

Carla D. Bass, Colonel, USAF (Ret)
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Author of award-winning book, *Write to Influence!*, published in Jan 2017. Teaches her writing techniques in workshops tailored to a variety of audiences: business, government, and academic.

Office of the Director of National Intelligence (ODNI) (Jan 2008 – Jul 2013; Oct 2013 – Present)

Authored ODNI Executive Correspondence sent to multiple federal agencies and to Congress. At request of senior government officials, composed elevator speeches, talking points, and memoranda, much of which was subsequently incorporated into products sent to Congress. Regularly reviewed/revised technical reports and other products to ensure “congressional readability.” Developed content and messaging on several senior-level websites. Now serves as a division office manager, executive assistant to the director, event planner, task manager, tech editor, and project officer for ODNI submissions to the Federal Register. Now works with ODNI/National Counterintelligence and Security Center.

Retirement and 14 month hiatus (Oct 2006 – Jan 2008)

AF Advisor to Deputy Director for Human Intelligence (HUMINT), Defense Intelligence Agency (DIA) (Mar - Oct 2006)

Advisor on issues for all Air Force officers in DIA HUMINT. Reviewed hundreds of annual evaluation reports and promotion recommendations; revised, as necessary. Prepared packages for competitive school and promotion boards. Represented the Deputy Director on multiple promotion boards.

Chief, Eastern Europe/Eurasia Division, HUMINT Operations, DIA (Jul 2005 - Mar 2006)

Responsible for manning, operation, and funding of 21 Defense Attaché Offices. Wrote informational papers for senior US leaders preceding visits of foreign dignitaries.

Defense and Air Attaché, Bulgaria (Jul 2002 - Jul 2005)

Executed US defense policy objectives working closely with Bulgaria’s military forces. Represented Secretary of Defense (SECDEF); Chairman of the Joint Chiefs of Staff (CJCS); Secretary of the Air Force (SECAF); Chief of Staff of the Air Force (CSAF); Commander, European Command; and other senior leaders on US defense issues and programs in country. Lauded for her prolific, concise reports that provided timely, critical insight and were briefed directly to SECAF, CJCS, and CSAF.

Defense Attaché and Language Training (Jul 2001-Jul 2002)

Deputy Commander, Joint Intelligence Center (JIC), Strategic Command (Sep 2000 - Jul 2001)

Led 471 multi-service personnel in Department of Defense’s largest intelligence operation supporting nuclear deterrence and strategic war fighting. Directed national-level intelligence production used by senior US leaders and 8 combatant commands.

Commander, 694th Intelligence Group, Air Intelligence Agency (AIA) (Jul 1998 – Sep 2000)

Commanded 2,800 military, civilian, and reserve personnel in 7 squadrons assigned to the National Security Agency (NSA). Responsible for operating 6 dormitories, dining facility, gym, transportation fleet, legal and personnel offices, and other functions supporting personnel in the group. Created and launched numerous benchmark programs for professional development of assigned personnel.

Air Power Journal (Summer 1999) published her updated article, “*Building Castles on Sand—Underestimating the Tide of Information Operations.*” This study was subsequently cited in other published works – many international -- for years thereafter.

Director of Intelligence, Operation NORTHERN WATCH, Incerlik Air Base, Turkey (Mar - Sep 2000)
Deployed to direct intelligence operations supporting the Combined Task Force as it executed daily air patrols over northern Iraq. Generated and provided timely threat briefings prior to launch and time-critical updates during the missions.

Student, Air War College (Jul 1997 - Jul 1998)

Air War College published her paper, “*Building Castles on Sand—Ignoring the Rip Tide of Information Operations,*” as part of the prestigious program, the Maxwell Paper. Her paper also won the annual award from the DIA. (Maxwell Paper #15 was republished in 2012; now available on Amazon and many other web sites). This study was also subsequently cited by many other authors for years thereafter.

Chief of Staff Support, HQ Air Intelligence Agency (AIA) (Jul 1996 – Jul 1997)

Supported three general officers/civilian equivalents who led a worldwide organization comprised of 71 locations and 16,000 people. Supervised the Commander’s Action Group, Front Office administration, and protocol office. Composed two comprehensive handbooks used throughout the 400-person staff of HQ AIA. Established a professional development course for both junior officers and the mid-level enlisted force; taught leadership and professional writing courses within these curricula.

Commander, 324th Intelligence Squadron (AIA) (Jul 1994 – Jul 1996)

Commanded a unit of 480 personnel. Beyond assigned duties, created professional development courses for junior and mid-level enlisted corps, and junior officers. Composed a handbook for effective writing in the context of annual Air Force evaluations and submissions for Air Force award programs. Transformed the most “losing” unit on Oahu into “the one to beat,” demonstrated by her personnel regularly sweeping quarterly and annual All Air Force Hawaii competitive awards. Developed this handbook into an acclaimed course and taught regularly in Air Force fora across Oahu.

Division Chief, (AIA) (Jul 1992 – Jul 1994)

Led 30 personnel in the Pentagon responsible for in-depth analysis of adversary countries’ military forces, then writing and presenting briefings to the SECAF and CSAF and their senior staffs.

Division Chief, Special Security Office, HQ USAF (Jul 1990 – Jul 1992)

Led staff of 20 personnel providing personnel, administrative, and physical security assistance to HQ USAF customers in 52 facilities in the Pentagon and surrounding areas.

Executive Officer to HQ Strategic Air Command/Director of Intelligence; Executive Officer to Commander, 544th Strategic Intelligence Wing; Budget Officer (Jul 1983 – Jul 1990)

Intern – Air Staff Training Program (Jul 1982 – Jul 1983)

Selected for and participated in highly competitive internship program at the Pentagon.

Project Officer, Senior Gaze (Jul 1981 – Jul 1982), Osan AB, Korea

Lead for field testing prototype system.

Briefer to the Director, National Security Agency (Jan 1981 – Jul 1981)

Watch Officer, A-ROF, National Security Agency (Jul 1980 – Jan 1981)

Special Security Officer, HQ USAFE (Jul 1978 – Jul 1980), Wiesbaden, Germany

Education

- B.A., Russian Studies, Purdue University, West LaFayette, IN (Graduated Cum Laude)
- M.A., Public Administration, University of Oklahoma—Omaha, NE (4.0 GPA)