

## ***Welcome***

Welcome to training with Jeanne M. Holm Center for Officer Accession and Citizen Development. Whether at OTS, AMS, or ROTC, you'll experience the finest training the Air Force has to offer. In addition, you'll work with outstanding individuals who will assist you in achieving your goals. You're embarking on one of the toughest personal challenges you'll face; upon completion of your respective training program, you'll be among the finest officers in the world.

During training, we will present you with many challenges and opportunities to excel. Always strive for knowledge and improvement and you will discover your capabilities are far greater than you ever imagined. We have confidence you'll find the inner strength to confront any barrier standing in the way of you and your goal.

We'll teach and counsel you; however, you must demonstrate the desire and determination necessary to succeed. This handbook contains valuable information that is beneficial to your performance; it will be instrumental to you throughout the entire training program. Seek out knowledge, take on new challenges and maintain your motivation, your focus, and a winning attitude. It's the key to your success in training and, ultimately, your career as an officer in the world's best Air and Space Force.

## ***Table of Contents***

Disclaimer: The contents of this book are NOT normally used for ACADEMIC testing purposes. Should any material found in this book contradict material found in any academic area student study guide (SSG), the material found in the SSG will take precedence for ACADEMIC testing purposes.

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### ***Air Force Vision***

The United States Air Force will be a trusted and reliable joint partner with our sister services known for integrity in all of our activities, including supporting the joint mission first and foremost. We will provide compelling air, space, and cyber capabilities for use by the Combatant Commanders. We will excel as stewards of all Air Force resources in service to the American people, while providing precise and reliable Global Vigilance, Reach and Power for the Nation.

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### ***Air Force Mission***

To fly, fight and win...in air, space and cyberspace.

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### ***Holm Center Mission***

We build leaders.

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### ***OTS Vision***

Protecting America's ideals one military leader at a time.

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### ***OTS Mission***

Produce leaders of moral character.

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### ***AMS Mission***

To empower and commission the finest officers in the United States Air Force ... officers who embody the Core Values of Integrity, Service, and Excellence ... officers who view themselves as Airmen first and serve as equal partners within the Total Force.

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## ***Oath of Office***

I, (Full Name), having been appointed a (Rank) in the United States Air Force, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office upon which I am about to enter, SO HELP ME GOD.

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## ***State Oath of Office (Air National Guard)***

I, (Full Name), do solemnly swear (or affirm) that I will support and defend the Constitution of the United States and the Constitution of the State of \_\_\_\_\_ against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I will obey the orders of the President of the United States and of the Governor of the State of \_\_\_\_\_; that I make this obligation freely without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office of Second Lieutenant in the Air National Guard of the State of \_\_\_\_\_ upon which I am about to enter, SO HELP ME GOD.

## ***The Honor Code***

“I will not lie, steal or cheat nor tolerate among us anyone who does.”

As an Air Force officer, you must lead by example, exemplify the characteristics of a leader, and demonstrate true integrity. Air Force standards are high; you must keep them there. Don't accept anything less from yourself and expect the same from those with whom you work and supervise. Your obligation to your country is higher than that of your peers. You will be forced to make difficult decisions--make the honorable choice. America is counting on you!

## ***Air Force Core Values \****

### **Integrity First**

Integrity is essential. It's the inner voice, the source of self-control and the basis for the trust that is imperative in today's military. It's doing the right thing when nobody's looking.

### **Service Before Self**

Military service is not just another job. It's an uncommon profession that calls for people of uncommon dedication. A leader unwilling to sacrifice individual goals for the good of the unit cannot convince other unit members to do so.

### **Excellence in All We Do**

Our mission often involves the risk of human life and sometimes, national survival. The obligation to excel is a moral obligation for members of a professional military force.

## *Tenets of Airpower \**

- 1. Centralized Control/Decentralized Execution.** Because of airpower's unique potential to directly affect the strategic and operational levels of war, it should be controlled by a single Airman who maintains the broad, strategic perspective necessary to balance and prioritize the use of a powerful, highly desired yet limited force.
- 2. Flexibility/Versatility.** Flexibility allows airpower to exploit mass and maneuver simultaneously. Versatility is the ability to employ airpower effectively at the strategic, operational, and tactical levels of warfare and provide a wide variety of tasks in concert with other joint force elements.
- 3. Synergistic Effects.** The proper application of coordinated force across multiple domains can produce effects that exceed the contributions of forces employed individually.
- 4. Persistence.** Air, space, and cyberspace operations may be conducted continuously against a broad spectrum of targets. Airpower's exceptional speed and range allow its forces to revisit wide ranges of targets nearly at will.

5. **Concentration.** One of the most constant and important trends throughout military history has been the effort to concentrate overwhelming power at decisive time and place. The versatility of airpower with its lethality, speed, and persistence makes it an attractive option for many combat tasks.
6. **Priority.** Commanders should establish clear priorities for the use of airpower. Due to its inherent flexibility, the demands for airpower may likely exceed available resources. If commanders fail to establish priorities, they can become ineffective.
7. **Balance.** Much of the skill of an air component commander is reflected in the dynamic and correct balancing of the principles of war and the tenets of airpower to bring Air Force capabilities together to produce a synergistic effect.

## ***10 Propositions Regarding Airpower***

1. Whoever controls the air generally controls the surface.
2. Air Power is an inherently strategic force.
3. Air Power is primarily an offensive weapon.
4. In essence, Air Power is targeting; targeting is intelligence; and intelligence is analyzing the effects of air operations.
5. Air Power produces physical and psychological shock by dominating the fourth dimension--time.
6. Air Power can conduct parallel operations at all levels of war, simultaneously.
7. Precision air weapons have redefined the meaning of mass.
8. Air Power's unique characteristics necessitate that it be centrally controlled by Airmen.
9. Technology and Air Power are integrally and synergistically related.
10. Air Power includes not only military assets, but an air and space industry and commercial aviation.

### ***3 Levels of Warfare \****

- 1. Strategic.** The level of war at which a nation or group of nations determines national or alliance security objectives and develops and uses national resources to accomplish those objectives.
- 2. Operational.** The level of war at which campaigns and major operations are planned, conducted, and sustained to accomplish strategic objectives within theaters or areas of operations.
- 3. Tactical.** The level at which battles and engagements are planned and executed to accomplish military objectives assigned to tactical units or task forces.

## ***The Code of Conduct***

### **Article I.**

I am an American, fighting in the forces which guard my country and our way of life. I am prepared to give my life in their defense.

### **Article II.**

I will never surrender of my own free will. If in command, I will never surrender the members of my command while they still have the means to resist.

### **Article III.**

If I am captured, I will continue to resist by all means available. I will make every effort to escape and aid others to escape. I will accept neither parole nor special favors from the enemy.

### **Article IV.**

If I become a prisoner of war, I will keep faith with my fellow prisoners. I will give no information, nor take part in any action which might be harmful to my comrades. If I am senior, I will take command. If not, I will obey the lawful orders of those appointed over me and will back them up in every way.

### **Article V.**

When questioned, should I become a prisoner of war, I am required to give my name, rank, service number, and date of birth. I will evade answering further questions to the utmost of my ability. I will make no oral or written statements disloyal to my country and its allies or harmful to their cause.

### **Article VI.**

I will never forget that I am an American, fighting for freedom, responsible for my actions, and dedicated to the principles which made my country free. I will trust in my God and in the United States of America.

The Code of Conduct for members of the Armed Forces of the United States was first promulgated by President Dwight D. Eisenhower on 17 August 1955. In March 1988, President Ronald Reagan amended the code with language that is gender-neutral.

## *Principles of War \**

1. **Unity of Command.** Ensures unity of effort for every objective under one responsible commander.
2. **Objective.** Direct military operations toward a defined and attainable objective that contributes to strategic, operational, and tactical aims.
3. **Offensive.** To seize, retain, and exploit the initiative.
4. **Mass.** Concentrate the effects of combat power at the most advantageous place and time to achieve decisive results.

5. **Maneuver.** Place the enemy in a position of disadvantage through the flexible application of combat airpower in a multidimensional combat space.
6. **Economy of Force.** Judicious employment and distribution of forces.
7. **Security.** To never permit the enemy to acquire unexpected advantage.
8. **Surprise.** Attack the enemy at a time, place, or in a manner for which they are not prepared.
9. **Simplicity.** Avoid unnecessary complexity in preparing, planning, and conducting military operations.

## ***Air Force Functions \****

**Counterair.** Offensive and defensive operations to attain and maintain a desired degree of air superiority. Operations conducted across all domains and determine the level or degree of air control. Air control describes a level of influence in the air domain relative to that of an adversary, and is categorized as parity, superiority, or supremacy.

**Counterland.** Operations against enemy land force capabilities to create effects that achieve joint force commander objectives. The aim of counterland operations is to dominate the surface environment using airpower. This is accomplished by two means: 1) air interdiction and 2) close air support.

**Command and Control.** The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission.

**Strategic Attack.** Offensive action specifically selected to achieve national security objectives. These attacks seek to weaken the adversary's ability or will to engage in conflict by striking the heart of the enemy.

## ***Air Force Functions \****

**Air Mobility Operations.** The rapid movement of personnel, materiel, and forces to and from or within a theater by air.

**Nuclear Operations.** Operations to organize, train, equip, and sustain forces with the capability to support the national security goals of deterring adversaries from attacking the US and its interests with nuclear arsenals or other weapons of mass destruction (WMD); dissuading competitors from developing WMD; assuring allies and partners of the US' ability to protect them; and holding at risk a specific range of targets.

**Space Operations.** Space operations involve space superiority and mission assurance. The essence of space superiority is controlling the ultimate high ground of space. However, space superiority is focused on mission assurance rather than dominating or "owning" space. The ultimate goal of achieving space superiority should be to maintain our own space capabilities when contested and ensure unhindered mission continuity through any conflict.

**Cyberspace Operations.** The employment of cyberspace capabilities where the primary purpose is to achieve military objectives or effects in or through cyberspace.

## ***Air Force Functions \****

**Global Integrated Intelligence, Surveillance, and Reconnaissance.** Provide intelligence to commanders and decision-makers at all levels, informing the decision making process.

**Personnel Recovery Operations.** Use of a combination of specially trained Airmen and unique equipment to recover any isolated personnel.

**Combat Support.** The capability to field, base, protect, support, and sustain Air Force forces across the range of military operations. Combat support enables airpower through the integration of its functional communities to provide the core effects, core processes, and core capabilities required to execute the Air Force mission.

**Special Operations.** Operations requiring unique modes of employment, tactical techniques, equipment and training often conducted in hostile, denied, or politically sensitive, clandestine, low visibility, conducted with and/or through indigenous forces, requiring regional expertise, and/or a high degree of risk.

***Chain of Command  
(Communication)***

The President of the United States of America

The Secretary of Defense

The Secretary of the Air Force

The Chief of Staff, US Air Force

Headquarters, US Air Force

Commander, Major Command

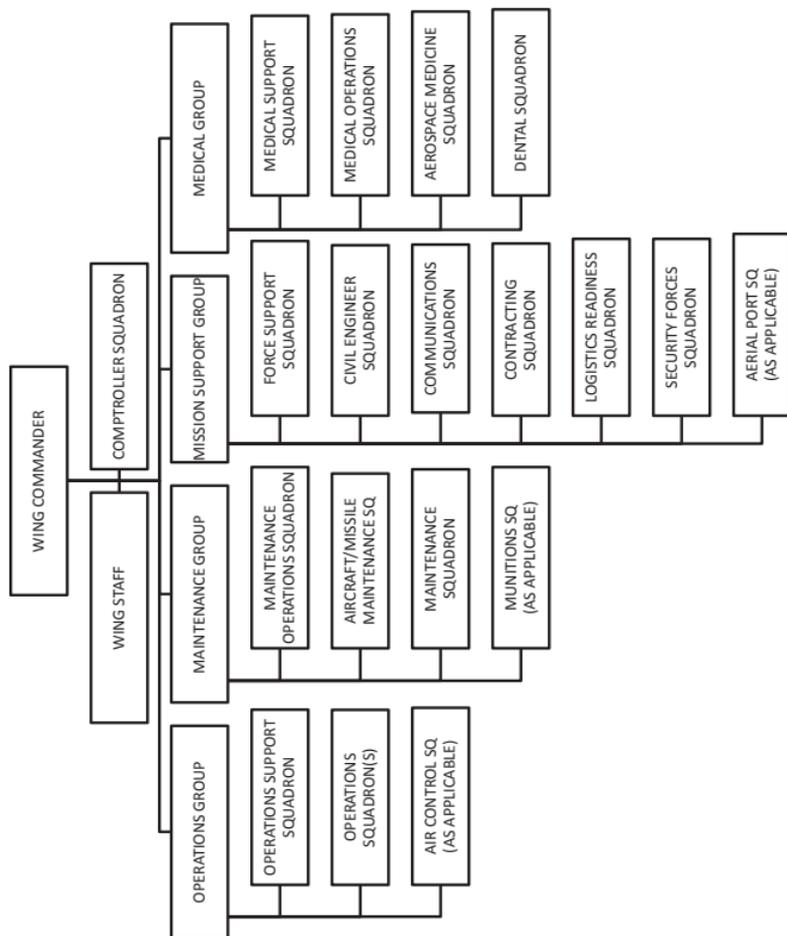
Commander, Numbered Air Force

Commander, Wing

Commander, Group

Commander, Squadron

## Typical Wing Structure



## ***USAF Chiefs of Staff***

Gen Carl A. Spaatz	26 Sep 47 - 29 Apr 48
Gen Hoyt S. Vandenberg	30 Apr 48 - 29 Jun 53
Gen Nathan F. Twining	30 Jun 53 - 30 Jun 57
Gen Thomas D. White	1 Jul 57 - 29 Jun 61
Gen Curtis E. LeMay	30 Jun 61 - 31 Jan 65
Gen John P. McConnell	1 Feb 65 - 31 Jul 69
Gen John D. Ryan	1 Aug 69 - 31 Jul 73
Gen George S. Brown	1 Aug 73 - 30 Jun 74
Gen David C. Jones	1 Jul 74 - 30 Jun 78
Gen Lew Allen, Jr.	1 Jul 78 - 30 Jun 82
Gen Charles A. Gabriel	1 Jul 82 - 30 Jun 86
Gen Larry D. Welch	1 Jul 86 - 30 Jun 90
Gen Michael J. Dugan	1 Jul 90 - 17 Sep 90
Gen John Michael Loh	18 Sep 90 - 29 Oct 90
Gen Merrill A. McPeak	30 Oct 90 - 25 Oct 94
Gen Ronald D. Fogelman	26 Oct 94 - 1 Sep 97
Gen Ralph E. Eberhardt	2 Sep 97 - 5 Oct 97
Gen Michael E. Ryan	6 Oct 97 - 5 Sep 01
Gen John P. Jumper	6 Sep 01 - 1 Sep 05
Gen T. Michael Moseley	2 Sep 05 - 5 Jun 08
Gen Norton A. Schwartz	12 Aug 08 - 10 Aug 12
Gen Mark A. Welsh III	10 Aug 12 - present

## ***History of the US Army \****

The United States Army was founded on 14 June 1775, by an act of the Continental Congress in response to the increased British military activity in the 13 Colonies. George Washington became our first Commander in Chief of the US Army. Today's Army is responsive and dominant at every point on the spectrum of conflict. They provide to the Nation an array of deployable, agile, versatile, lethal, survivable, and sustainable formations, which are affordable and capable of reversing the conditions of human suffering rapidly and resolving conflicts decisively. The Army's deployment is the surest sign of America's commitment to accomplishing any mission that occurs on land. Assigned to Major Commands throughout the world, these forces are organized under tactical units called corps, divisions, brigades, regiments, and smaller supporting units. The Army Vision: Relevant and Ready Landpower in Service to the Nation.

## ***History of the US Navy \****

The United States Navy was founded on 13 October 1775, and the Department of the Navy was established on 30 April 1798. For centuries, sea power has played a vital role in determining and supporting national strategies. We have progressed from sail to steam, to nuclear power; from guns to missiles; from biplanes to supersonic aircraft, to the space age. Still, sea power remains a fundamental factor in world strategy. Because of its great dependence on overseas sources for raw materials and because of its overseas allies, the US must maintain naval forces capable of controlling the sea lines of communication and projecting its sea power across the oceans. The Navy has several components: The Navy Department, the operating forces, including the Marine Corps, the reserve components, the shore establishment, and in time of war, the US Coast Guard. The mission of the U.S. Navy is to maintain, train, and equip combat-ready naval forces capable of winning wars, deterring aggression, and maintaining freedom of the seas.

## ***History of the US Marine Corps \****

On 10 November 1775, the Continental Congress passed a resolution directing, “two battalions of Marines be raised” for service as landing forces with the fleet. This resolution established the Continental Marines and marked the birth date of the United States Marine Corps. Serving on land and at sea, these first Marines distinguished themselves in a number of important operations, including their first amphibious raid into the Bahamas in March 1776, under the command of Captain Samuel Nicholas. Nicholas, the first commissioned officer in the Continental Marines, is also considered to be the first Marine Commandant. For organizational purposes, the Corps is divided into three broad categories: Headquarters USMC, the operational forces, and the supporting establishment. Seventy percent of all active duty Marines are assigned to the operational forces. The way in which the Marine Corps fights its wars is based on two operational concepts: maneuver and combined arms. The term “Marine” represents a national institution whose reputation and standing is in the hands of every Marine. As long as our nation exercises command of the seas, Marines will form the cutting edge.

## ***History of the US Coast Guard \****

The United States Coast Guard has its roots in the Revenue Cutter Service, started 4 August 1790. However, it did not gain its current name until it combined with the Lifesaving Service in 1915. The Coast Guard is the primary federal agency with maritime authority for the United States. The service's multi-mission approach permits a relatively small organization to respond to public needs in a wide variety of maritime activities and to shift emphasis on short notice when the need arises. The Coast Guard's four main mission areas are: Maritime Law Enforcement, Maritime Safety, Marine Environmental Protection, and National Security. In support of these four main missions, Coast Guard personnel perform the following jobs on a routine daily basis: aids to navigation, boating safety, defense operations, environmental response, marine licensing, port safety and security, search and rescue, and waterway management. The Coast Guard falls under the Department of Homeland Security and has participated in all major national conflicts.

## ***History of the Air National Guard \****

The Air National Guard (ANG) traces its history back to the establishment of the colonial militias of Plymouth in 1620. The National Guard has been flying since 1910, when a unit of the New York National Guard (now the 106th Rescue Wing) purchased the first National Guard airplane. The ANG was established as a separate component of the Air Force on 18 September 1947. Grounded in the US Constitution, the National Guard has unique dual state and federal roles. The Air National Guard's federal mission is to maintain well-trained, well-equipped units available for prompt mobilization during war and provide assistance during national emergencies, such as natural disasters. In addition, the ANG has total responsibility for air defense of the entire United States. When ANG units are not mobilized or under federal control, they report to the governor of their respective state, territory (Puerto Rico, Guam, Virgin Islands) or the commanding general of the District of Columbia National Guard. Each of the 54 National Guard organizations is supervised by the adjutant general of the state or territory. Under state law, the Air National Guard provides protection of life, property and preserves peace, order and public safety. Performing according to the highest professional standards of the Air Force, Air National Guard members embody its militia heritage and volunteer tradition.

## ***High Flight***

**By John Gillespie Magee, Jr.**

*Oh, I have slipped the surly bonds of earth  
And danced the skies on laughter-silvered wings  
Sunward I've climbed and joined the tumbling mirth  
Of sun-split clouds and done a hundred things  
You have not dreamed of wheeled and soared and swung  
High in the sunlit silence  
Hov'ring there, I've chased the shouting wind along and  
Flung my eager craft through footless halls of air  
Up, up the long delirious, burning blue  
I've topped the wing-swept heights with easy grace  
Where never lark, or even eagle flew  
And, while with silent, lifting mind I've trod  
The high untrespassed sanctity of space  
Put out my hand and touched the face of God.*

## *The Star Spangled Banner*

**By Francis Scott Key**

Oh, say can you see by the dawn's early light  
What so proudly we hailed at the twilight's last gleaming?

Whose broad stripes and bright stars thru the perilous  
fight,

O'er the ramparts we watched were so gallantly  
streaming?

And the rocket's red glare, the bombs bursting in air,  
Gave proof through the night that our flag was still there.

Oh, say does that star-spangled banner yet wave  
O'er the land of the free and the home of the brave?

On the shore, dimly seen through the mists of the deep,  
Where the foe's haughty host in dread silence reposes,  
What is that which the breeze, o'er the towering steep,

As it fitfully blows, half conceals, half discloses?

Now it catches the gleam of the morning's first beam,

In full glory reflected now shines in the stream:

'Tis the star-spangled banner! Oh long may it wave

O'er the land of the free and the home of the brave!

And where is that band who so vauntingly swore  
That the havoc of war and the battle's confusion,  
A home and a country should leave us no more!  
Their blood has washed out their foul footsteps' pollution.

No refuge could save the hireling and slave  
From the terror of flight, or the gloom of the grave:  
And the star-spangled banner in triumph doth wave  
O'er the land of the free and the home of the brave!

Oh! Thus be it ever, when freemen shall stand  
Between their loved home and the war's desolation!  
Blest with victory and peace, may the heav'n rescued land  
Praise the Power that hath made and preserved us a  
nation.

Then conquer we must, when our cause it is just,  
And this be our motto: "In God is our trust."  
And the star-spangled banner in triumph shall wave  
O'er the land of the free and the home of the brave!

## ***The Air Force Song***

Off we go into the wild blue yonder,  
Climbing high into the sun;  
Here they come zooming to meet our thunder,  
At'em boys, giv'er the gun!  
Down we dive spouting our flame from under;  
Off with one hell-uv-a-roar!  
We live in fame or go down in flame;  
Nothing'll stop the US Air Force!

Minds of men fashioned a crate of thunder  
Sent it high into the blue;  
Hands of men blasted the world asunder,  
How they lived God only knew!  
Souls of men dreaming of skies to conquer  
Gave us wings, ever to soar.  
With Scouts before and bombers galore,  
Nothing'll stop the US Air Force!

*Bridge: "A Toast to the Host"*

Here's a toast to the host  
Of those who love the vastness of the sky,  
To a friend we send a message of his brother men who fly.  
We drink to those who gave their all of old,  
Then down we roar to score the rainbow's pot of gold.  
A toast to the host of men we boast, the U.S. Air Force!

Zoom!

Off we go into the wild sky yonder,  
Keep the wings level and true;  
If you'd live to be a grey-haired wonder  
Keep the nose out of the blue! (Out of the blue, boy!)  
Flying men, guarding the nation's border,  
We'll be there, followed by more!  
In echelon we carry on. Hey!  
Nothing'll stop the U.S. Air Force!

## ***Always with Honor***

**By Don Alverson**

One full day  
encompassing all of life.  
To work, to learn,  
to know what one must know.  
Competition,  
never ending competition  
the kind which builds men's minds.  
One full day  
from birth 'til final call.  
When each new charge has passed,  
his duty taken.  
The Blue Corps is born again,  
with Pride,  
with Courage, and  
Always With Honor.

## ***Air Force Hymn***

Lord, guard and guide the men who fly  
Through the great spaces of the sky;  
Be with them traversing the air  
In darkening storms or sunshine fair.

You who support with tender might  
The balanced birds in all their flight;  
Lord of the tempered winds, be near  
That, having you, they know no fear.

Control their minds with instinct fit  
When'er, adventuring, they quit  
The firm security of land;  
Grant steadfast eye and skillful hand.

Aloft in solitudes of space,  
Uphold them with your saving grace.  
O God, protect the men who fly  
Through lonely ways beneath the sky.

## ***Significance of the Air Force Seal \****



### **Official Colors**

The official colors of ultramarine blue and Air Force yellow appear predominantly on the Air Force Seal. The circular background of the seal is ultramarine blue. The trim is Air Force yellow.

The coat of arms in the seal has two parts, the crest and the shield.

### **The Crest**

**Eagle.** The American bald eagle symbolizes the United States and its air power and appears in its natural colors.

**Wreath.** The wreath under the eagle is made up of six alternate folds of metal (white representing silver) and light blue.

**Cloud Formation.** The white clouds behind the eagle show the start of a new sky--the Department of the Air Force.

### **The Shield**

The shield, below the eagle, is divided into two parts by a nebulous line representing clouds. The top part bears an AF yellow thunderbolt with flames in natural colors that show striking power through the use of air and space. The stars represent the original 13 colonies. The yellow Roman numerals represent 1947, the year the Air Force was established.

## *Commissioned Officer Rank Insignia*

<b>Insignia</b>	<b>Air Force</b>	<b>Army/Marine Corps</b>	<b>Navy</b>
 Gold	Second Lieutenant 2d Lt	Second Lieutenant	Ensign
 Silver	First Lieutenant 1st Lt	First Lieutenant	Lieutenant Junior Grade
	Captain Capt	Captain	Lieutenant
 Gold	Major Maj	Major	Lieutenant Commander
 Silver	Lieutenant Colonel Lt Col	Lieutenant Colonel	Commander

<b>Insignia</b>	<b>Air Force</b>	<b>Army/Marine Corps</b>	<b>Navy</b>
	Colonel Col	Colonel	Captain
	Brigadier General Brig Gen	Brigadier General BG	Rear Admiral (Lower Half)
	Major General Maj Gen	Major General MG	Rear Admiral (Upper Half)
	Lieutenant General Lt Gen	Lieutenant General	Vice Admiral
	General Gen	General	Admiral

### *Air Force Enlisted Rank Insignia*

Title	Insignia	Title	Insignia
Airman Basic E-1	None	Airman E-2	
Airman First Class E-3		Senior Airman E-4	
Staff Sergeant E-5		Technical Sergeant E-6	
Master Sergeant E-7		First Sergeant E-7	

Title	Insignia	Title	Insignia
Senior Master Sergeant E-8		First Sergeant E-8	
Chief Master Sergeant E-9		First Sergeant E-9	
Command Chief Master Sergeant E-9		Chief Master Sergeant of The Air Force E-9	

**USAF Standardized Alarm Signals \***  
**For the CONUS (AFVA 10-2510, dtd 29 Sep 11)**

<b>Warning or Condition</b>	<b>Disaster Warning</b>	<b>Attack Warning</b>	<b>All Clear</b>
<b>If you hear</b>	3-5 minute steady tone on siren or similar device or voice announcement	3-5 minute wavering tone on siren or similar warning devices or voice announcement.	Voice Announcement
<b>This indicates</b>	Disaster/ Incident affecting the base is imminent or in progress	An attack/ hostile act is imminent or in progress	The immediate disaster threat has ended or attack is over
<b>Individual Actions</b>	Be alert, ensure all personnel are warned  Follow instructions to take cover, evacuate to a safe location or shelter in-place	Be alert, ensure all personnel are warned  Implement security measures as appropriate  Follow instructions to take cover, evacuate to a safe location or shelter in-place	Remain alert for secondary hazards  Account for all personnel  Report fires, injuries or hazards

## ***Weather Conditions & Constraints \****

-  **White Flag:** 78.1o-81.9o F WBGT
-  **Green Flag:** 82.0o-84.9o F WBGT
-  **Yellow Flag:** 85.0o-87.9o F WBGT
-  **Red Flag:** 88.0o-89.9o F WBGT
-  **Black Flag:** 90.0o F WBGT and above

**Wet Bulb Globe Temperature (WBGT) monitor:** A special instrument that factors in humidity, air temperature, wind, and solar load to determine the physiological effect of the heat on the human body. This output is given in terms of a three digit number similar to a Fahrenheit temperature reading. Above are five distinct categories of WBGT temperature ranges that cover dangerous heat conditions.

**Work Rules:** Restrictions will vary according to the type of work, WBGT, and other weather conditions at the time of the event.

**Acclimated/Non-acclimated:** Trainees are broken into these two categories in order to allow their bodies to adapt to outdoor activities. There are different levels of exposure (activities/duration) allowed dependent on their acclimation. On the 10th day of training, trainees are considered acclimated.

## ***General Colin Powell's Rules***

1. It ain't as bad as you think. It will look better in the morning.
2. Get mad, then get over it.
3. Avoid having your ego so close to your position that when your position falls, your ego falls with it.
4. It can be done!
5. Be careful what you choose. You may get it.
6. Don't let adverse facts stand in the way of a good decision.
7. You can't make someone else's choices. You shouldn't let someone else make yours.
8. Check the small things.
9. Share credit.
10. Remain calm. Be kind.
11. Have a vision. Be demanding.
12. Don't take counsel of your fears or naysayers.
13. Perpetual optimism is a force multiplier.

## ***Standards of Accountability***

Uniformly Known

Consistently Applied

Non-Selectively Enforced

## ***History of Air and Space Power \****

<b>Date</b>	<b>Event</b>
1 Jan	Maj Carl Spaatz and Capt Ira C. Eaker set an unofficial record for refueled endurance airplane flight on this date in 1929. They stayed aloft over Los Angeles Airport in their Fokker C2-3 Wright 220, Question Mark, for over 150 hours.
31 Jan	On this date in 1958, the first US satellite, Explorer 1, was launched.
1 Mar	On this date in 1935, General Headquarters Air Force was established. It was the first use of the term "Air Force."
26 Mar	In 1926, Dr. Robert H. Goddard launched the first liquid fueled rocket in history. It flew 184 feet and started the age of modern rocketry.
12 Apr	In 1981, the first Space Shuttle, Orbiter, OV-102 Columbia, manned by John Young (commander) and Robert Crippen (pilot) was successfully launched by NASA from Cape Canaveral.
18 Apr	In 1942, 16 B-25s, led by Lt Col James H. Doolittle, took off from the aircraft carrier Hornet in the first raid on Tokyo. Although all 16 planes were lost, 14 crews came through alive.

<b>Date</b>	<b>Event</b>
5 May	In 1961, Commander Alan B. Sheppard, Jr., USN, became the first US astronaut to enter space. His project Mercury capsule, "Freedom 7," was boosted from Cape Canaveral, FL, by a Mercury Redstone (MR-3) rocket to a height of 115 miles. The flight lasted 14.8 minutes, traveled 302 miles, and reached a speed of 5,000 mph.
12 May	In 1949, the Soviet blockade of Berlin was lifted, bringing to a close the Berlin Airlift and signifying a great moral victory for the Western Powers. During the 462 days of "OPERATION VITTLES," preceding the end of the airlift on 30 September, 1949, US planes had officially carried 1,783,826 tons of supplies in 277262 flights. The airlift demonstrated the importance of airpower as an instrument of national policy.
21 May	In 1927 Charles Lindbergh landed in Paris at the end of the first solo nonstop trans-Atlantic flight.
1 Jul	In 1943, The Command and Employment of Air Power, Field Manual 100-20, was published. This was the first manual on air doctrine.
2 Jul	On this date, in 1926, Congress established the Army Air Corps.

<b>Date</b>	<b>Event</b>
16 Jul	In 1945, the first atomic bomb was exploded over the desert in Alamogordo, New Mexico.
20 Jul	In 1969, "Apollo 1" astronauts Colonel Edwin Aldrin, Jr., USAF, and Neil Armstrong became the first men to set foot on the moon.
26 Jul	In 1946, President Truman signed the National Security Act (NSA) of 1947, establishing the National Military Establishment and a separate Air Force.
30 Jul	In 1948, Congress passed the Women's Armed Services Integration Act, allowing women into regular military duty.
2 Aug	In 1909, the US Army accepted the Wright Flyer, becoming the world's first military aircraft.
6 Aug	In 1945, a B-29 named the "Enola Gay" piloted by Col Paul Tibbets, released the atomic bomb "Little Boy" over Hiroshima, Japan.
9 Aug	On this date, in 1945, "Bock's Car" dropped the second atomic bomb of World War II on Nagasaki, Japan.
10 Aug	The National Military Establishment was redesignated the Department of Defense in 1949.

<b>Date</b>	<b>Event</b>
8 Sep	In 1947, the initiation of Executive Order (EO) 9877 defined the roles and mission of the Air Force. Although the NSA was passed on 16 July, its effective date was 18 September when V. Stuart Symington was sworn in as the first Secretary of the Air Force. On 26 September, General Carl A. Spaatz was sworn in as the first Air Force Chief of Staff.
12 Sep	The biggest bomber offensive of WWI was mounted on this date in 1918. Under the command of Brig Gen William “Billy” Mitchell, 1,481 aircraft were used in an attack on German lines in the St. Mihiel area of the Western Front.
28 Sep	On 6 April, 1924, the first around-the-world flight in aviation history, four Douglas biplanes under the command of Maj F. L. Martin, left on a 26,350 mile journey. After 175 days, 363 hours flying time, two planes returned under command of Lt Lowell H. Smith.
1 Oct	In 1942, the first jet flight by an American aircraft. The plane was the XP-59A, built by Bell Aircraft Corporation, with two General Electric I-1A turbojets mounted beneath the wings close to the fuselage. During its first flight of 30 minutes, the plane approached 400 mph.

<b>Date</b>	<b>Event</b>
14 Oct	Capt Charles Yeager made the first faster-than-sound flight in the Bell XS-1 on this date, in 1947.
8 Nov	On this date, in 1950, the first all jet aerial combat took place. Lt Russell J. Brown in an F-80 shot down a Russian MiG-15 over North Korea.
1 Dec	On this date, in 1959, AFM 1-2 was published. It explained, for the first time, the new Air Force role in space. Thus, the new term “aerospace” force was coined.
17 Dec	On this date, in 1903, the Wright brothers made the first controlled powered flights at Kitty Hawk, North Carolina.

## ***Air and Space Craft***

This is not an all inclusive list of Air Force aircraft and spacecraft. This list is provided as a broad overview of what the Air Force has in its inventory. For a more comprehensive look at aircraft, please reference the Air Force Almanac or other US Air Force publications.

Pictures used within this section were taken from the Air Force's website photo gallery.

## *Space: Missiles and Launch Vehicles*

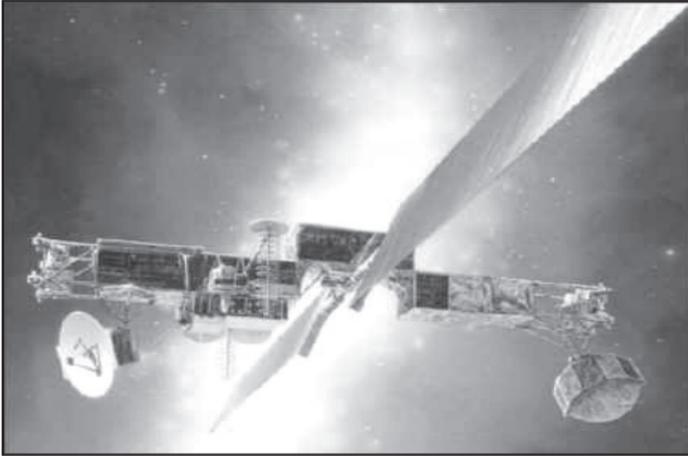


**Delta II**  
**Size:** 125.9'  
**Thrust:** 699,250 lbs  
**Payload:** max 11,100 lbs.



**Minuteman III**  
**Size:** 59.9'  
**Thrust:** First stage,  
202,600 lbs  
**Weight:** 79,432 lbs  
**Range:** 6,000 miles

## *Space: Satellites*



### **Milstar**

**Weight:** 10,000 lbs

**Performance:** Orbits in geosynchronous orbit (22,000 miles plus). Provides secure, jam resistant worldwide communications to joint services military users, linking ships, submarines, aircraft and ground systems.

## *Space: Satellites*



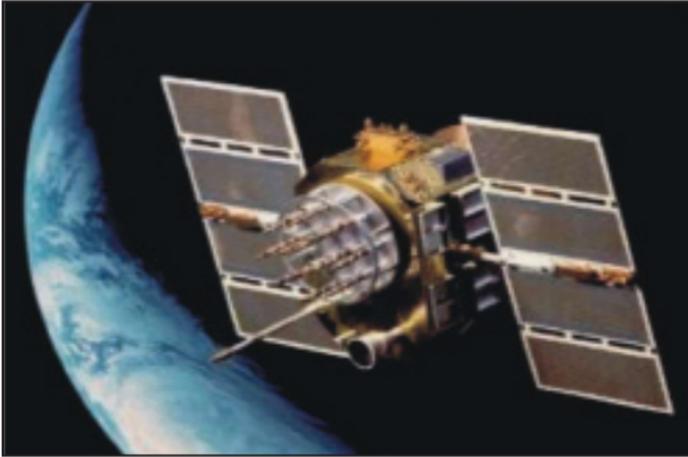
### **DSP**

**Size:** 22' diameter by 32' high

**Weight:** 5,000 lbs

**Performance:** Orbits in geosynchronous orbit (22,000 miles plus). Uses IR sensors to detect missile plumes.

## *Space: Satellites*



### **GPS**

**Size:** 5' wide by 17' long

**Weight:** 1,860 lbs

**Performance:** Orbits the earth every 12 hours providing 24 hour a day navigation services including accurate, three-dimensional positioning, velocity and precise time information; all weather operations; continuous real-time information.

## *Trainers*



### **T-38 "Talon"**

**Primary Function:** Supersonic trainer

**Speed:** Mach 1.08

**Range:** 1,093 miles

**Crew:** Two



### **T-6 "Texan 2"**

**Primary Function:** Jet trainer

**Speed:** 320 mph

**Range:** 960 nautical miles

**Crew:** Two

## *Fighters*



### **F-15 “Eagle”**

**Primary Function:** Air superiority tactical fighter

**Speed:** Mach 2.5+

**Range:** 3,450 miles ferry range with conformal fuel tanks.

**Armament:** One M-61A1 20-mm, six-barrel cannon; four AIM-9L/M Sidewinders and four AIM-7F/M Sparrow air-to-air missiles, or eight AIM-120 AMRAAMs

**Crew:** One (Two - E model)

## *Fighters*



### **F-16 “Fighting Falcon”**

**Primary Function:** Tactical fighter

**Speed:** Mach 2

**Range:** Greater than 2,000 miles ferry range (1,740 nautical miles)

**Armament:** One M-61A1 20mm multibarrel cannon; up to six air-to-air missiles, conventional air-to-air and air-to-surface munitions and electronic countermeasure pods

**Crew:** One (A/C), Two (B/D)

## ***Fighters***



### **F-22A “Raptor”**

**Primary Function:** Air dominance, multi-role fighter

**Speed:** Mach 2 class

**Range:** 1,738 nautical miles

**Armament:** One M61A2 20-millimeter cannon with 480 rounds; side weapon bays can carry two AIM-9 infrared (heat seeking) air-to-air missiles and main weapon bays can carry (air-to-air loadout) six AIM-120 radar-guided air-to-air missiles or (air-to-ground loadout) two 1,000-pound GBU-32 JDAMs and two AIM-120 radar-guided air-to-air missiles.

**Crew:** One

## Fighters



### **F-35A “Lightning II”**

**Primary Function:** Air dominance, multi-role fighter

**Speed:** Mach 2 class

**Range:** 1,200 nautical miles/Unlimited with air refueling

**Armament:** One GAU-22/A Equalizer, 4-barreled Gatling cannon with 180 rounds. Six external pylons on the wings and two internal bay pylons capable of carrying a variety of air-to-air missiles, air-to-surface missiles, anti-ship missiles and bombs.

**Crew:** One

## *Attack*



**A-10 “Thunderbolt” (Warthog)**

**Primary Function:** Air-to-Ground, Close Air Support

**Speed:** 420 mph

**Range:** 695 nautical miles

**Armament:** One 30mm GAU-8/A Gatling gun and up to 16,000 lbs of mixed ordnance

**Crew:** One

## *Tankers*



**KC-10A “Extender”**

**Primary Function:** Aerial tanker, transport

**Speed:** 619 mph

**Range:** 3,800 nautical miles with cargo; 10,000 nautical miles without cargo

**Crew:** Four

## *Tankers*



### **KC-135 "Stratotanker"**

**Primary Function:** Aerial refueling and airlift

**Speed:** Greater than 530 mph at 30,000 feet

**Range:** Greater than 1,500 with 150,000 lbs of transfer fuel, ferry mission 11,015 miles

**Crew:** Four

## *Helicopters*



### **UH-1N "Huey"**

**Primary Function:** Search & Rescue, DV/VIP Support, missile site/range support

**Speed:** 150 mph

**Range:** 300 miles

**Armament:** Two 7.62 mm machine guns

**Crew:** Two

## *Helicopters*



**HH-60G "Pave Hawk"**

**Primary Function:** Search & Rescue operations

**Speed:** 184 mph

**Range:** 504 miles

**Armament:** 7.62 mm mini-gun

**Crew:** Three or four

## ***Bombers***



### **B-2 "Spirit"**

**Primary Function:** Multi-role, strategic bomber

**Speed:** High subsonic

**Range:** Intercontinental, unrefueled

**Armament:** Nuclear (short-range attack missiles, gravity weapons) and conventional payloads.

**Crew:** Two

## *Bombers*



### **B-52 "Stratofortress"**

**Primary Function:** Strategic heavy bomber

**Speed:** 650 mph

**Range:** 7,652 nautical miles

**Armament:** Approximately 70,000 lbs of mixed ordnances. Can carry both conventional and nuclear payloads

**Crew:** Five

## ***Bombers***



### **B-1B "Lancer"**

**Primary Function:** Long-range, multi-role, strategic bomber

**Speed:** 900-plus mph

**Range:** Intercontinental, unrefueled

**Armament:** Nuclear and conventional payloads

**Crew:** Four

## *Transports*



### **C-5 "Galaxy"**

**Primary Function:** Heavy logistics transport--outsized cargo (i.e. tanks, APC's, helicopters)

**Speed:** 518 mph

**Range:** 6,320 miles

**Crew:** Seven

## *Transports*



### **C-130 “Hercules”**

**Primary Function:** Global airlift (troop and cargo)

**Speed:** 345 - 417 mph (depends on model)

**Range:** 1,000 - 1,700 nautical miles with maximum normal payload

**Crew:** Five

## *Transports*



### **CV-22 "Osprey"**

**Primary Function:** Special operations forces long-range infiltration, exfiltration, and resupply

**Speed:** 277 mph

**Range:** 2,100 nautical miles with internal auxiliary fuel tanks and no refueling

**Crew:** Four

## *Transports*



### **C-17 “Globemaster III”**

**Primary Function:** Cargo and troop transport

**Speed:** 450 mph

**Range:** Global with in-flight refueling

**Crew:** Three

## *Special Duty*



### **WC-130 “Hercules”**

**Primary Function:** Weather Reconnaissance

**Speed:** 350-plus mph

**Range:** 4,000 miles

**Crew:** Six

## *Special Duty*



### **E-3 "Sentry" (AWACS)**

**Primary Function:** Airborne surveillance, command, control, and communications

**Speed:** 360 mph

**Range:** Greater than 8 hours unrefueled

**Crew:** Four flight crew plus additional 13-19 mission specialists (depending on mission)

## *Special Duty*



### **MC-130 E/H “Combat Talon I and II”**

**Primary Function:** Infiltration, exfiltration and resupply of special operations forces

**Speed:** 300 mph

**Range:** 2,700 nautical miles

**Crew:** Talon I - nine, Talon II - seven

## *Unmanned Aerial Systems*



### **MQ-1B “Predator”**

**Primary Function:** Armed reconnaissance, airborne surveillance and target acquisition

**Speed:** Cruise speed 84 mph, up to 135 mph

**Range:** 400 nautical miles

**Payload:** 450 pounds

## *Unmanned Aerial Systems*



### **RQ-4A "Global Hawk"**

**Primary Function:** provides battlefield commanders near-real-time, high-resolution, intelligence, surveillance and reconnaissance imagery.

**Speed:** 400 mph

**Range:** 12,000 nautical miles

## ***Force Protection***

Commanders at all levels use the Defense Intelligence Agency (DIA) Terrorism Threat Level plus their own threat analyses as a basis for developing plans and programs to protect assets within their area of responsibility. These are called Force Protection Conditions (FPCON). An FPCON is a set of specific security measures promulgated by the commander after considering a variety of factors including the threat level, current events that might increase the risk, observed suspicious activities, etc. There is a graduated series of FPCONs ranging from FPCON Normal to FPCON Delta. There is a process by which commanders at all levels can raise or lower the Force Protection Condition based on local conditions, specific threat information and/or guidance from higher headquarters. The five FPCONs are:

**FPCON NORMAL**— This condition applies when a general global threat of possible terrorist activity exists. FPCON NORMAL warrants a routine security posture

**FPCON ALPHA**—This condition applies when there is a general threat of possible terrorist activity against personnel and facilities, the nature and extent of which are unpredictable, and circumstances do not justify full implementation of FPCON BRAVO measures. The measures in this force protection condition must be capable of being maintained indefinitely.

**FPCON BRAVO**—This condition applies when an increased and more predictable threat of terrorist activity exists. The measures in this FPCON must be capable of being maintained for weeks without causing undue hardship, affecting operational capability, and aggravating relations with local authorities.

**FPCON CHARLIE**—This condition applies when an incident occurs or intelligence is received indicating some form of terrorist action against personnel and facilities is likely. Implementation of measures in this FPCON for more than a short period probably will create hardship and affect the peacetime activities of the unit and its personnel.

**FPCON DELTA**—This condition applies in the immediate area where a terrorist attack has occurred or when intelligence has been received that terrorist action against a specific location or person is imminent. Normally, this FPCON is declared as a localized condition.

Terrorist incidents over the years show a trend toward ever-increasing numbers of attacks and sophistication in methods. Terrorist methods include threats, bombing, kidnapping, hostage taking, hijacking, assassination, sabotage, arson, armed raids or attacks, and other measures to disrupt daily activities. Such actions occur rather routinely in some parts of the world, and almost anyone can become a potential victim. The attacks on the World Trade Center and Pentagon have shown that these attacks can occur within the United States as well.

## ***United States Military Decorations***

The **MEDAL OF HONOR** is the highest award the United States can offer a member of her Armed Forces. It was authorized by an Act of Congress for the Navy in 1861 and the Army in 1862. It is awarded to those individuals who demonstrate exceptional gallantry and courage beyond the call of duty. The act of bravery must have occurred in actual combat against an enemy of the United States and must have involved conspicuous risk of life. The degree of risk must have been such that failure to commit the act would not have resulted in any censure. The MEDAL OF HONOR is awarded by an Act of Congress and is usually presented by the President of the United States.

The **AIR FORCE CROSS, NAVY CROSS (USN AND USMC), and DISTINGUISHED SERVICE CROSS (USA)** are awarded to United States and foreign military as well as civilian personnel for an act distinguished by heroism in connection with military operations against the enemy. Such heroism must have involved extraordinary risk of life.

The **DEFENSE DISTINGUISHED SERVICE MEDAL** is awarded to any military officer of the Armed Forces of the United States who is assigned to joint staffs and other joint activities of the DoD for exceptionally meritorious service to the United States in a position of unique and great responsibility, while serving with the joint staff or any other joint activities of the DoD.

The **DISTINGUISHED SERVICE MEDAL** is presented to any person (military, civilian, or foreign) who has distinguished himself/herself by the exceptional exercise of authority or judgment in duties which decide the successful outcome of a major military operation.

The **SILVER STAR** denotes any individual (military, civilian, or foreign) who exhibits gallantry in action against an enemy of the United States; gallantry being defined as a high degree of heroism.

The **DEFENSE SUPERIOR SERVICE MEDAL** is awarded to any United States Military personnel by the Secretary of Defense who is assigned to a joint staff or other joint activity of the DoD for rendering superior meritorious service in a position of significant responsibility.

The **LEGION OF MERIT** recognizes exceptionally meritorious conduct in the performance of outstanding service to the United States. It is awarded without degree to members of the armed forces of the United States. To members of foreign armed forces it is awarded in four degrees: Chief Commander, Commander, Officer, and Legionnaire.

The **DISTINGUISHED FLYING CROSS** is awarded to a member of the armed forces of the United States or to a member of the armed forces of a foreign nation. It is awarded for an act in aerial flight that displays distinctive heroism involving operations that are not routine.

The **AIRMAN'S MEDAL, NAVY-USMC MEDAL** and **SOLDIER'S MEDAL** designate members of the armed forces who voluntarily and heroically risk their lives under conditions not involving conflict with an armed enemy.

The **BRONZE STAR** recognizes persons serving in the armed forces who distinguish themselves by heroism in surface combat against the enemy or by meritorious achievement in connection with military operations against an enemy.

The **PURPLE HEART** is presented to military or civilian citizens of the United States who are wounded or killed in action. The wound must have been received in battle and required medical treatment.

The **DEFENSE MERITORIOUS SERVICE MEDAL** is awarded by the Office of the Secretary of the Air Force, Washington Headquarters Services, Defense Agencies and Headquarters Unified and Specified Commands for non-combat meritorious service or achievement that is incontestably exceptional and of a magnitude that clearly places an individual above his or her peers.

The **MERITORIOUS SERVICE MEDAL** is awarded to United States military personnel for outstanding non-combat meritorious achievement or service to the United States.

The **AIR MEDAL** is awarded to United States and foreign military and civilian personnel for meritorious achievement while participating in aerial flight, or for sustained operations against an enemy of the United States.

The **JOINT SERVICE, AIR FORCE AND ARMY COMMENDATION MEDALS** recognize meritorious achievement or service on the part of a member of the armed forces. These medals are given primarily under peacetime conditions.

The **AF ACHIEVEMENT MEDAL** is awarded for outstanding achievement and meritorious service. This award is intended primarily for outstanding airmen and officers below the grade of colonel.

The **PRESIDENTIAL UNIT CITATION** designates units that have displayed great heroism in battle. This award corresponds with the Distinguished Service Cross but on the organizational instead of the individual level.

The **AIR FORCE OUTSTANDING UNIT AWARD** and the **NAVY UNIT COMMENDATION** are bestowed in recognition of outstanding unit achievement.

The **AIR FORCE ORGANIZATIONAL EXCELLENCE AWARD** is awarded to organizations of the United States Armed Forces who have distinguished themselves by exceptionally meritorious achievement or service in support of military operations. It is also awarded when the organization is involved in an event of great national or international significance when not in support of combat operations.

The **GOOD CONDUCT MEDAL** for all services is given to enlisted personnel for exemplary behavior, efficiency, and fidelity. It was the most widely awarded medal during peacetime. As of 2006, this medal is no longer awarded; however, individuals who received it may wear it.

The **AF RECOGNITION RIBBON** (not medal) is awarded to named individual Air Force Recipients of special trophies and awards.

The bronze **OAK LEAF CLUSTER (GOLD STAR, USN-USMC)** designates a medal for which a second or subsequent award is made.

The silver **OAK LEAF CLUSTER (SILVER STAR, USN-USMC)** is equal to five bronze oak leaf clusters.

The bronze **SERVICE STAR** designates campaign participation credit and additional awards.

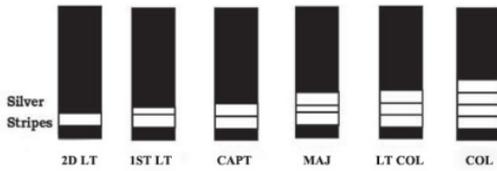
The silver **SERVICE STAR** equals five bronze service stars.

A bronze letter **“V”** device attached to a ribbon is awarded for valor in combat.

Detailed information on these and all other USAF awards and decorations can be found in AFI 36-2803, *The Air Force Awards and Decorations Program*.

## *Grade Insignia*

### **OTS Senior Class, and AMS Officer Candidate**



### **OTS Junior Class**



## **The Airman's Creed**

I am an American Airman.

I am a Warrior.

I have answered my Nation's call.

I am an American Airman.

My mission is to Fly, Fight, and Win.

I am faithful to a Proud Heritage,

A Tradition of Honor,

And a Legacy of Valor.

I am an American Airman.

Guardian of Freedom and Justice,

My Nation's Sword and Shield,

Its Sentry and Avenger.

I defend my Country with my Life.

I am an American Airman.

Wingman, Leader, Warrior.

I will never leave an Airman behind,

I will never falter,

And I will not fail.

## ***Military Phonetic Alphabet***

<b>A</b>	-	<b>ALPHA</b>	<b>N</b>	-	<b>NOVEMBER</b>
<b>B</b>	-	<b>BRAVO</b>	<b>O</b>	-	<b>OSCAR</b>
<b>C</b>	-	<b>CHARLIE</b>	<b>P</b>	-	<b>PAPA</b>
<b>D</b>	-	<b>DELTA</b>	<b>Q</b>	-	<b>QUEBEC</b>
<b>E</b>	-	<b>ECHO</b>	<b>R</b>	-	<b>ROMEO</b>
<b>F</b>	-	<b>FOXTROT</b>	<b>S</b>	-	<b>SIERRA</b>
<b>G</b>	-	<b>GOLF</b>	<b>T</b>	-	<b>TANGO</b>
<b>H</b>	-	<b>HOTEL</b>	<b>U</b>	-	<b>UNIFORM</b>
<b>I</b>	-	<b>INDIA</b>	<b>V</b>	-	<b>VICTOR</b>
<b>J</b>	-	<b>JULIET</b>	<b>W</b>	-	<b>WHISKEY</b>
<b>K</b>	-	<b>KILO</b>	<b>X</b>	-	<b>XRAY</b>
<b>L</b>	-	<b>LIMA</b>	<b>Y</b>	-	<b>YANKEE</b>
<b>M</b>	-	<b>MIKE</b>	<b>Z</b>	-	<b>ZULU</b>

## ***Quote of the Day***

- TD 1:** In order to assure an adequate national defense, it is necessary--and sufficient--to be in a position, in case of war, to conquer the command of the air.  
-- Italian Air Marshal Giulio Douhet
- TD 2:** The greatest crisis in the world today is the crisis of leadership, and the greatest crisis of leadership is the crisis of character.  
-- Howard Hendricks
- TD 3:** Confidence is contagious. So is lack of confidence.  
-- Vince Lombardi, Green Bay Packers
- TD 4:** The military profession is more than an occupation; it is a style of life.  
-- Morris Janowitz, Author
- TD 5:** What you have chosen to do for your country by devoting your life to the service of your country is the greatest contribution that any man could make.  
-- President John F. Kennedy
- TD 6:** People sleep peaceably in their beds at night only because rough men stand ready to do violence on their behalf.  
-- George Orwell, Author
- TD 7:** It is probable that future war will be conducted by a special class, the air force, as it was by the armored knights of the Middle Ages.  
-- General Billy Mitchell, Airpower Advocate

- TD 8: Duty, then, is the sublimest word in the English language. You should do your duty in all things. You can never do more. You should never wish to do less.  
-- General Robert E. Lee, CSA
- TD 9: The function of the Army and Navy in any future war will be to support the dominant air arm.  
-- General Jimmy H. Doolittle, USA
- TD 10: Forewarned, forearmed--to be prepared is half the victory.  
-- Miguel de Cervantes Saavedra, Writer
- TD 11: The thing that brought about the determination to make peace was the prolonged bombing by the B-29s.  
-- Japanese Prince Fuminmaro Konoye
- TD 12: Enthusiasm is a force multiplier.  
-- General Colin Powell, USA, CJCS
- TD 13: The American people rightly look to their military leaders not only to be skilled in the technical aspects of the profession of arms, but to be men of integrity.  
-- General Joseph L. Collins, USA
- TD 14: You may be whatever you resolve to be.  
-- General Stonewall Jackson, CSA
- TD 15: We make war that we may live in peace.  
-- Aristotle, Philosopher

- TD 16: Ability may get you to the top, but only character will keep you there.  
-- Author unknown
- TD 17: In the final analysis, leadership is the only real advantage an organization has over another in a competitive society.  
-- George MacDonald, Scottish author
- TD 18: Today air power is the dominant factor in war. It may not win a war by itself alone, but without it no major war can be won.  
-- Admiral Arthur Radford, USN, CJCS
- TD 19: It is easier to fight for one's principles than to live up to them.  
-- Alfred Adler, Psychiatrist
- TD 20: Leadership, at its highest, consists of getting people to work for you when they are under no obligation to do so.  
-- Charles F. Kettering,  
Electical Engineer and Inventor
- TD 21: If you don't know where you're going, you'll end up somewhere else.  
-- Yogi Berra, New York Yankees
- TD 22: All power corrupts, and absolute power corrupts absolutely.  
-- Lord Acton, British Historian

- TD 23: Courage is doing what you're afraid to do. There can be no courage unless you're scared.  
-- Eddie Rickenbacker, American Aviator
- TD 24: The nation that secures control of the air will ultimately control the world.  
-- Alexander Graham Bell, Inventor
- TD 25: You do not lead by hitting people over the head. That's assault--not leadership.  
-- President Dwight D. Eisenhower
- TD 26: The price of freedom is eternal vigilance.  
-- President Thomas Jefferson
- TD 27: Those who expect to reap the blessings of freedom must, like men, undergo the fatigue of supporting it.  
-- Thomas Paine, American Revolutionary Writer
- TD 28: Outstanding leaders appeal to the hearts of their followers, not their minds.  
-- Author unknown
- TD 29: We will always remember. We will always be proud. We will always be prepared, so we may always be free.  
-- President Ronald Reagan
- TD 30: Never tell a lie...that way you will never have to remember what you said.  
-- General Buster Ellis, USAF

- TD 31: Leadership is intangible, and therefore no weapon ever designed can replace it.  
-- General Omar Bradley, USA
- TD 32: Modern air power has made the battlefield irrelevant.  
-- Sir John Slessor, Marshal of the Royal Air Force
- TD 33: No foreign policy can have validity if there is no adequate force behind it and no national readiness to make the necessary sacrifices to produce that force.  
-- Winston Churchill, British Prime Minister
- TD 34: Where liberty dwells, there is my country.  
-- Benjamin Franklin, Statesman
- TD 35: Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity.  
-- General George S. Patton, Jr., USA
- TD 36: Do what you can, with what you have, where you are.  
-- President Theodore Roosevelt
- TD 37: Freedom can be lost in a single generation...It is my prayer that our people will always remember: freedom is never free.  
-- General John A. Wickham, Jr., USA
- TD 38: If I didn't have air supremacy, I wouldn't be here.  
-- General Dwight D. Eisenhower, USA

- TD 39: People who try to command respect are wasting their time. Respect can't be commanded. It must be earned.  
-- Author unknown
- TD 40: If our air forces are never used, they have achieved their finest goal.  
-- General Nathan Twining, Chief of Staff, USAF
- TD 41: There is no limit to the good you can do if you don't care who gets the credit.  
-- General of the Army George C. Marshall
- TD 42: A wise (person) will make more opportunities than he finds.  
-- Francis Bacon, Writer/Philosopher
- TD 43: Being a warrior is not an AFSC...it's a condition of the heart.  
-- General John P. Jumper, CSAF 2001-2005
- TD 44: The more the leader is in the habit of demanding from his men, the surer he will be that his demands will be answered.  
-- Carl von Clausewitz, Prussian military theorist
- TD 45: The discipline of the mind is as requisite as that of the body to make a good soldier.  
-- General Sir John Moore, British General
- TD 46: To be prepared for war is one of the most effectual means of preserving peace..  
-- General George Washington

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**Name:** \_\_\_\_\_

**Squadron:** \_\_\_\_\_

**Flight:** \_\_\_\_\_

**FC:** \_\_\_\_\_

**Dorm & Room:** \_\_\_\_\_