

Dr. Erica Hidalgo

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CURRENT WORK

Senior All Source Intelligence Instructor, Leidos • Adjunct Professor, Angelo State University

AREAS OF EXPERTISE

- Intelligence analysis • National security • Military operations • Contingency planning • Cultural studies •
 - Philosophical foundations of politics, security, and religion • Curriculum development •
- Graduate thesis & dissertation mentor • In-person, online, and mixed modality learning architecture •

EDUCATION

2023 Doctor of Education

Learning and Organizational Change

Baylor University, Waco, Texas

Dissertation: *The Hurting Hero and the Camouflaged Consort: A Qualitative Collective Case Study to Identify Limitations to Help-seeking Behaviors Among Active-duty Enlisted Servicemembers and their Spouses at Goodfellow Air Force Base*

2016 Master of Business Administration

Florida State University, Tallahassee, Florida

2004 Bachelor of Science

Liberal Arts, focus on Anthropology and Korean studies

Excelsior College, Albany, New York

2002 Bachelor of Arts

Anthropology

Hawai'i Pacific University, Honolulu, Hawai'i

2003 Associate of Arts

Korean

Defense Language Institute, Presidio of Monterey, California

2002 Associate of Science

Communications Applications Technology

Community College of the Air Force, Maxwell Air Force Base, Alabama

1999 Associate of Arts

Foreign Language, Korean emphasis

Monterey Peninsula College, Monterey, California

PROFESSIONAL EXPERIENCE

- 2024 – present** **Goodfellow Air Force Base, San Angelo, Texas**
Senior All Source Intelligence Instructor, Object Signature Analysis (OSA), Leidos
Designing, developing, and instructing Air Combat Command intelligence professionals on Object Based Production (OBP) fundamentals examining objects through the Target Signature framework of the physical, functional, cognitive, temporal, and environmental domains for holistic analysis of objects, providing Phase 1 Battle Damage Assessment (BDA) and Phase 2 near-real time Battle Damage Indicators (BDI) to support the rapid update of target status.
- 2023 – 2024** **Goodfellow Air Force Base, San Angelo, Texas**
Contingency Intelligence Network (CIN) Instructor, Integrity ISR, LLC.
Instructing intelligence professionals on Air Force CIN functions and responsibilities, blue-force capabilities, battlespace characterization, and Combat Intelligence Cell and Mission Planning Cell roles and responsibilities to maximize airpower success and aircrew survivability
- 2019 – present** **Angelo State University, San Angelo, Texas**
Adjunct Professor, Department of Security Studies and Criminal Justice
Teaching graduate and undergraduate courses in intelligence and cultural studies.
Courses taught:
- ISSA 6351 Emerging Technologies in Homeland Security
 - ISSA 6313 Intelligence and Counterterrorism
 - INA 3301 Context, Culture, and Intelligence: The International Dimension
 - INA 3304 The Intelligence Process: Consumers-Producer
 - INA 4300 Advanced Problems in National Security and Intelligence
 - INA 4301 Advanced Intelligence Analysis: How to Think in Complex Operating Environments
 - INA 4303 Capstone: Case Studies in Intelligence
 - CUL 2323 World Cultures
 - CUL 3310 Cultural Competence: Making Sense of the World
- 2019 – 2020** **Texas Veterans Commission, San Angelo, Texas**
Veterans Employer Liaison
Provided veteran-focused business consultation services to 13 Texas counties
- 2018 – 2019** **Goodfellow Air Force Base, San Angelo, Texas**
Lead Cryptologic Language Analyst Instructor
Designed course curriculum and trained intelligence professionals in Community College of the Air Force-accredited military intelligence courses.
- 2014 – 2017** **Goodfellow Air Force Base, San Angelo, Texas**
Intelligence Instructor
Developed lesson plans and taught distributed common ground station and

airborne operator cryptologic mission courses.

- 2013 – 2013** **Government Communications Security Bureau, Wellington, New Zealand**
Korean Language Analyst
Collected, analyzed, and produced 100% reporting in support of United States allied nation collection mission.
- 2010 – 2013** **Osan Air Base, Republic of Korea**
Intelligence Department Head/Ground Mission Supervisor
Directed Intelligence, Surveillance, and Reconnaissance missions to meet United States Forces, Korea requirements.
- 2006 – 2010** **National Security Agency, Fort George G. Meade, Maryland**
Multi-source Intelligence Analyst
Analyzed enemy intelligence and provided threat warning to tactical commanders.
- 2004 – 2006** **Osan Air Base, Republic of Korea**
Tactical Air Forces Operator
Provided threat warning to Joint Chiefs of Staff-directed reconnaissance missions.
- 2003 – 2004** **National Security Agency, Fort George G. Meade, Maryland**
Graphic Analyst
Gleaned foreign intelligence for weapons proliferation abuses and published findings throughout the Intelligence Community.
- 2000 – 2003** **Hickam Air Force Base, Hawai'i**
Regional Air Defense Analyst
Analyzed high-interest adversary activities and published comprehensive Intelligence Community quarterly reports.

REFERRED PRESENTATIONS

- Van Ittersum, C. & **Hidalgo, E.** (2023). *Navigating Cultural Differences in the Classroom*. ASU International Week Speaker Series. Angelo State University: San Angelo, Texas.
- Van Ittersum, C. & **Hidalgo, E.** (2023). *Meeting International Students Halfway through Cultural Awareness*. ASU Core Values Summit. Angelo State University: San Angelo, Texas.
- Hidalgo, E.** (2023). *Limitations to Help-Seeking Among Active-Duty Enlisted Servicemembers and Military Spouses*. Baylor Emerging Researcher Conference (BERC). Baylor University: Waco, Texas.
- Hidalgo, E.** (2021). *A Desperate Need for Change: Military Help Agencies are Not Helping and Troops are Dying*. Baylor Emerging Researcher Conference (BERC). Baylor University: Waco, Texas.

INVITED PRESENTATIONS

Hidalgo, E. (2022). *Camouflage in the Classroom: How to See Veterans' Strengths and Struggles*. National Distance Learning Week. Angelo State University: San Angelo, Texas.

Hidalgo, E. (2020). *Grit and Bear it: Pushing Forward, Breaking Stereotypes and Overcoming Challenges to Make it in the US Military*. Texas Business Women of San Angelo: San Angelo, Texas.

GRADUATE & DOCTORAL RESEARCH DIRECTION

Ashton, T. (2023). *Western Intelligence and Military Aid, Keys for Survival*. Angelo State University.
Role: Graduate Oral Comprehensive Examination Advisor and Committee Member.

Geary, G. (2023). *The Decline of Russian Information Potency in the Ukrainian Battlespace: Analysis of Russian Success Turned to Failure*. Angelo State University.
Role: Graduate Oral Comprehensive Examination Advisor and Committee Member.

Erickson, A. M. (2023). *Increasing the Resiliency of America's Agriculture Industry by Securing UAS Derived Agriculture Data*. Angelo State University.
Role: Graduate Oral Comprehensive Examination Committee Member.

Swanson, C. J. (2023). *Russia in Venezuela: A Threat to American National Security*. Angelo State University.
Role: Graduate Oral Comprehensive Examination Committee Member.

Richardson, S. (2023). *Pursuing a Nuclear Deal with Iran: An Analysis of 2015 Joint Comprehensive Plan of Action (JCPOA) Negotiations vs. 2021-2022 JCPOA Negotiations*. Angelo State University.
Role: Graduate Oral Comprehensive Examination Committee Member.

Caballero, R. (2023). *TikTok as a Threat to Military Installations as a Component of the Government Facilities Sector*. Angelo State University.
Role: Graduate Oral Comprehensive Examination Advisor and Committee Member.

Benjamin, J. (2023). *Times Have Changed Since 9/11 but the Intelligence Community Has Not: Is it Time for Intelligence Reform?* Angelo State University.
Role: Graduate Oral Comprehensive Examination Advisor and Committee Member.

Jones, T. G. II. (2022). *Intelligence Warning Anticipating Surprise: Iran and Military Intervention*. Angelo State University.
Role: Graduate Oral Comprehensive Examination Committee Member.

Satchell, L. R. (2023). *An Exploration of the Army's Diversity Culture: A Collective Case Study that Captures the Emotional Intelligence of Successful African American Male General Officers*. Baylor University.
Role: Peer Working Group Member.

Gillen, A. (2023). *A Multiple Case Study Exploring Educators' Perspectives on Charter School Climate: What Factors Really Matter?* Baylor University.
Role: Peer Working Group Member.

Pickard, M. D. (2024, Expected). *A Quantitative Correlational Study of Teacher Attitudes Towards Gifted Students and its Effect on Teacher Recommendation of Potentially Gifted Students*. Baylor University.
Role: Peer Editor.

Foston, U. Jr. (2024, Expected). *A Case Study of Barriers and Facilitators of Fourth-Grade Black Boys*. Baylor University.
Role: Peer Editor.

McFaddin Ordell, T. (2024, Expected). *How does "The Word" Work? A Qualitative Multi-Case Study Examining the Stages and Process of Change for Women of Color within the Transtheoretical Model in a Spiritual Mentoring Program*. Baylor University.
Role: Peer Editor.

Hunt Williams, A. (2024, Expected). *Exploring "Altruism Born of Suffering" in African American Survivors Aged 22 to 90 Concerning Non-Clinical U.S. Community-Based Programming: A Narrative Case Study*. Baylor University.
Role: Peer Editor.

HONORS, AWARDS, AND ACHIEVEMENTS

Meritorious Service Medal with one oak leaf cluster
Joint Commendation Medal
Air Force Commendation Medal with one oak leaf cluster
Air Force Achievement Medal with one oak leaf cluster
Joint Meritorious Unit Award
Air Force Outstanding Unit Award with Valor Device and three oak leaf clusters
Air Force Good Conduct Medal with four oak leaf clusters
National Defense Service Medal
Global War on Terrorism Service Medal

SPECIALIZED EDUCATION, TRAINING, AND CERTIFICATIONS

2023	Hinduism Through its Scriptures Certification, HarvardX, by correspondence
2023	Buddhism Through its Scriptures Certification, HarvardX, by correspondence
2023	Islam Through its Scriptures Certification, HarvardX, by correspondence
2023	Christianity Through its Scriptures Certification, HarvardX, by correspondence
2023	Judaism Through its Scriptures Certification, HarvardX, by correspondence
2022	Sikhism Through its Scriptures Certification, HarvardX, by correspondence

2022	Construction Trades Craftsman Level I Certification Howard County Junior College, San Angelo, Texas
2021	Heartsaver First Aid, CPR, and AED Certification American Heart Association, San Angelo, Texas
2019	Email Marketing Certification iMarketer School, London, by correspondence
2017	Angelo State University/Small Business Development Center Small Business Management Certification, San Angelo, Texas
2017	Intelligence Fundamentals Professional Certification (IFPC) Office of the Secretary of Defense, Pentagon, Washington, D.C.
2017	Computer-Based Instruction (CBI) Course Goodfellow Air Force Base, Texas
2017	Instructional System Development (ISD) Analysis, Design, Development, Implementation and Evaluation (ADDIE) Course Goodfellow Air Force Base, Texas
2016	Basic Instructor Course (BIC) Goodfellow Air Force Base, Texas
2015	Air Force Senior Leadership Course (Senior Non-commissioned Officer Academy; SNCOA) Maxwell Air Force Base, Alabama
2014	Leadership San Angelo San Angelo Chamber of Commerce, San Angelo, Texas
2014	Professional Manager's Certification Community College of the Air Force, Maxwell Air Force Base, Alabama
2012	Senior Enlisted Joint Professional Military Education (SEJPME) Department of Defense, by correspondence
2011	Intermediate Korean Course Defense Language Institute, Presidio of Monterey, California
2010	Army Senior Leadership Course Army Non-commissioned Officer Education System, by correspondence
2008	Air Force Advanced Leadership Course (Non-commissioned Officer Academy; NCOA) Maxwell Air Force Base, Alabama
2008	Basic Armenian Course Defense Language Institute, Presidio of Monterey, California

- 2001** Air Force Initial Leadership Course (Airman Leadership School; ALS)
Hickam Air Force Base, Hawai'i
- 1999** Korean Cryptologic Course
Goodfellow Air Force Base, Texas
- 1999** Basic Korean Course
Defense Language Institute, Presidio of Monterey, California

PROFESSIONAL ASSOCIATIONS

Kappa Delta Pi, Baylor University Beta Xi Chapter
Association of Former Intelligence Officers
Veterans of Foreign Wars (VFW)
Women Veterans Network (WoVeN)
All Veteran's Council of Tom Green County
Concho Valley Women Veterans' Association
San Angelo Chamber of Commerce Concho Cadre