

CURRICULUM VITAE

Alfred S. Roach
Lieutenant Colonel, Military Intelligence
United States Army
Alfred.s.roach.mil@mail.mil
520-227-0909

Education

US Army School of Advanced Military Studies
Master of Military Arts and Science (MMAS), 2010

US Air Force Air Command and Staff College
Master of Military Operational Art and Science (MMOAS), 2009

University of Central Florida
Bachelor of Arts, General Studies, Minor Military Science, 1994

United States Army professional education

- US Army Cadet Command Pre-Command Course, Fort Knox, Kentucky, 2012
- US Army School of Advanced Military Studies, Fort Leavenworth, Kansas, 2010
- US Air Force Command and General Staff School, Maxwell Air Force Base, Alabama, 2009
- US Army Command and Staff School, Fort Leavenworth, Kansas, 2000
- US Army Counter-Intelligence Course, Fort Huachuca, Arizona, 2000
- US Army Military Intelligence Captain's Career Course, Fort Huachuca, Arizona, 1999
- US Air Force Airlift Planner's Course, Fort Carson, Colorado, 1997
- Airborne School, Fort Benning, Georgia, 1995
- Bradley Fighting Vehicle Leader's Course, Fort Benning, Georgia, 1995
- Infantry Officer Basic Course (Commandant's List), Fort Benning, Georgia, 1995

Current Position

July 2018-Present US Army Joint Modernization Command, Fort Bliss, Texas

Assistant Chief of Staff, G2

Senior Intelligence Officer for the Commanding General, responsible for leading a team of analysts and scenario developers with the mission to research and emulate emergent world-wide threat capabilities in support of exercises and simulations designed to test new equipment and warfighting concepts. Performs duties as the Assistant Chief of Staff, G2. Leads internal and external agencies and stakeholders to coordinate, plan, prepare, and execute U.S. Army Joint Modernization Command (JMC) intelligence requirements supporting Army modernization. Works with the test and acquisition communities to coordinate live and simulated intelligence architecture and threat aspects for the U.S. Army Joint Warfighting Assessment (JWA) exercises; works with the DA G2, INSCOM and ICOE to ensure current and relevant intelligence architecture, doctrine and capabilities are considered in planning and preparing for JWA. Responsible for building and maintaining relationships with CTCs and AWG to allow for the sharing of information and the incorporation of the emerging threats and capabilities into JWA exercises. Develops realistic, doctrinally-correct opposing forces (OPFOR) that portray the hybrid threat supporting the Decisive Action Training Environment (DATE) and conventional to asymmetric threats in support of JWA.

Professional and Teaching Experience

2014-2018 Department of Military Science, University of Florida, Gainesville, Florida and the University of North Florida, Jacksonville, Florida

Professor of Military Science

- Unit Commander and Department head of the US Army Reserve Officer Training Program at the University of Florida and at the University of North Florida. Responsible for managing the daily operations of 14 permanent military and civilian faculty on two campuses and oversight of nine different undergraduate courses.
- Supervised the efforts of 14 faculty members and staff responsible for teaching 180 cadets each year. Ensured course curriculum developed cadet critical thinking, writing, analysis, and speaking skills with regard to political, social, and economic issues while preparing them for service as Army officers.
- Primary instructor of the MIS 401 "The Army Officer" and MIS 402 "Company Grade Leadership" courses, as well as the US Military History Course.
- Alternate instructor of the MSL 101 Introduction to the Army and Critical Thinking, MSL 102 Adaptive Leadership and Professional Competence, MSL 201 Leadership and Decision Making, MSL 202 Army Doctrine and Team Development, MSL 301 Training Management and the Warfighting Functions, and MSL 302 Applied Leadership in Small Unit Operations courses.
- Guest lecturer, University of Florida Honors Program.
- Represented Army, Navy and Air Force programs to Vice Provost, Office of Undergraduate Affairs, as Military Science lead for 2017-2018 Academic Year

Jul 2012-January 2014 Department of Military Science, University of Texas at El Paso, El Paso, Texas

Professor of Military Science

- Unit Commander and Department head of the US Army Reserve Officer Training Program at the University of Texas at El Paso, Texas. Responsible for managing the daily operations of 11 military and civilian faculty and oversight of eight different undergraduate courses.
- Served as Military Liaison Officer for the University as part of the Vice-Provost for Strategic Initiatives Military Working Group
- Supervised the efforts of 11 faculty members and staff responsible for teaching 150 cadets each year. Ensured course curriculum developed cadet critical thinking, writing, analysis, and speaking skills with regard to political, social, and economic issues while preparing them for service as Army officers.
- Primary instructor of the MS 4301 "Adaptive Leadership" and MS 4302 "Leadership in a Complex World" courses.
- Alternate instructor for MS 1101 "Introduction to Leadership", MS 2202 "Foundations of Leadership", MS 3301 "Applied Team Leadership", and MS 3313 US Military History Course.

Jul 2010-July 2012 Intelligence and Security Command, Fort Belvoir, Virginia

G3 (Operations) Plans Officer

G3 Plans Officer for U.S. Army Intelligence and Security Command (INSCOM), consisting of 16 Major Subordinate Commands (MSC's) and Separate Reporting Activities (SRAs), which conducts Strategic and Echelon Above Corps multi-discipline intelligence operations in support of Strategic, Operational and Tactical Commanders worldwide. Assists the Director, G3 Plans Division and Branch Chiefs in the development of INSCOM Strategic, Transformation, and War Plans. Serves as the lead planner for defining and developing INSCOM and its MSC's operational concepts and supporting operational architectures. Forms and leads planning teams using both deliberate and crisis action planning processes in support of global intelligence operations. Serves as a subject-matter expert within HQs INSCOM on Army and Joint planning processes.

Jul 2009-July 2010 US Army School of Advanced Military Studies

Student

The Advanced Military Studies Program (AMSP) is a graduate-level education program of the School of Advanced Military Studies (SAMS). The vision for AMSP is to develop effective planners who help senior leaders understand the operational environment and then visualize and describe viable solutions to operational problems.

Jun 2008-July 2009 US Air Force Air Command and General Staff College

Student

The Air Command and Staff College (ACSC) is the United States Air Force's intermediate-level Professional Military Education (PME) school. ACSC prepares field grade or equivalent level commissioned officers of all U.S. military services to assume positions of higher responsibility within the military and other government organizations.

Feb 2007-Jun 2008 309th Military Intelligence Battalion, Fort Huachuca, Arizona

Battalion Operations Officer

Operations officer (S3) of the 309th MI Battalion, an Advanced Individual Training (AIT) Battalion, consisting of three training companies. Responsible for all aspects of training management of the Human Intelligence Collection (35M) and Counterintelligence Special Agent (35L) courses, with a combined annual throughput of nearly 2,000 students. Allocated and managed training resources and assets; developed and implemented training standards that were met or exceeded. Supervised training development, course management, course revisions, and future training initiatives. Coordinated and managed taskings from the Brigade, Installation, TRADOC and the Department of the Army. Responsible for leader development and employment of one Officer and five NonCommissioned Officers. Responsible for the management and maintenance of over \$100 thousand dollars of equipment.

2006 – 2007 Border Transition Team 4310, Diyala, Iraq

Brigade Senior Intelligence Advisor to Iraqi Border Police

US Military Advisor Brigade Executive Officer and Senior Intelligence Advisor to an Iraqi Border Police Brigade consisting of 1755 Iraqi Border Police Officers. Designed and taught classes to over 40 key leaders within the Brigade and its subordinate Battalions, while using Kurdish and Arabic translators to assist in delivering course material and practical exercises while in an active combat zone. Classes included Fundamentals of Intelligence, Intelligence Preparation of the Battlefield, Mission analysis, Pattern and Link Analysis, Targeting, Human Intelligence Operations and Collection Management.

2005 - 2006 Military Intelligence Officer Basic Course Cadre, FT Huachuca, AZ

Course Manager / Senior Instructor

Course Manager and Chief Instructor for the Military Intelligence Officer Basic Course (MIOBC) and the International Officer Intelligence Basic Course (IOIBC); developed, scheduled, coordinated and managed all modules of the program of instruction (POI); annually trained over 500 U.S. Army Officers, Department of the Army Civilians (DAC), and 30 International Officers (IO) in the art and science of tactical Military Intelligence doctrine; ensured all students were capable of succeeding as a Battalion Intelligence Officer or Assistant Battalion Intelligence Officer in preparation for combat; identified and incorporated new training initiatives into the Program of Instruction (POI) to maintain relevance with worldwide ongoing Army operations; ensured courses were properly resourced; supervised ten Captains, ten NonCommissioned Officers (NCO's) and nine civilian contract instructors; responsible for \$20,000 worth of equipment. Courses taught: Fundamentals of Intelligence Preparation of the Battlefield, Military Decision Making Process, Mission Analysis, Intelligence, Surveillance, and Reconnaissance Planning, Collection Management, Intelligence Support to Counterinsurgency, Link Analysis, and Targeting.

2004 - 2005 Military Intelligence Officer Transition Course Cadre, FT Huachuca, AZ

Course Manager / Senior Instructor

Course manager and chief instructor for the Military Intelligence Officer Transition Course (MIOTC) and the International Officer Tactical Intelligence Course (IOTIC); developed, scheduled, coordinated, and managed all modules of the program of instruction (POI); annually trained over 360 US Army branch detailed officers, Department of the Army Civilians (DAC), and 30 international officers (IO) in the art and science of tactical Military Intelligence Doctrine; ensured all students were capable of succeeding as a Battalion S2 or Assistant Brigade S2 in preparation for the MI Captain's Career Course (MICCC); identified and incorporated new training initiatives into the Program of Instruction in order to ensure relevance with worldwide ongoing Army operations; ensured courses were properly resourced; supervised one civilian contractor instructor; responsible for \$20,000 worth of equipment. Courses taught: Introduction to Intelligence Preparation Of the Battlefield, Military Decision Making Process, Intelligence, Surveillance, and Reconnaissance Planning, Collection Management.

2003 - 2004 Military Intelligence Captain's Career Course Cadre, FT Huachuca, AZ

Small Group Instructor

Small Group Instructor (SGI) for the Intelligence Support to Brigade Operations (ISBO) block of the Military Intelligence Captains Career Course (MICCC). Responsible for training, instructing, coaching, and mentoring over 500 MI Officers and Allied students annually in the critical tasks required to succeed as BN S2s, BDE S2s, and MI Company Commanders. Primary duties included classroom instruction based on current Army doctrine and the application of current, proven tactics, techniques, and procedures (TPPs). Reviewed and updated classes and lesson plans to ensure direct linkage between critical tasks, real-world operations, and the Contemporary Operational Environment (COE). Executed all training IAW the Program of Instruction (POI). Courses taught: Intelligence Preparation of the Battlefield, Military Decision Making Process, Mission Analysis, Collection Management, Intelligence Support to Counterinsurgency, Link Analysis, and Targeting.

2002 - 2003 HHSC 319th Military Intelligence Battalion, Fort Bragg, NC

Company Commander

Company Commander for a 125 soldier Airborne Headquarters and Headquarters Support Company in the 319th Military Intelligence Battalion (OPS)(ABN) that included the Army's only Common Ground Station Platoon. Responsible for the individual and collective training of soldiers in 21 different military occupational specialties. Responsible for executing the ground portion of the JST ARS contingency support mission through the deployment of CGS assets. Responsible for command and control of the Battalion's consolidated maintenance program, including maintenance for HHD, 525th MI BDE. Ensured that company personnel were ready to deploy worldwide with little or no notice. Responsible for safeguarding more than \$25 million worth of government property and ensuring a command climate that maximized the health, welfare, and morale of the soldiers and their families.

2001-2002 ACE, D Co, 110th Military Intelligence Battalion, Camp Bondsteel, Kosovo

HUMINT Analysis and Requirements Cell Officer-in-Charge

Humint Analysis and Requirements Cell Officer in Charge for Task Force Falcon, Kosovo Force 3B. Managed HUMINT requirements for Task Force commander; developed, deconflicted, and maintained Task Force HUMINT Collection Plan. Acted as Task Force G2X in his absence. Responsible for the receipt, analysis, briefing, dissemination, and database management of Human intelligence collection; created intelligence products to support multiple contingencies of a forward deployed multi-national brigade task force in a HUMINT intense environment; supervised and conducted intelligence training; integrated HUMINT into mission analysis and targeting processes; supervised seven soldiers in daily section operations; maintained and accounted for equipment valued in excess of \$10,000. Acted as Task Force HUMINT LNO to KFOR J2X, UNMIK Central Intelligence Unit, and other MNBs

2000-2001 ACE, A Co, 319th Military Intelligence Battalion, Fort Bragg, NC

Targeting Officer for XVIII ABN Corps Analysis and Control Element

Targeting officer for XVIII ABN Corps Analysis and Control Element with a mission of directing the analysis and production of intelligence in support of the Commander, XVIII ABN Corps, his staff, four combat divisions, one ACR, one COSCOM, and fifteen separate brigades. Supervised the development of the Corps targeting products; represented the ACE at targeting meetings, boards, and go/no go briefings in the Corps Deep Operations Coordination Cell (DOCC). Responsible for receiving, analyzing and disseminating intelligence from national, theater, and tactical platforms in support of deep, close and rear operations. Additional duties included working with the CI/HUMINT Analytical Support Element (CHASE) OIC to task and analyze HUMINT collection and advise the Corps leadership on the employment, capabilities, and limitations of CI/HUMINT collection.

1999-2000 XVIIIth Airborne Corps Artillery, Fort Bragg, NC

Deputy Assistant Chief of Staff for Intelligence

Deputy intelligence staff officer for the XVIII Airborne Corps Artillery with a mission of providing command and control for up to six field artillery brigades. Supported and advised the G2 and Corps Artillery staff on all intelligence and security issues. Supported the Commander with battlefield intelligence and targeting in his efforts to synchronize the activities of all organic and attached fire support assets. Responsible for receiving, analyzing and disseminating intelligence collected from national, theater and tactical platforms in support of deep, close and rear operations. Implemented and supervised information, personnel and physical security programs for Corps Artillery.

1998-1999 1st Battalion, 8th Infantry Regiment, Fort Carson, Colorado

Battalion Intelligence Officer

Battalion Intelligence Officer of an M2A2 equipped Mechanized Infantry Battalion capable of world wide deployment and combat ready upon arrival. Responsible for collecting, analyzing and disseminating combat information. Additionally, responsible for organizing and directing the commander's battlefield reconnaissance and surveillance collection assets. Conducted intelligence preparation of the battlefield (IPB) in support of the staff planning process. Supervised and trained the S2 section and the Battalion in all aspects of threat awareness. Principle staff officer for physical, personnel, operational and automated information security.

Publications and Scholarly Activities

Article: "Setting the Multi-Domain contested operating environment of Joint Warfighter Assessment 19 : Challenges and solutions to modelling tomorrow's fight with the tools and considerations of today's Army." Center for Army Lessons Learned Newsletter (Pending publication date)

Article: "Future Operating Environment-Europe: Command Crisis: Internally Displaced Persons Impacts to Maneuver from Multi-Domain Battle Inspired Threat Information Operations"; Center for Army Lessons Learned Newsletter 19-03 Dec 2018

Monograph: "Why Is The United States Losing The War Of Words In The Global War On Terror? Identifying Causes of Failure In U.S. Communication Strategy" MMAS, US Army School Of Advanced Military Studies, Ft Leavenworth, KS, 2010

Thesis: "Combating Hirabah: Understanding And Defeating Al Qaeda's Global Insurgency." MMAS, US Air Force Air Command and Staff College, Maxwell AFB, AL, 2009

Article: "Improving the Army's Design Approach (In Military Education)" Combined Arms Center Weblog, 8 Feb 2010

Uncredited Contributor to:

Goth, Tedd. "Smuggler's Guide To Border IPB." Military Intelligence Professional Bulletin, January-March 2007, 30-37

Jennings, Jeffrey and Gaddis, Jennifer. "Intelligence Support To Law Enforcement In Peacekeeping Operations." Military Police, September 2002

Professional Affiliations:

Department of the Army G2
Intelligence and Security Command
US Army Intelligence Center of Excellence
Army Futures Command
Army Future Concepts Center
School of Advanced Military Studies
Air Command and Staff College
Military Intelligence Corps Association
Association of the United States Army
Air Force Association

Military Qualifications

- Primary Specialty: All Source Intelligence Officer
- Secondary Specialty: Counter-Intelligence Agent
- Additional Skills: School of Advanced Military Studies Planner, Instructor, Parachutist, M2A2 Bradley Fighting Vehicle Commander, Infantry Officer

Awards & Decorations

- Outstanding Performer, Five Nominations, US Air Force Air Command and Staff College, 2009
- Outstanding Team Member, Three Nominations, US Air Force Air Command and Staff College, 2009
- Knowlton Award for Military Intelligence Excellence, 2008
- German Armed Forces Proficiency Badge, Gold, 2005
- Nominated By 304th MI Bn CDR for GEN Douglas McArthur Junior Officer Leadership Award FY04 and FY05
- Bronze Star Medal 2007
- Meritorious Service Medal 2003, 2008, 2012, 2018
- Army Commendation Medal 1999, 2000
- Army Achievement Medal 1995, 1996, 1996, 1997
- Global War on Terrorism Service Medal, 2003
- Global War on Terrorism Expeditionary Medal, 2005
- Combat Action Badge 2006
- Expert Infantry Badge 1995
- Army Parachutist Badge, 1995
- Distinguished Military Graduate, University of Central Florida, 1994