an intelligence discipline that, simply put, describes what is where on the planet. Both support deployed Soldiers worldwide, national agencies and the scientific and technical intelligence community. (photo by Staff Sgt. Jason Cauley)

One gust of wind and it was readily apparent that this was one of those mornings when most people would rather curl up under the covers and stay in bed until the temperature warms.

With a digital video camera used primarily for collecting audio in hand, and not so much as a bird in the sky, Sgt. 1st Class James Orr, an imagery analyst with the Joint Intelligence Operations Center, U.S. Pacific Command, stood there, with his face in the wind, scanning the sky for any sign of an aircraft at Davison Airfield, near Fort Belvoir, Va., the morning of March 5.

“This is great,” said Orr, with more enthusiasm than could reasonably be expected. “It’s been an eye-opening experience. Really, it has been awesome.”

Suddenly the whirl of helicopter propellers could be heard. Orr and the 15 other Soldiers and Civilians spread around the airfield that morning suddenly trained their audio and thermal infrared cameras on their target.

They were now collecting.

The group was in week nine of the 10-week Measurement and Signature Intelligence and Advanced Geospatial

Intelligence Collection and Analyst Course offered by the U.S. Army Intelligence and Security Command.

“The course is designed to teach the fundamentals of collection and exploitation of MASINT and AGI in support of the Global War on Terrorism,” said Staff Sgt. Jack Williams, course instructor.

MASINT is a technically-derived intelligence that uses electronic equipment to collect and measure the sound, temperature, and radiation emitted by a target. AGI is an intelligence discipline that, simply put, describes what is where on the planet. Both support deployed Soldiers worldwide, national agencies and the scientific and technical intelligence community.

“When you go through your basic [military occupational specialty] schools you get a hint of this kind of information, but here you actually get hands-on, in-depth training,” said Williams. “You leave better able to produce, analyze and interpret information for your commander, and that’s what they really need.”

The course is funded through Project Foundry and INSCOM, assistant G-3 operations and training. It is entirely free for intelligence Soldiers. Soldiers who complete the course will earn an Additional Skills Identifier. For one of original developers of the course, Chief Warrant Officer 3 Robert Wise, Training and Doctrine Command, U.S. Army Intelligence Center, Fort Huachuca, Ariz., the fact that the course continues to thrive is a source of great pride.”

“I think it’s a great thing,” said Wise. “There is a science to it, but it’s also an art.”

Wise said the course was born out of necessity. As MASINT technology progressed, Wise, then stationed at the 66th MI Group and later at Headquarters INSCOM, took note that training on the numerous collection systems was unstructured at best. He began by writing standard operating procedures along with task, conditions and standards for operating the equipment and training MASINT.

“I saw a need and tried to fill it,” said Wise. “There was a big short fall at that time.”

His efforts, combined with a select few INSCOM personnel, eventually led to the development of the course in 2001.

“It was tough at first. There were a lot of hurdles,” said Wise. “The first class had five people.”

Today the course capacity is 24, and due to demand, the course is now being offered three times a year. The interactive, paperless course continues to evolve with each class.

“We change as technology changes,” said Williams, who is approaching his third year as an instructor. “We are producing more and spending less. We’ve tripled the amount of people we can teach on a regular basis, the course materials are all online, and we are now able to offer training through our mobile training team.”

Through Project Foundry, the military training team will now deliver an on-site three-day “primer” course to any intelligence Soldier in U.S. Army Forces Command units, with deploying personnel given priority.

“Right now we are prepared to do about 12 or so a year,” said Williams, of the MTT course. “It’s a good education. You get an overview of everything that’s going on and how you can get to it. If you need additional resources, now you have an understanding of MASINT, points of contact and the knowledge you need to access those resources.”

The instructors continue to ensure the course is not only technologically current, but also academically challenging. Testing and quizzing the students begins almost immediately and doesn’t let up throughout the course.

“Actually the course was harder than I expected. As soon as we hit the ground it was study, study, test, test,” said Orr. “But the instructors are awesome. They keep you on your toes. They teach you how to think outside the box.”

Wise, despite being one of the originators of the course, was going through this time as a student. Though he attempted several times to complete the course as an auditor, deployments and time constraints never allowed him to complete it until now.

“I guess it is kind of gratifying to see some of the blood, sweat and tears pay off,” said Wise. “Can it grow? Can it be even bigger? I hope so. Ideally, I’d like to see it become an MOS someday.”

For now, Wise and others will have to settle for the ASI and a course that continues to grow and offer further intelligence to the community of military intelligence.

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# INSCOM Journal

## Meeting of the minds

Winter 2008

BY Staff Sgt. Jason Cauley

INSCOM Public Affairs



Sgt. Maj. of the Army Kenneth O. Preston answers questions regarding Army transformation during his visit to the INSCOM Senior Leader Conference at Fort Belvoir, Va. Jan. 18. Seated next to Preston, Command Sgt. Maj. Joseph Paul, command sergeant major, INSCOM, led the four-day conference which involved the participation of the senior noncommissioned officers from each of INSCOM's major subordinate commands. (photo by Bob Bills)

What do you get when you put a dozen command sergeants major in a room and tell them to discuss Soldier and unit issues? A dozen points of view that all have one thing in common; they're all correct.

That joke could've become reality when the senior enlisted leader from each of U.S. Army Intelligence and Security Command's major subordinate commands descended upon Fort Belvoir, Va., for this year's Senior Leader Conference Jan. 15-18.

Instead what took place was an exchange of ideas and thoughtful perspectives aimed at addressing the issues and challenges currently facing INSCOM and its units.

"This is the first time that we've tried something like this; at least in the last few years," said Command Sgt. Maj. Joseph Paul, INSCOM's command sergeant major, who hosted the event. "This is the first time the CSMs assembled to work through significant issues in the command with a senior NCO focus."

Building, deploying and sustaining the INSCOM team was at the heart of this year's conference. For many senior leaders, coming together provided the opportunity for them to realize many of the challenges they were facing were not exclusive to their respective units.

This was certainly the case for Command Sgt. Maj. Kelly Hunter, command sergeant major, 704th MI Brigade, who said the conference gave her "a better understanding of the other major subordinate commands' missions and the common threads between their missions and ours."

This was one of the major reasons for the conference, explained Paul. “I think they all learned that they are not in this alone and their peers are experiencing the same challenges,” said Paul. “I hope they take away the perspective that while they must take full ownership of their own unit, they must also take the big picture into account as well.”

Challenges such as manning and resources were common among the leaders. Through the conference, insight into these and many other issues were given with the intent to illustrate that big picture. For Command Sgt. Maj. Lloyd Thornton, command sergeant major, 513th MI Brigade, the conference did just that.

“All INSCOM units are busy and in the fight daily,” said Thornton. “Everyone is short Soldiers and resources, and INSCOM assigns Soldiers based on the overall mission, which was well explained by the INSCOM command sergeant major.”

After three days of exclusive INSCOM business, the group seemed more than prepared to discuss more wide-spread Army issues when Sgt. Maj. of the Army Kenneth O. Preston paid a visit to the conference. Everything from new uniforms to the future of the NCO schools to the length of deployments was discussed. The opportunity to speak directly to the sergeant major of the Army wasn’t lost on anyone in the room.

“Having the sergeant major of the Army come talk to the senior NCOs in INSCOM was exceptional,” said Paul. “They were able to hear the Army-level perspective straight from the SMA’s mouth. They even got to provide input on what will be the new Class A uniform.”

Thornton echoed Paul’s statements saying the issues discussed with Preston offered great insight and would be useful when answering the “Why?” questions that Soldiers and leaders are asking at the unit level.

Before he departed, Preston minced no words in his opinion of the quality of work coming from INSCOM.

“INSCOM is doing a magnificent job,” he said. “There is no question in anybody’s mind of your contributions and what you’re doing for the Global War on Terrorism.”

After Preston departed, Paul had the opportunity to address the leaders a final time. He thanked them for their attendance and made this promise to the group: “My vow to you is that I will communicate more and better with you.”

Several days after the conference, after all the sergeants major returned to their home stations with what Paul hoped a renewed vigor for the challenges and victories ahead, he reflected on the men and women who attended.

“We have some extraordinarily talented brigade and group CSMs right now. They are well positioned to lead our formations through transformation while we continue to provide the best support to the war efforts in Operation Iraqi Freedom and Operation Enduring Freedom,” he said. “They have the skills required to train, deploy and sustain our intelligence formations while ensuring the care of our Soldiers, Civilians and Families.”

So what do you get when you put a dozen command sergeants major in a room and tell them to discuss Soldier and unit issues? According to Paul, you get a room filled with some of the finest senior leaders in the Army.

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# INSCOM Journal

## The enemy within

Winter 2008  
BY Tina Miles  
902nd MI Group



Chief Warrant Officer 3 George T. Dawson, of the 902nd MI Group, was diagnosed with acute promyelocytic leukemia, commonly called APL, in 2004. (photo by Tina Miles)

It takes courage to come face to face with an enemy whom you are about to engage into battle, however, it takes a special courage to know you must fight an enemy you cannot see.

For Dawson, chief of the Technical Operations Branch, Company B, 310th Military Intelligence Battalion, 902nd MI Group, that enemy is leukemia and to fight and win takes an enormous amount of personal courage.

Dawson was diagnosed with acute promyelocytic leukemia (commonly called APL) while stationed in Kuwait in December 2004, just prior to his scheduled return to the U.S. He was flown to Landstuhl, Germany, then to Walter Reed Army Medical Center, Washington, D.C., where his diagnosis was confirmed by a bone marrow biopsy. He began chemotherapy treatments that same month.

Over the past few years, Dawson has been in remission three times, suffered from several relapses and has undergone various types of intense and often painful treatments. The leukemia he has is a malignancy of the bone marrow where there is a deficiency of mature blood cells in the myeloid line of cells and an excess of immature cells called promyelocytes. Basically, his bone marrow produces excessive immature white blood cells.

In January 2007, Dawson had an autologous bone marrow transplant, which consisted of extracting stem cells obtained from his remissive bone marrow and then given back to him after high-dose chemotherapy treatment, that killed the old marrow. The re-infused stem cells then restored his bone marrow that was destroyed by the high-dose therapy, and Dawson went into brief remission.

Dawson suffered a relapse from that treatment, and was given an allogeneic bone marrow transplant in November, 2007. This procedure was done using the bone marrow donated from his sister, Erica Reeder, whose tissue type matched



perfectly.

“I was the least likely family member to match, and turned out to be the perfect donor,” she said. “I was ecstatic. Tom has such a good outlook and he has always demonstrated the need to succeed – he never fails at anything, and this will be no exception.”

Throughout his entire ordeal, Dawson has maintained as positive an outlook as one could have enduring such battles.

“Each relapse is harder,” he said, “Especially this last one.”

While demonstrating great personal courage, Dawson admits he couldn’t do it alone.

“This is not something that has affected only me,” he said. “My family has been through emotional hell and has remained paramount throughout the entire ordeal. So has my unit.”

Dawson had over 15 years of military service when he was first diagnosed and the Army pushed to temporarily retire him until his condition was “cured.” He wasn’t ready for that, and was adamant about finishing his military career.

Dawson’s packet went before a medical board twice when they contacted his unit commander at the time, Lt. Col. Michael Simpson, who advised the board president “in no uncertain terms” to keep Dawson in the Army. Simpson told the president, “The Army needs him for all he has to offer....the unit wants him...and he wants us.”

Simpson said, “Dawson exemplifies personal courage in ways few can match, overcoming medical odds while giving 110 percent and leading from the front as the Army expert in his field despite medical opinions that he retire. Dawson’s personal courage made it possible to continue his successful career as an active duty counterintelligence professional.”

From his previous chain of command to his current one, Dawson said he couldn’t have been assigned with a more supportive bunch.

“I’d be remiss if I didn’t mention them,” he said. “I can’t say enough to thank each and every one.”

Sgt. 1st Class Susan Smith, NCOIC, and Capt. Susan Boujnah, commander, Company B, have taken their personal time to help the family when they needed it.

“They have been real friends to my daughters, Brittany and Elizabeth. My wife, Lynn, has been super strong, but the kids – well, teens are teens,” said Dawson. “Both Smith and Boujnah have been there for ‘girl time’ when the girls really needed that bonding.”

Smith considers what she did as nothing compared to what Dawson has done as her branch leader.

“He is the finest officer I have had the pleasure of working for,” she said. “Chief takes very personally the welfare of the Soldiers who have the honor of working for him and their mission.” Smith added that Dawson demonstrated great personal courage by having unquestionable faith in his Soldiers and their ability to uphold his expectations and vision for the branch when his battle with leukemia forced him into long absences.

Personal courage is one thing, Dawson noted, but you are never really alone in the Army. These have been some trying times and this has been a real roller coaster for Dawson.

“At some levels it has been fulfilling,” he said. “I have learned that there are a lot of people who care about me, and I have

learned what really counts.”

His military counterparts from all over the world have contacted him to say they are thinking about him and offering him support.

“I tell everyone that I talk to not to take anything for granted, especially the small stuff,” Dawson said. “And never pass up any family opportunity.”

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# INSCOM Journal

## Remembering the Titans

Winter 2008

BY Brian Murphy

INSCOM Public Affairs



Former T.C. Williams player Darryl “Blue” Stanton now works as a wage leader at the Defense Logistics Agency at Fort Belvoir, Va. Although it has been nearly 40 years since the Titans football team made a name for itself, Stanton and others still remain active in the Northern Virginia community. (photo illustration by Brian Murphy)

It’s 1971 in Alexandria, Va., and all of the juniors and seniors from Hammond High School, a predominantly white school, and George Washington High School, a predominantly black school, are federally mandated to transfer to T.C. Williams High School.

Although integration had been implemented decades prior, the situation in suburban Virginia turned volatile when successful high school football coach Bill Yoast is passed over at T.C. Williams in favor of equally-successful African American coach Herman Boone.

Instead of adding fuel to the fire, Boone and Yoast put their differences aside and worked together for the betterment of the football program. Following in their coaches’ footsteps, the black and white players learn to accept each other and work together throughout training camp and the regular season – culminating with a perfect 14-0 season and a state championship.

More importantly than any on-the-field success, that Titans team brought together a city in a rare example of children teaching tolerance to their parents, as depicted in the 2000 Disney movie, “Remember the Titans.”

Nearly 40 years later, members of the Titans football team are still doing their part with scholarships, speaking engagements and anything else they feel will continue to help the community they first touched back in 1971.

“We had no idea someone would want to come along 28 years later and make a movie about us,” said Darryl “Blue” Stanton, who was a defensive end on the Titans’ championship team. “But it was awesome, and I’m glad they did it. I’ve been able to use this vehicle as a platform to speak to a lot of the younger folks and try to guide them down the right path using what we experienced.”

One of the most common questions people ask Titans players is how a group of kids were able to overcome the racial issues plaguing the rest of the country at that time. Stanton points to the two weeks of training camp spent at Gettysburg, Pa., when the Titans players broke through the color barrier and began accepting their teammates for who they are.

“I remember when we went to camp and all the white players got on one bus, and all the blacks players got on another bus,” said Stanton, who now works as a wage leader at the Defense Logistics Agency at Fort Belvoir, Va. “Coach Boone made everyone get up off the bus and split everyone up by defense and offense. Whoever you were with would be your roommate for the duration of camp. That’s when we tried to bond and were able to become a team.”

Once at training camp, the players were faced with an ultimatum – get over their differences and focus on football or prepare to sit on the bench.

“Coach Boone would always say, ‘This is not a democracy, this is a dictatorship,’” Stanton said. “He was, and still is, a dictator. What he says goes. To this day, he still carries himself that way. He was a heck of a coach and a heck of a substitute father for us.”

While attitudes and prejudices began to change within the football team, the same could not be said for the rest of Northern Virginia.

“You knew your place,” said Wayne A. Sanders Sr., a running back on the Titans’ championship team. “The black community and the white community were definitely divided, and you knew there were certain places in town you didn’t go to.”

Even as a youth, Stanton refused to accept that some establishments would have segregated dining, forcing his family back near the kitchen area should they want to eat dinner out on the town.

“As a young guy I never understood that,” he said. “I would jump up and down and fuss at my mother asking why we couldn’t eat there or see a movie in a certain theater.”

Thankfully, the players knew they could turn to Boone for issues both on and off the football field.

“Those kids didn’t have anything to do with the consolidation of the schools, and some were just floating out there,” Boone said. “Many of the black kids, in particular, had never been a part of such a stressful situation. I stepped in for them when they needed someone to step in on their behalf. Even after they left high school, I tried to guide them into successful careers. So if they say that, then I am extremely proud to carry that tag.”

It’s with those same intentions that the Titan Foundation was established as a non-profit organization dedicated to helping high school students pursue post-secondary education.

“We’ve been fortunate enough to be able to give back to society ever since the movie came out,” said Stanton, the president of the Titans Foundation. “We also visit senior citizen homes, do public speaking engagements, and there have been a couple Christmases when we’ve been able to adopt families and help them out. We’ve done whatever we can to give back to the community.”

Reflecting on what that team meant to him personally, as well as the city of Alexandria, Boone doesn't mince words.

“It meant that the responsibility of embracing diversity rested in the hands, the minds and the souls of 16- and 17-year-old kids,” said Boone. “The world was watching these kids to see if, in fact, integration and embracing diversity works. Those kids are an important part of American history.”

As the country celebrates Black History Month, Boone and his players are proud that the 1971 T.C. Williams football team brought home more than just a championship trophy to suburban Virginia.

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# INSCOM Journal

## Be all that you can be

Winter 2008

BY Staff Sgt. Christopher Fincham

116th MI Group



Sergeant 1st Class Cisco L. Johnson, who was named INSCOM's Equal Opportunity Advisor of the Year, has managed to make a name for himself throughout his professional career. In addition to standing out as an EO advisor, Johnson also stood out as both a drill sergeant and baseball player. (courtesy photo)

Sgt. 1st Class Cisco L. Johnson, of the 513th Military Intelligence Brigade, was selected as the U.S. Army Intelligence and Security Command's Equal Opportunity Advisor of the Year for 2007.

The award honors the equal opportunity advisor who distinguishes himself in the contributions to human relations and equal opportunity in the Army, the individual commands and the local communities, and is added to Johnson's growing list of achievements – from both in and out of uniform.

After growing up in Dade City, Fla., Johnson went to school at St. Leo College in Southern Florida, where he excelled at baseball while studying sports management and education. While setting records in the NCAA's Division II in 1985 and 1986, he also played two seasons of minor league baseball in the Toronto Blue Jays organization.

"In college I set the Division II stolen base record," Johnson explained. "I was a leadoff hitter, I hit for power, I hit for average, and I had the steals."

But a baseball career wasn't in the cards for Johnson who was released by the Blue Jays near the end of 1987. At 21 years old, and his hopes of pro-ball having just been dashed, Johnson says the Army's "Be all you can be" slogan lead him out the door and to the nearest recruiting station.

“I was thinking what was I going to do, and literally the commercial was on. I saw the commercial, got up, and walked to the recruiting station. That’s really what got me in, be all you can be.”

Johnson says that being raised in a small house with a large family – mom, dad and five of his nine brothers and sisters – made dealing with some of the military amenities easy to adapt to.

“We were thankful for what we got,” Johnson said. “So being in basic training and being in a room with 15 different other people was no big issue. Waiting in long lines for things like food wasn’t a big deal.”

His first assignment was in Hawaii where he worked as an electronic warfare Morse code signal operator, a career field he picked for unique reasons.

“I picked it because I liked the title, that’s really the only reason. I’m a big War Games fan, and my MOS title was electronic warfare Morse code signal operator and I just liked the title of electronic warfare.”

As it worked out, he ended up enjoying much more than just the name of his job, even as he watched his specialty being slowly phased away.

“I loved copying code. I loved it ... doing what we did, sitting at rack with the headphones on, I just loved it, and that’s why I never changed MOS,” said Johnson. “Just dits and dots – put them together and make words and of course those words end up making sentences. I heard the talk of Morse code is eventually going to go away, and when I reenlisted I was thinking about changing it to 98C. But I just like Morse code so much I just ended up staying with it.”

After Hawaii, Johnson had assignments in Texas, Germany and Hungary before being stationed at Fort Huachuca, Ariz., in 2001. There he volunteered to lead advanced individual trainees as a drill sergeant, an experience that made him enjoy and appreciate the Army even more.

“I needed to do something to separate myself for promotion, so I volunteered for drill sergeant,” he said. “That was the best school – the best time of my life.”

“I hope this doesn’t sound cliché, but working with the Soldiers was the best part,” he said. “I loved working with the Soldiers. Getting them from the first day that they get off the bus from basic training, to the day of graduation and they’re about to go out to the military’s active force.”

While on the trail he excelled and eventually became the drill sergeant of the year at Fort Huachuca and later became a senior drill sergeant. Following his time molding the Army’s Soldiers, Johnson was interested in getting involved in the Army’s equal opportunity field.

“I wish I had had that training before I became a drill sergeant. I think that I was effective as a drill, but I would have been so much more effective,” said Johnson. “You’re dealing with people; you understand the schematics and the demographics of personnel and where they come from and why a person may act a certain way.”

And though Johnson doesn’t get to mold the next generation of Army Soldiers anymore, he understands that he plays an important role in his unit’s mission and in today’s Army.

“The EO program is important to the mission,” he said. “The warfighter mission can be hindered if you don’t pay attention to the human dimension of readiness.”

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