ON-FINAL

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An Air Force Reserve Newspaper

On the cover...

X-29 Forward Swept Wing demonstrator and a traveling companion in flight near Edwards AFB, CA.

Inside: Women's Heritage, AFRES History, X-29 and micro jet pilots, Reserve news, & more.

Quality Talk

By Lt. Gen. Billy J. Boles

Air Force reductions and quality maintenance

The new world environment and national priorities have dictated a reduction in military manpower. That's reality. However, the secretary of the Air Force and the chief of staff are continuing the tradition of taking care of people.

As we move deeper into the 1990s, we will become a much smaller force, organized to meet the Air Force vision of global reach and power for America. This change is creating tremendous turbulence.

The dramatic drawdown mandated by Congress forces us to make many difficult decisions in reducing the number of people in the Air Force. The most difficult are changing many long-held expectations of service tenure.

The Air Force is no stranger to force reductions; we have been drawing down since 1986. Already reduced by 15 percent, we anticipate the Air Force will drop by another 80,000 people by the end of fiscal 1995, almost a 30 percent reduction from 1986. As much as we may wish otherwise, these deep cuts simply cannot be done without changing career plans for some people. Every member joined by choice; most of us want to stay, but the harsh reality is that some must leave.

Air Force leadership developed a balanced way to meet the force reductions that treats people fairly. We've taken a five-step approach:

-- One, limit accessions to the lowest level to sustain the resulting force.

--Two, encourage voluntary losses--let people out early if they've decided the Air Force isn't for them.

--Three, tighten career re-entry points--keep only people we need in the career force.

--Four, increase voluntary and involuntary losses of those members who are retirement eligible.

--Lastly, separate some involuntarily only if all other options fail to achieve the desired objectives.

There have been a lot of changes to Air Force programs and policies, however, one thing will not change: The Air Force's reduction strategy has been, and will continue to be, to use voluntary measures to meet end strength whenever possible, and involuntary ones lastly.

Air Force leaders and Congress, out of concern for men and women in uniform affected by the force drawdown, wanted to give a choice to military people who could otherwise be faced with involuntary separation. Congress, DOD and the services developed the VSI and SSB program to encourage people who may want to leave and give them the opportunity to do so with some new benefits to help them in the transition to a civilian career. We have incorporated the VSI-SSB into our force reduction approach to make separation less stressful.

We have worked closely with DOD and Congress to protect career people who are not eligible for retirement, particularly those with 15 - 19 years of service, while meeting these cuts. We have supported legislative changes where needed, and Congress has granted new authorities. Officers can now retire with eight years' commissioned service as opposed to 10 years, and colonels and lieutenant colonels can retire with two years' time-in-grade instead of three. Inequities in separation pay were addressed and now enlisted members also receive separation pay and the separation pay cap was removed for all military members.

The men and women who make up our Air Force are the finest ever. Their dedication and hard work culminated in the brilliant performance of the Air Force during Desert Storm. Now we face a new challenge--restructuring our forces to meet a significantly reduced threat.

In this restructuring, we have two basic objectives. The first is to sustain promotion and career opportunities for those people who will continue to serve in the smaller Air Force. The second is to do our utmost to ensure that those who will leave are provided every possible assistance. In that regard, we have sought and been authorized a host of transitional benefits and services to help ease Air Force men and women and their families back into the civilian world.

While we haven't been able to get all the programs enacted which we may have liked, we have made quality progress in the last couple of years. The bottom line is that we'll keep trying -- we're going to do our best to ensure Air Force people are treated right. **(Boles is Air Force deputy chief of staff for personnel.)**

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Seven tools for you and TQM

by SMSgt. Belinda Journey

QUALITY MANAGEMENT: FACT OR FICTION?

Quality is not achieved through the use of crystal balls or other mystical powers. Quality is achieved through sound leader ship, effective management and factual knowledge about the operation or "process" we perform. "In God we trust. All others must use data....The first step in quality is to judge and act on the basis of facts." Facts are data such as physical measurement, time, sortie rates, and percent out-of-commission.

Statistical Process Control (SPC) provides a means for collecting and analyzing data about processes which can be used to improve the performance of the process. These methods are the key to continuous improvement. While the concept of using sta tistics creates visions of horror for many, some of the most useful statistical tools are neither difficult nor complicated to master. The level of math necessary is no more than a seventh- or eighth-grader might learn. In fact, several of the basic tools are merely ways of organizing and visually displaying data.

It is not the intent of this article to teach statistics, but merely to introduce the Seven Basic Tools used in Quality Management. Indeed some of the tools do not employ statistical methods but are merely ways to organize thoughts. The following is a brief overview of the Seven Basic Tools:

CAUSE-AND-EFFECT DIAGRAMS. Also known as "fishbone" dia grams because of its shape, cause-and-effect diagrams are used in brainstorming sessions to examine factors that may influence a given situation. Minor causes are often grouped around four basic categories: materials, methods, manpower, and machines.

FLOW CHARTS. The flow chart is a visual representation of a process or function, and is often the first step used when looking for ways to improve a process. A process cannot be improved, the reasoning goes, unless everyone understands and agrees on what the process is. The flow chart is an extremely useful way of delineating what is going on.

PARETO CHARTS. Among the most commonly used graphic techniques, the Pareto, a type of bar chart, deals with charac teristics of a product or service and is normally used to deter mine priorities. The Pareto is sometimes described as a way to sort out the "vital few" from the "trivial many."

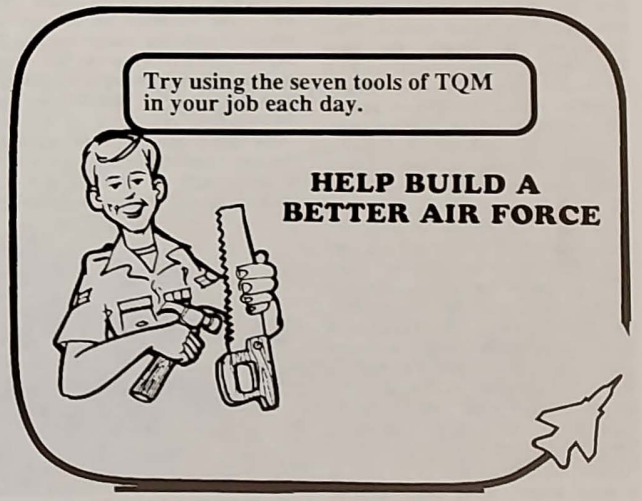
RUN CHART. A run chart is perhaps the simplest of the statistical tools. Data are charted over a period of time to look for trends.

HISTOGRAMS. A histogram is used to measure how fre quently something occurs. A histogram, also a type of bar chart, is a visual representation of measurement data that is usually easier to understand than a series of numbers or percentages.

SCATTER DIAGRAMS. A scatter diagram is a method of charting the possible relationship between two variables and is used to test for possible cause and effect relationships. It cannot prove one thing causes another to happen; however, it can show if the two things normally occur together or in relationship to one another.

CONTROL CHARTS. Control charts should be used to analyze processes. A control chart is simply a run chart with statisti cally determined upper and lower limits drawn on either side of the process average. Once a system is in control, control charts can be used for monitoring so as to immediately detect when something goes wrong in a process.

Quality Management is "fact-based" management. The Seven Basic Tools provide a means for gathering facts. Obviously, more information is needed before these tools can be used effectively. Some of that information will be provided through cascade train ing and other courses during the coming months. However, for those who are anxious to learn on their own, there are numerous books and pamphlets available on the subject. If you want to hear more about the Seven Basic Tools, stop by the Quality Office in building 1043 and talk to Chaplain Clay or Belinda Journey.



Of Blue Angels, micro jets, and the A.F. Reserve

by Maj. Donald W. Klinko, USAFR
507 TFG/PA

When Lt. Col. John C. "Jack" Ekl assumed command of the 465th Tactical Fighter Squadron (TFS) in September 1991, he had over 20 years of distinguished flying experience. That in itself, while commendable, isn't particularly unusual for an Air Force Reserve TFS commander. Colonel Ekl does seem to have more than his share of unusual flying credits, however. He began his military career as a naval aviator, spending the last three years of that tour as a member of the U.S. Navy's famed flight demonstration squadron, The Blue Angels. In addition to having flown many different types of naval and military aircraft, he has been an airline captain for Southwest Airlines for the last 10 years, and, most recently, became one of only three pilots regularly flying the BD-J5 "Bud Light Micro Jet."

Colonel Ekl determined what he wanted to do when he grew up rather earlier than most. "I first saw the Blue Angels fly when I was five years old at the Chicago Lakefront Festival. Right then, I knew what I wanted to do. And then there was the 1950s television series, *The Blue Angels*. Probably the series' greatest achievement was its keeping the pre-teen Jack Ekl's attention focused on aviation; it certainly won no critical acclaim. "That series was so terrible, the Navy Department asked the network to take it off the air," Colonel Ekl recalled with his trademark smile. "But a seven-year-old boy wasn't going to see anything wrong with a Navy pilot landing his jet fighter on a highway to chase bank robbers. Back then it was very exciting entertainment." The colonel actually started flying as a teen-ager. He haunted local general aviation airports looking for odd jobs, such as pumping fuel, to pay for flying lessons. After graduation from college with dual majors in physical education and biology, he thought a career in education might be the more "responsible" career path. After a year of teaching high school science and social studies, the lure of flying won out. He entered the Naval Aviation Officer Candidate School at Naval Air Station Pensacola, Fla., in 1969.

Colonel Ekl spent the next 13 1\2 years as a naval aviator, flying many different tactical aircraft, including the A-6 "Intruder," A-4 "Skyhawk," and F-4 "Phantom," and he accumulated over 400 carrier landings. He spent the last three of those years with The Blue Angels. With such an assignment record, Colonel Ekl remarked that he's learned to anticipate the question of why he left the Navy as inevitable. "The answer is simple," he explained. "I wanted to keep flying. I was at the point where the Navy was going to give me command of a ship--an oil tanker or other support ship. If I didn't run that one aground or something, they'd have made me executive officer (XO) of an aircraft carrier. If that worked out all right, I'd probably have gotten command of a carrier. By regulation, only a naval aviator can command a carrier, and its really a great honor. That's the way the Navy assignment system works and it makes sense for their mission. But I knew it wasn't for me just because I wanted to keep flying." Every so often, someone corners him to ask a less logical question: "Now, you can tell me. Which service is better--the Navy or the Air Force?" "I always answer that one by telling them it's like comparing apples and oranges," Colonel Ekl said. "The Navy has a mission to project combat capability with aircraft carriers, other surface vessels, and submarines. It performs that mission very well. The Air Force has the specific mission of projecting strategic and tactical airpower, and it does that very well. You can't say one service is any better than the other because their missions are so different."

After leaving extended active duty with the Navy, Colonel Ekl joined the 465 TFS at Tinker AFB in 1982, flying F-4D Phantom aircraft. He also began flying airliners for Southwest Airlines at that time. He left Tinker in January 1989 to fly F-16C aircraft with the 302 TFS at Luke AFB, Ariz., returning to the 465th in late 1990. Altogether, Colonel Ekl has accumulated well over 21,000 flying hours in both commercial and military aircraft. By far the oddest of the lot is the one-of-a-kind Bud Light Micro Jet, which he began flying a bit over two years ago.

Billed as the "world's smallest jet," the Bud Light BD-5J Micro Jet has a wingspan of 17 feet, a 12-foot fuselage length, and a height (with landing gear extended) of 5.5 feet. Without fuel, the aircraft weighs only 450 pounds. Despite its diminutive size, the Micro Jet can fly at speeds of up to 350 miles per hour, climb three-thousand feet per minute, and roll 340 degrees per second. Colonel Ekl thinks that's pretty impressive for such a small aircraft. "It will move quite fast," he assured, "and most of the basic maneuvers I perform in it are very similar to those I did with The Blue Angels."

Colonel Ekl became a member of the three-man "Bud Light Air Force" through the good offices of Leo Loudenslager, 1980 World Aerobatic Champion and seven-time National Aerobatic Champion. Colonel Ekl explained, "Leo was flying air shows in his aerobatic aircraft when I was with The Blue Angels, so he knew all of us. He was the first pilot Anheuser Busch hired to fly the little jet. When they asked him about other qualified pilots who might be interested, he named Bill Beardsley--also a former Blue Angel--and me. His enthusiasm for flying the Micro Jet is obvious. "We normally do two shows a month from May through September. We haven't done any shows overseas yet, but that's being considered."

Lt Col Ekl (left) and fellow pilots are proud of the "world's smallest jet".

Lieutenant Colonel Ekl's greatest enthusiasm, though, is the Air Force Reserve. "The Air Force Reserve has been great to me. I've flown lots of different kinds of aircraft over the last 10 years." Any one who listens to him for more than a few seconds will quickly realize that his commitment to the Air Force Reserve is driven by something much deeper than his love of flying. Colonel Ekl harbors a sincere philosophical commitment to the concept of the citizen soldier: "There will always be a place for the Reserve forces in the defense of this country. There was some recent questioning of the readiness of a few Army National Guard and Reserve units, but much of the problem stemmed from their being geared up and equipped for a European war for so many years. The reserves performed outstandingly in Desert Storm. All of them--Army, Navy, Marine Corps, and Air Force--exceeded expectations. That's not to take anything away from the active forces, but the reserves complemented them very well."

Regarding his own squadron, Colonel Ekl stressed its tradition of excellence. "Most people really want to keep up with established standards, and this squadron has a fine reputation around the Air Force Reserve. Most people already know what kind of unit this is before they check in, so we don't have too many problems. The Reserve forces tend to attract folks who are slightly older, on the average, than those in the active force. They don't create some of the problems some of the young ones do. You're talking about a solid experience base and mature, professional leadership." With Colonel Jack Ekl's own broad experience, such statements carry a lot of credibility.


Lt. Col. Jack Ekl, Commander, 465th TFS.

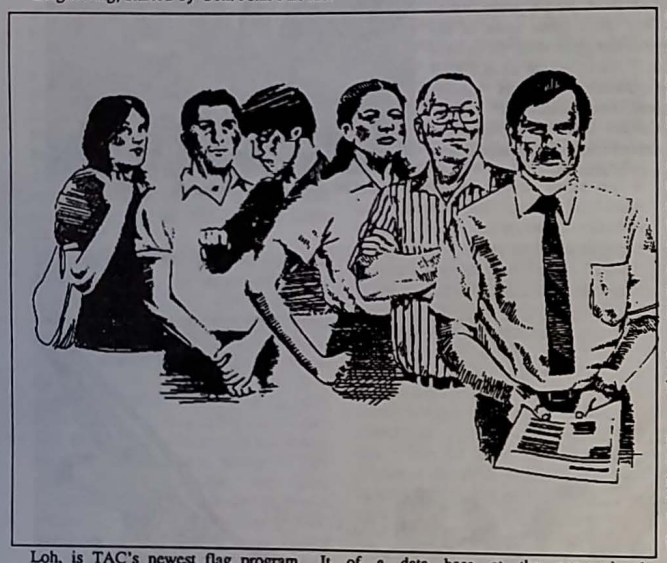
BD-5J "Micro Jet," as flown by Lt Col Jack Ekl.

Bright Flag: Job skills training...

By SSgt. Scott Clough
TAC Public Affairs

(TAC News Service) -- The first pillar of Bright Flag will provide the key ingredient for a quality culture that fosters trust and teamwork, according to the commander of Tactical Air Command.

Bright Flag, started by Gen. John Michael Loh, is TAC's newest flag program. It focuses on individual training for everyone in the command.



"Job skills training will prepare our people, including enlisted people, officers and civilians, to do their jobs right every time," Loh said. "It will produce a highly qualified work force capable of delivering quality products to the customers, as well as being responsive to the mission, TAC and the Air Force.

"We've done an excellent job training people in areas like operations and maintenance where safety is critical," said Loh, "however, we've fallen short of this training ethic in other areas. No one person's job in TAC is more or less important than any other's. That's likewise with training requirements for each job."

Currently, enlisted skill levels are identified by numbers, but in some career fields there are no specific criteria for advancing from one level to the next. Bright Flag will provide that criteria for every specialty at every level.

"Right now most Air Force specialty codes have a list of tasks that a person performs when doing his or her job, and that is part of a data base at the occupational measurement squadron at Randolph AFB, Texas," said Col. Bruce L. Ullman, TAC director of Bright Flag. "But it only covers 80 percent of the AFSCs, and it's primarily enlisted, so it doesn't cover the waterfront.

"Also, these tasks are collected through surveys which ask, 'What do you do? and how much time does it take? It doesn't ask whether all these tasks are necessary or whether they directly support the mission."

With more than 400 specialties and civilian job series in TAC, the goal of Bright Flag is to develop specific qualification criteria for every job at every skill level and identify the training needed to meet that criteria. Training will not end after initial qualification, but will continue throughout people's careers.

A critical component of job skills training will be the workcenter qualification training plan, a template that will be used for all TAC specialty codes and civilian job series, according to Ullman. That will be the framework for a "paperless training folder."

Functional managers at TAC in each specialty will identify specific job standards, qualifications and skills associated with them using input from the field. They will then develop performance measures that can be used to certify that each individual is truly "position qualified." These roadmaps will let people know what is expected of them and how to progress to the next level of proficiency.

"Take on-the-job training for example," Loh said. "One approach has an individual observe someone who already knows how to do the job. Under that method, people never become more proficient than the workers they observe. Our new approach will give supervisors the tools to teach, guide and assist their people to higher levels of proficiency."

Accountability on the part of supervisors and commanders will also be built into the new job skills training program, according to Ullman.

"The paperless training folder, which is accessible both to the individual and those above him or her, will show who certified the person as qualified on each task, or who observed the behavior," Ullman said. "There's a certain amount of responsibility that needs to be accepted.

"In some specialties now, the standard is simply to sign off somebody if you think the person can do the job. It's a subjective call," Ullman continued.

"I could have a pretty sharp person working for me who appears to know what she's doing, so I sign her off because I don't have either the time or the means to really evaluate her. But, if you have a standard that says I have to see her do the task to a certain standard, that will change," Ullman said.

When that change takes place, and everyone gets proper training to do the job right, what should follow is an atmosphere of trust and teamwork which leads to quality improvement, Loh said.

Diet pill presents health dangers

by Col. Roger A. Beck,
Hospital Commander

What do Mikail Gorbachev, Boris Yeltsin, and your friendly neighborhood fast-food outlet have in common? They may all affect your military career!

With the reduction of the Soviet threat has come a "slimming down" in the size of the U.S. military and the new Air Force Weight Management Program re-emphasizes the importance of "slimness" to the individual fighting man or woman.

In today's Air Force, maintaining weight standards is just as much a part of daily military discipline as putting on the uniform. All things considered, failure to maintain weight standards might put an untimely end to your military career.

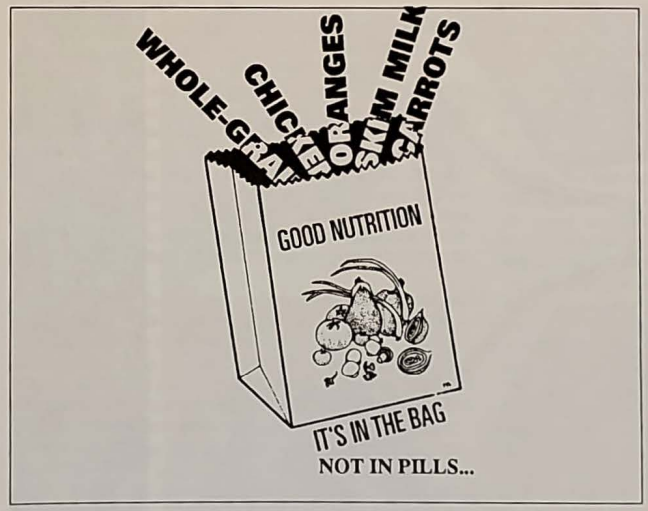
As a military member, we are required to maintain our body fat within standards and to maintain our physical fitness. Keeping within body fat standards is a constant struggle for some. When professionally supervised weight management programs do not meet their expectations, some become desperate for a quick fix.

If you are having weight problems at this point, you may decide to visit a local "Diet Clinic." Some weight control centers are reputable, with well-designed non-drug programs that help you make responsible eating decisions to achieve long-term weight loss.

Others have a program of prescribing a veritable "drug-salad" to achieve rapid weight loss. These "clinics" provide minimal supervision, and have not been found to be effective in promoting safe, long-term weight reduction.

In exchange for $50-$75 of your hard-earned pay, you are handed an assortment of pills. Popular combinations include a stimulant (to give you a brief, false sense of energy), thyroid hormone (in hopes of speeding up your metabolism to burn up calories and fat faster), a diuretic (a water pill; by increasing urine production and water loss, you think you are actually losing weight), and potassium (to make up for the potassium the diuretic causes you to lose).

By now you are probably thinking this "chemical cure" is not such a good idea and you are right! What are the possible side-effects of these diet medications?



Stimulants may cause anxiety, sleep disturbances, tremors and irritability; just what you need to be popular and effective at work, huh?

Thyroid supplements may cause an increased heart rate, irregular heart rhythm, menstrual irregularities, muscle weakness, and sexual dysfunction.

Diuretics may elevate your blood glucose and cholesterol, trigger gout attacks, or cause sexual dysfunction. Most seriously, diuretics may lower your blood potassium and sodium to dangerously low levels.

The heart, muscle and brain cells work like billions of tiny batteries that must be electrically charged and discharged in a controlled sequence. Sodium and potassium are the electrolytes that control the electrical activity of the heart, muscle and brain cells.

Let the recent unfortunate experience of a now much wiser active duty service member at Tinker AFB illustrate what we are talking about.

Wanting to loose weight, the service member visited a local "diet clinic." After paying $60, the member was given a supply of pills (containing, as you guessed thyroid hormone, diuretics, stimulants, and potassium). Periodically, the service member was to come back for $25 "follow up" sessions.

Several weeks later, the member noticed difficulty thinking and mental confusion. After being taken to the Tinker AFB Hospital emergency room, an alert physician ordered tests which showed dangerously low levels of sodium and potassium.

Due to the risk of further brain swelling, seizures and possibly even permanent brain damage, this patient required emergency hospitalization and intensive care. Fortunately, the service member recovered and did not have to be medically separated from the Air Force.

As you can see, it is best to manage body fat by taking personal responsibility for your caloric intake and a daily physical fitness program. If you are in good health, eat a balanced diet, limit your caloric intake and exercise regularly, you can improve your fitness.

Former X-29 pilot now flys the falcon

By TSgt. Stan Paregien

Maj. Al Hoover, an F-16 pilot with the 507th, was at one time a test pilot for the experimental X-29 aircraft.

The X-29 featured a forward-swept wing design that took to the air at Edwards AFB, Calif. to accomplish a series of unique performance and high angle of attack tests. The flights experimented and investigated new technologies that make it possible to fly and maneuver more efficiently at transonic speeds and at extremely high angles of attack.

The tests showed the military utility of maneuvering at up to a 70-degree angle of attack.

Major Hoover was the Air Force Flight Test Center (AFFTC) project manager of the X-29 from December 1987 to February 1990. He was the only Air Force test pilot assigned to the NASA-led team.

The two X-29 aircraft were built at Grumman facilities in Bethpage, N.Y. The X-29 number one aircraft completed the last of 242 flights in December in a program that evaluated its forward-swept wing design, rotating canards and other advanced technologies.

In addition to these, demonstrator number two carried a spin chute and a beefed-up flight control system for high angle of attack testing. The spin chute helps the pilot regain control of the aircraft should it stall and spin.

Due to the unusual design, an advanced digital flight control system is necessary to control the statically unstable aircraft.

The X-29 is so unstable that if the three computers on board stopped functioning, the plane would tumble to over 36 g's in less than one second and literally self-destruct.

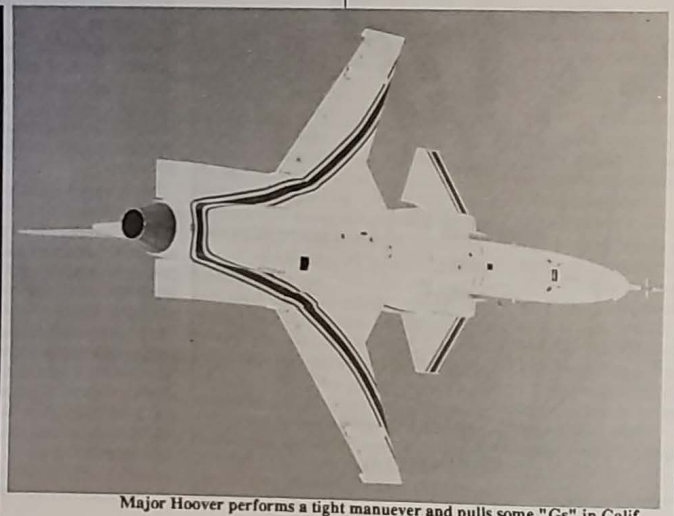
Major Hoover prepares for another flight in the X-29 research plane at Edwards Air Force Base, Calif.

However, Major Hoover pointed out that this static instability combined with other technology already has yielded unprecedented maneuvering capability during flight tests of the number one aircraft.

While stationed on Edwards AFB, Major Hoover spent two years at the U.S. Air Force test pilot school with the F-20 and two years as chief of the fighter branch before the opening came up to work on the X-29 project.

The X-29:

SPEED DEMON



Major Hoover performs a tight manuever and pulls some "Gs" in Calif.

X-29 Specs:
Length- 48 feet
Wing span-27 ft.
Height- 14 feet

The empty weight of the plane is approximately 13,600 lbs. while the takeoff weight is 17,600 lbs.

The engine is a G.E.F404-GE-400, 16,000 lb. thrust class.

The $87 million X-29 Program was funded by the Department of Defense Advance Project Research Agency.

The X-29 and Major Hoover soar high above the earth, almost seeming to head into outer space at any given moment.

"The most exciting part of getting into the X-29 research was working on angle of attack and envelope expansion. I was the frst pilot to take the aircraft to a 50 degree angle of attack. The normal attack limit for a fighters 30 degrees. On the F-16 it is 25 and on the F-15 it is 30 degrees.

Going to a 50 degree angle means Maj. Hoover was taking the plane beyond the normal limits of control. When he crossed into this area, he had started flying in a range where normal planes would start falling out of the sky.

"What was challenging about this program was that it was simply a single seat research plane. On the first flight, you are totally solo and you are on your own in a new research vehicle.

"A team of 30 engineers and specialists could monitor over 500 parameters with electronics and visual displays so they kept track of me pretty well," said Major Hoover.

The testing was performed over a lakebed near Edwards AFB on the California desert floor. After flights were finished, the engineers took data from the plane to analyze and prepare for new tests in the days ahead. In his down time, Major Hoover flew A-7s, helped in general test support, and also taught classes at the USAF Test Pilot School while modifications were being made on the X-29.

Although Major Hoover was working on an experimental and strenuous project (the work day started at 4 a.m.), he said there were really no scary moments.

"Being alone in an aircraft that was still being perfected was about as scary as it got. It was essentially a flawless project. I flew 25 flights the first year and ten in the second year. Only one flight was aborted during that time.

Several technologies were perfected during the X-29 flight tests.

1) Forward swept wing was used to reduce drag and produce higher lift and make the aircraft "slicker" and faster.

Major Hoover flew the F-20 and the X-29 with the same engine and noted a remarkable difference. He experimented one day with going from 12,000 feet to 30,000 feet. At 12,000 feet, he hit the afterburner and in 6,000 feet of climb, had gone from .82 Mach to supersonic in a 25 degree nose high angle climb.

"That plane accelerated like a banshee," Major Hoover said.

2) Close coupled canards provided more lift. The lift was all going up instead of down like in most other planes, making it more efficient.

3) It featured digital, fly-by-wire technology.

"The F-16 is now being produced with this instead of the current analog. It will process information faster and the response of the plane can be tailored to individual missions. Ultimately, If the tail was blown off, the computer could compensate for it and reconfigure for my battle damage," said Major Hoover.

4) The wings had a carbon/graphite composite to control bending and this was the first application on a fighter aircraft.

The original flight control system was developed for a maximum 24-degree angle of attack and was used to explore the performance envelope out to Mach 1.5. Major Hoover holds the low altitude speed record in the X-29.

Air Force, NASA and Grumman Aircraft Corp. put the modified No. 2 aircraft through its paces for the high angle of attack flights. The eight-year flight research program is scheduled to conclude this summer with a final test of a vortex maneuver control system.

"These technologies have already been included in current fighters like the YF22. It was an extremely successful program and I am proud to have been associated with the X-29 testing," said Major Hoover.

Air Force Reserve at Tinker: Origins

by Maj. Donald W. Klinko, USAFR

The 507th Tactical Fighter Group (TFG) will celebrate its twentieth anniversary as an Air Force Reserve fighter unit in May. The event is significant both to the members of the 507th TFG and the Air Force Reserve as a whole, as the event will mark the reintroduction of a fighter mission to the Air Force Reserve after a hiatus of over 20 years. The 507th Fighter Group reactivated at Tinker AFB had an illustrious previous history in the Pacific Theater during World War II and as a fighter interceptor unit at Kinchloe AFB, Mich., during the 1950s. The reactivated 507th TFG did not appear out of thin air.

As is typical of air reserve forces units, the men and women of the 937th Military Airlift Group (MAG), which flew the C-124 "Globemaster" transport aircraft, were informed in 1971 that their unit and its aircraft would be inactivated, and the 507th TFG would be reactivated with F-105 "Thunderchief" fighter-bomber aircraft. In short, the same people who had manned the 937 MAG in previous years carried out reactivation of the 507th TFG. Only the mission and equipment changed; the people stayed. Many of the Tinker reservists had been around long enough to see more than one such conversion.

While the previous history of the 507th Fighter Group is readily available to anyone for the asking, air reservists have been present at Tinker AFB since the earliest days of the post-World War II reconstitution of the air reserve forces. The histories of previous Air Force Reserve units at Tinker AFB, however, exist locally only in the collective memories of those who were members of the units before their inactivation. As these people leave the new unit, through separation, retirement, or transfer to another unit at a different geographic location, the passage of time gradually clouds the collective memory of the predecessor units. The histories of the latter should still exist at the Air Force Historical Research Center (AFHRC) at Maxwell AFB, where all inactivated units' histories are supposed to be archived. Experience has taught the author, though, that the longer ago the unit existed, the less likely it is that those historical records will be complete. Few current Air Force Reserve members have any idea when or why their organization was formed as a federal organization. No current members of the 507th TFG were present at the activation of the Air Force Reserve program at Tinker Field immediately after World War II. Its historical record exists only in incomplete files at the AFHRC, yellowing copies of the *Tinker Take Off*, and in the memories of the thinning ranks of wartime veterans who formed the 310th Bombardment Wing (Light) here 45 years ago. Particularly now, in a time of drastic force alterations driven by even more drastic political changes abroad, it would be well to examine when and why our organization was created. The 507th TFG is definitely going places, but it's difficult to know where you're going if you don't know where you've been.

The United States Air Force Reserve traces its origins to the National Defense Act of June 1916, which founded the federal reserve forces (Army, Navy, and Marine Corps Reserves) as we know them today. Previously, the U.S. Army had relied solely upon the various states' National Guard units for reinforcement in

AT-6 "Texan" Trainer at Tinker Field, 1946

time of war and national emergency. (Efforts to create an effective state-sponsored "Naval Militia," to augment the Navy as the National Guard augmented the Army, in the early years of the century had met with failure.) One of the provisions of the National Defense Act strengthened the active-duty Aviation Section of the Army Signal Corps, and incidentally authorized the section a reserve corps of 2,300 officers and enlisted men. The first Army reserve aviation unit, the First Reserve Aero Squadron, was formed in May 1917. It was soon ordered to extended active duty in World War I. By war's end in late 1918, the Army Reserve Aviation program had trained nearly 10,000 military pilots.

The Army Reserve's aviation program did not fare well in the years between the World Wars. While the entire defense establishment suffered severe budgetary constraints and general neglect, the Army Reserve deteriorated to a point where it possessed few organized units. The Army again saw the National Guard, including its organized aviation units, as its primary reserve force. Fewer than 3,000 officers and a few hundred enlisted men formed an "Organized Reserve Corps" (OR) which augmented the Aviation Section and its successor Army Air Corps in much the same manner as Individual Mobilization Augmentees do today. This small corps of trained aviators and support personnel did prove a valuable asset in the darkening days immediately preceding World War II. One of its number called to active duty in 1941, for example, was then Major "Jimmy" Doolittle, who would soon lead a daring first air strike on the Japanese Home Islands.

Planning for a post-war military reserve structure actually began in 1942, less than a year after all reserve forces had been called to active duty. A bitter debate arose within the Army over whether the post-war reserve forces should consist of a National Guard, over which individual states would retain some control, or a purely federally controlled Army Reserve. It was really a rather petty political battle, as both of the Army reserve components had already performed well in wartime. In the end, the Army's senior staff, including General of the Army H.H. "Hap" Arnold, Chief of the Army Air Forces, compromised on the matter. Both the National Guard and the Army Reserve would reconstitute after the war, but they further stipulated that much of the Army Reserve would consist of organized units having their own equipment--including aviation units--similar to those of the National Guard.

Immediately after World War II, while its active duty units were still in the process of demobilization, the Army Air Forces thus had authorization for its federal reserve. While this pleased General Arnold and his staff, by their own admission, they did not know quite what to do with that authorization. The most obvious concern seemed to be the retention of trained pilots.

Capt. Dawson (left) prepares for first Reserve flight at Tinker.

The reserve training mission was given to the newly formed Air Defense Command in early 1946, which began assigning regular Army aviators and support personnel to various bases with orders to recruit and train reserve pilots. For the first few months of its existence the Army Air Force Reserve was little more than a flying club for former regular Army pilots. National Guard aviation units, by contrast, immediately began reforming as self-sufficient military organizations.

Tinker Field was one of the Army Air Force installations identified as suitable for reserve training. On June 15, 1946, the War Department directed that a reserve training detachment, designated the 177th Army Air Force Base Unit (Reserve Training), be established at Tinker Field as soon as possible. Maj. Robert D. Fiest arrived here on June 25, on temporary duty from Headquarters 4th Air Force. By July 1, he had managed to establish a temporary unit, the 400th Air Force Base Unit, 4th Air Force. On that date, Lt. Col. William C. Adams arrived to assume permanent command. On July 8, the unit's tiny cadre of three officers, four enlisted men, and two civilian clerk typists took up residence in the nqrtheast corner of Building 230. Finally, on July 15, the 177th Army Air Force Base Unit (Reserve Training) (AAF BU [RT]) was officially activated under 10th Air Force. The next three weeks were occupied by requisitioning equipment, hiring civilian aircraft mechanics, arranging for aircraft maintenance space in Hangar #4, and perhaps most importantly, processing applications for training submitted by 205 former regular Army pilots.

The unit received its first aircraft, a North American AT-6 "Texan" advanced trainer on July 1, 1946. This type of aircraft was to be the primary one used to maintain reserve pilot proficiency. Other aircraft followed in rapid succession so that by late September, the 177 AAF BU possessed 11 AT-6s, 2 Beechcraft AT-11 twin-engined bombardier and aerial gunner trainers (C-45 "Twin Beech" transport airframes modified with plexiglas noses), and 2 North American P-51 "Mustang" fighters.

The unit's first flight by a reserve pilot took place on Aug. 6, 1946. Capt. Rockleigh S. Dawson, OR, who lived in Oklahoma City, flew an AT-6 with instructor pilot William H. Stephens, USA, in the rear seat. By that date, over 250 Army reserve pilots had enrolled in the 177 AAF BU's flight proficiency training program. Colonel Adams told local newspaper reporters that such training flights would from then on be a daily routine. Subsequent training was not without its cost, however. The 177 AAF BU experienced its first aircraft accident on Nov. 1, 1946. An AT-6 aircraft flown by 1st Lt. Joseph J. Riggs, OR, and Capt Howard G. Moyer, OR, crashed while performing unauthorized low-level "buzzing." Lieutenant Riggs was killed, while Captain Moyer was seriously injured. A few weeks afterwards, on Dec. 23, 2nd Lt. Willard D. Askew was killed when the P-51 aircraft he was flying suffered a catastrophic materiel failure.

The aircraft accidents didn't appear to slow down the 177 AAF BU's flight training program, however. By the close of 1946, the unit's reserve pilots had accumulated nearly 3,000 hours of flight training. Colonel Adams reported that 456 Army reserve pilots from all over the southwest and midwest had enrolled in his unit's flight training program, adding that another 162 applicants were undergoing processing for assignment. He further stated that these figures did not include "137 other applicants who desire to receive training as bombardiers, navigators and in ground work." That Colonel Adams would bother to mention these "other applicants" may have been significant in light of what happened in the next few months.

Preview: Coming next month...
Activation of a bomb wing.

Beechcraft AT-11 "Kansas" bombardier/gunner trainer in flight.

Tinker's first women reservists

by Maj. Donald W. Klinko, USAFR

Mythical stories of women serving in U.S. forces date back at least to the American Revolution. Despite women's having served the Army as contract civilian nurses in the American Civil War, and in the quasi-military Army Nurse Corps established in 1901, the first complete--if temporary--integration of women into the national defense establishment did not occur until World War I. During our involvement in the conflict, the U.S. Navy enlisted over 13,000 women under the rank classification of "Yeoman (F)."

While the Navy's women's program was immediately disestablished at war's end, female yeoman were accorded full veteran's benefits after discharge, and both Navy and Marine Corps senior officers agreed that they had performed well. The Marines had horrified some by demanding that Yeomen (F) attached for service with the Corps periodically turn out for drill with Springfield rifles, fixed bayonets, and the senior enlisted woman brandishing the requisite NCO sword. For its part, the U.S. Army senior staff wasn't ready for women soldiers during the war, and for years afterward accused its naval counterparts of having violated federal law by enlisting women.

By the time of America's precipitous entry into World War II, enlisting and commissioning women had become an established practice in the forces of our allies (and to some extent, with our German enemy). All American services soon followed suit, with the Army being the most reluctant. That service first established a quasi-military Women's Army Auxiliary Corps (WAAC) in May 1942, later according them full military status in the Army of the United States as the Women's Army Corps (WAC) in September 1943.

Tinker Field received its first military women's contingent when a cadre of the 843d WAAC Company arrived here in July 1943. The cadre consisted of 3 officers and 12 enlisted women, commanded by Second Officer (equivalent to a first lieutenant) Mary L. Unthank. Eventually, the WAC company's strength grew to 180 women before the end of the war.

In the rapid post war demobilization of the wartime Army of the United States, the WAC almost passed out of existence. Tinker Field's WAC company was disbanded in January 1946, although a few women specialists remained on station thereafter. This time, however, even the Army was forced to admit that its women's program had greatly benefitted the service's war effort. Considerable public and congressional support existed for retention of the WAC (and similar sister service women's programs) as a part of the peacetime defense establishment. While the Army agreed to establish some sort of a WAC reserve program almost immediately after war's end, congressional action was required in 1948 to formally establish women's membership in both regular and reserve armed forces.

Some time in early summer, 1949, the commanding general of the 12th Air Force directed that his subordinate reserve training center commanders activate Women's Air Force Volunteer Reserve units, to provide trained cadres which would eventually organize Women's Air Force reserve squadrons. Lt. Col. Frederick LeFebre, commander of Tinker AFB's 2592d Air Force Reserve Training Center, established the first such Women's Air Force Reserve unit in the United States in early July 1949. Maj. Esther E. Brindley, who owned and operated the Brindley Personnel Service in Oklahoma City, was the new unit's first commander. Other original members of the Tinker AFB WAF reserve unit included 1st Lt. Hulda Detterding, TSgt. Helen L. Mathes, Sgt. Mary B. Galloway, Cpl. Evelyn J. Varone (all four of whom were Tinker AFB civil service employees), and Cpl. Hazel A. Haywood, a civil service employee of the Veterans Administration. All had been members of the wartime WAC except Sergeant Mathes, who had served in the Navy WAVES (Women Accepted for Volunteer Emergency Service). The women reservists parked a recruiting van in front of Brown's department store in Oklahoma City for several days, distributed flyers directing interested women veterans to apply for enlistment at Building T-428 in Area A on the base, and thus launched an industrious recruiting campaign to fill the roster of the nation's first WAF reserve unit.

"Air WACs" parade past AT-6 trainers, 1944

TOP: Navy Yeomen (F) under arms during WWI.

RIGHT: World War II Women's Army Corps recruiting poster caught America's attention.

BOTTOM: Women's Air Force uniforms of earlier days. (Left to Right) WAC uniform 1942-1950; the first U.S.A.F. blue uniform, 1950-1970; an attempt at civilian styling: the "box coat" uniform, 1982. Partially out of respect for A.F. heritage the current women's service dress resembles the original blue one.

Rape myths and facts you should know

Rape is a societal problem as witnessed on television recently and it also plagues the military, but crime prevention officials believe awareness and education could help reduce its frequency.

"Ignorance will not protect you from a rapist," said SSgt. Timothy Poole of the crime prevention unit at Ramstein AB, West Germany.

Instead, he stresses the need for using common sense, such as locking doors, using peepholes, not walking alone in areas where a potential attacker could be hiding, and not carrying a weapon unless properly trained in how to use it.

From another angle, rape is one crime where public awareness is hindered by myths that become accepted as facts. Here are a few:

Myth: Women who are raped are asking for it.

Fact: Only four percent of reported sexual assaults involved precipitative behavior on the part of the victim, and the most provocative consisted of nothing more than walking or dressing in a way that is socially defined as attractive. No woman's behavior or dress gives any man a right to rape.

Myth: Only young, beautiful women in mini-skirts are raped, or only "bad girls" get raped.

Fact: A victim of sexual assault is a victim of violence. Rapists choose their victims without regard to physical appearance. Victims are of every age, shape, race, and class.

Myth: Women are raped when they are out alone all night, primarily in dark alleys, so if women stay at home they will be safe.

Fact: Studies show that one-third to one-half of sexual assaults are committed in the victim's home, and half of all rapes occur in a private residence.

Myth: Sexual assaults occur only among strangers.

Fact: In 34 percent of the cases the victim and offender know each other. In 14 percent of the cases the rapist was a close personal friend, member of the family or friend of the family. These are reported cases. A woman is more apt to report being raped by a stranger than by a friend or relative.

Myth: Any woman could prevent rape if she really wanted to since a woman cannot be raped against her will.

Fact: In 87 percent of all rapes the rapist either carries a weapon or threatens the victim with death. The primary reaction of almost all women was fear for their lives.

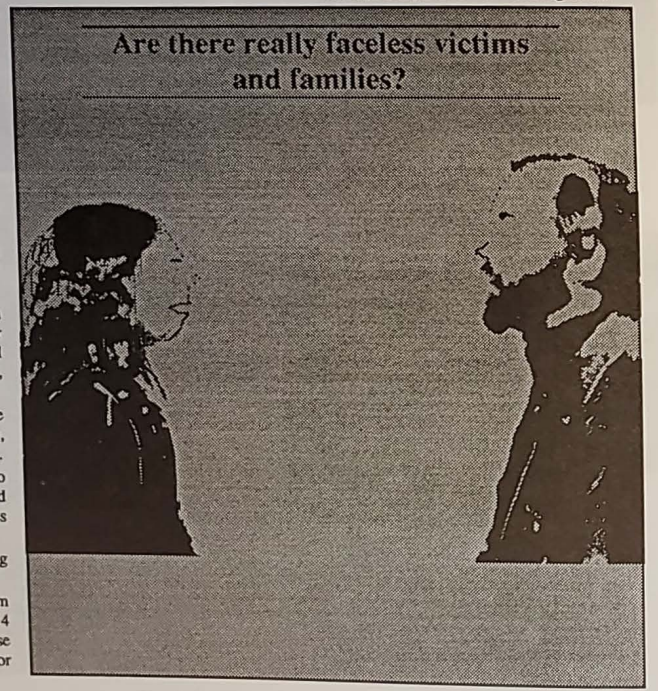
Myth: Rape only occurs in large cities.

Fact: The reported number of assaults is higher in large urban areas and cities, but sexual assault does happen in every area, including cities, suburbs and rural areas.

Myth: Most rapes involve black men and white women.

Fact: Statistics from the FBI show that three percent of rapes involve black men and white women and four percent are white men and black women. Most rapes involve a rapist and victim of the same racial, social, and economic background.

Women should always be aware of their surroundings, and any situation that places them in jeopardy should be avoided.



Women and combat

by TSgt. Sarah L. Hood
Air Force News Service

WASHINGTON -- The Air Force has already begun its review of policy concerning military women and is anxious to work with Congress in determining the feasibility of future combat roles for women, the service's top personnel chief told Congress Jan. 29.

"The Air Force has always moved quickly in the area of what's right for its people. We did not hesitate when the academies were first opened up to women and the same was true when women were introduced into the rated career field," Lt. Gen. Billy J. Boles said in an opening statement submitted to the Military Personnel and Compensation Subcommittee of the House Armed Services Committee.

Boles and the other service representatives explained where they currently stand on the review of policy concerning women in combat.

Today, 97 percent of Air Force positions are open to women. All officer career fields are open regardless of gender, Boles said in his statement.

When it was in effect, the combat exclusion statute did not allow women assignments to aircraft engaged in combat missions. Consequently, Air Force women were excluded from fighters, bombers, gunships, forward air control aircraft, most helicopters and some reconnaissance aircraft.

The Department of Defense risk rule excludes women from assignments in non-combatant roles or units exposed to direct combat or at a substantial risk of exposure to hostile fire or capture. The rule closes three enlisted career fields to women -- pararescue and recovery, combat control, and tactical air command and control.

Currently, women serve as crewmembers on transport, tanker, airborne command and control and mission support aircraft, some reconnaissance aircraft, trainers and some helicopters.

Since 1989, C-141 and C-130 airdrop missions have been open to women and C-17s will be open as well, Boles said. Additionally, physiological restrictions for the TR-1 and U-2 were removed, opening these aircraft up to women.

"We are reviewing our current assignment policy and the duties women are performing," Boles said. "We are also examining all previous studies pertaining to duty assignments for women in the Air Force."

Operations and surgeon general staffs are measuring the impact on operational readiness, and determining the changes to physical standards that may be needed to integrate women into combat roles.

Meanwhile, Air Force civil engineers and acquisition staffs are examining the need to modify both facilities and aircraft equipment or the actual aircraft, and any possible associated costs, for such modifications.

"We're looking at the issue of assigning women as volunteers, and as non-volunteers to combat positions," he said.

The Air Force is also conducting studies on the impact of pregnancy and lost time, and the effect of women qualifying for combat positions on unit morale and cohesion.

The Pentagon's personnel chief, Christopher Jehn, said the expanded roles of women in all services over the last two decades increased in both numbers and career opportunities.

"One of the reasons for the department's success in this area is that these changes were conceived, planned and implemented in a careful and deliberate manner," Jehn said in his statement entered into record.

"Our principal objective has always been and will continue to be to ensure expanded roles for women do not adversely affect combat readiness or effectiveness."

DOD officials also hope to ensure changes don't disadvantage either men or women servicemembers.

"In other words, we want to do it right, do it timely and do it fairly," Jehn said.

The bill to lift the ban on women in combat was initiated by Rep. Patricia Schroeder, D-Colo., who offered an amendment to cover the Air Force. Rep. Beverly B. Byron, D-Md., chairwoman of the personnel subcommittee, amended Schroeder's proposal to include the Navy.

A presidential commission was established by the Senate following its July 31 vote supporting repealing that part of the combat exclusion law keeping Air Force and Navy women out of combat aircraft. The House Armed Services Committee voted May 8 to repeal the same portion of the law.

While the committee's action doesn't require the services to put women in combat aircraft, it removes the statutory prohibition. It also allows the defense secretary to waive all restrictions on assigning service women for test purposes.

ROA awards first scholarships

The winner of the Reserve Officer's Association Chapter 66 dependent scholarship was announced recently. The recipient for the spring semester is Athena Smith, daughter of MSgt. Cody Smith Jr.

Athena is a freshman at the University of Oklahoma majoring in business and she hopes to attend law school. She serves in the U.S. Army Reserves as a legal technician.

SSgt. Cecilia Hood, 403rd CLSS sheet metal shop, won the reservist spring scholarship. She is a junior nursing student at Southwestern in Weatherford. She works in local hospitals two or three days a week.

"I really appreciate the scholarship and the reserves. I get to teach a first aid class out here from time to time and that helps my college studies.

"I plan to commute to Texas for work after graduation. They pay better for nurses down there," said Sergeant Hood.

Sergeant Hood was getting ready to go home for the day when someone told her she won the scholarship.

"It is kind of funny. I had forgotten all about that scholarship until it was mentioned. I am really thankful to ROA because this just made my day. I needed this money for college," she added.

The ROA Chapter 66 President, Lt. Col. Donald Shaw, was pleased with the number of applications received and the way the entire scholarship process worked.

"This was an open application and we just pulled the names out of a hat. We will award two similar scholarships in the fall semester. All applications will be received in July and August with the selection in August or September," Colonel Shaw said.

SSgt. Cecilia Hood receives a check from Capt. Renae Lane.

MSgt. Cody Smith helps congratulates his daughter Athena, while Capt. Renae Lane, Lt. Col. Donald Shaw, Capt. Ernest Goodman and Lt. Leonard Gaines look on.

Education grants

WASHINGTON (AFNS) -- The Air Force Aid Society is again offering $1,000 education grants to help undergraduate college students with books, tuition, lab fees and other education expenses.

There are two deadlines for the program. The first is March 27, when the society must have received the preliminary application form. Once that form is received, the society will notify the United Student Aid Funds, its administrative agent, which will then send financial applications.

Financial applications must be received by United Student Aids Funds no later than April 15. The grant recipients will be announced in June.

The society plans to award nearly 4,500 grants for academic year 1992 to family members of active-duty, retired and deceased Air Force members. People must be full-time, undergraduate students enrolled in schools recognized by the Department of Education.

Applications are available at local Air Force Aid Society sections or by writing to the Air Force Aid Society National Headquarters, 1745 Jefferson Davis Highway, Suite 202, Arlington, VA 22202.

Defense budget battle

Air Force News Service

WASHINGTON -- Citing the need and obligation to keep America militarily strong, Defense Secretary Dick Cheney told Congress that the Pentagon and the country cannot afford to take defense spending any deeper than it already has.

"The decisions that we're going to make on the defense budget in the period immediately ahead have one very clear purpose; they are preparation for the next time we go to war. And there will be a next time," Cheney said Jan. 31 before the Senate Armed Service Committee.

"These decisions are very much about America's security, about deterring a war, also about winning decisively if war is forced upon us, and about saving the lives of the men and women of our fighting forces."

Cheney, accompanied by Chairman of the Joint Chiefs of Staff Army Gen. Colin L. Powell, presented the amended fiscal 1992-93 defense budget request and countered criticism that the Pentagon is not taking a deep enough cut in its defense dollars.

From the outset of the nearly day-long session, Cheney and Powell argued that the United States must not go back to the days of the hollow army, a time after World War II and after Vietnam when defense programs were purged.

Powell also said it is ironic that only 11 months after the conclusion of the Persian Gulf War, his principal purpose in 1992 is not to propose keeping the same size force which supported Desert Storm, but to outline sweeping reductions in the size of the military structure.

"As proven by our experience in Desert Storm, the nature of modern warfare demonstrates the need for constant

Future questions?

Secretary of Defense Dick Cheney contemplates the future role of the U.S. military in relationship to world events. It will be up to the leaders of America to decide on a reduction in military spending over the next several years.

(Continued from page 17)

training and advanced equipment in order to achieve the level of proficiency and competency necessary to win," Powell said.

Although Cheney and Powell admit the United States can now reduce the overall size of its forces and budget due to the sweeping changes in Eastern Europe, they said a $50 billion cut from defense over the next five years is enough.

"We have outlined a responsible program, one sensitive to the reductions in the threat, yet aware of continuing dangers and responsibilities," Cheney said.

In showing the administration's resolve to hold the line on defense spending, Cheney evoked President Bush's pledge in the State of the Union address to not go any deeper than the proposed budget because it would be insensible to progress and ignorant of history.

Armed Services Committee Chairman Sam Nunn, D-Ga., responded to the Pentagon's concerns and admitted the defense budget is at the center of a bidding war.

Nunn said some people seem to be determining the size of defense spending reductions by how much they want to increase domestic spending, or by how much they need to offset a tax cut.

Others, he said, seem to be basing the size of their proposed reductions on the latest public opinion poll.

"None of these approaches, in my view, is a rational way to determine the size of the U.S. defense budget," Nunn said.

Although there were many lawmakers who sided with the proposed budget, there were some who say defense is going too low and others who want even deeper reductions.

Sen. Bob Smith, R-N.H., told the Pentagon leaders that he was deeply concerned by the scope and pace of reductions outlined in the budget submission.

"We cannot forget that the former Soviet Union remains politically unstable and economically bankrupt," Smith said.

"Moreover, seemingly lost in the post-Cold War celebration is the fact that while the people of the former Soviet Union are starving, the commonwealth is maintaining a robust and inherently threatening strategic modernization program."

Information from the Department of Defense and the CIA point to five new missile defense programs in the former Soviet Union, and the continuing upgrade of existing programs such as the SS-18 and SS-25 ICBM, the Blackjack and Bear H bombers and the AS-15 air- launched cruise missile program, Smith said.

"This aggressive modernization program exceeds both the military needs and economic means of the republics, and calls into question their commitment to meaningful reform."

Sen. Edward Kennedy, D- Mass., called on the Pentagon to tell the American public why defense spending can't go deeper. Especially today, he said, when money saved can help urgent domestic challenges as education and health care.

"Either the Cold War is over, or it is not," Kennedy said. "What have we gained if we win the Cold War and lose the war on crime, the war on drugs, the war on poverty. Winning these battles is also vital to the future of America."

Although Cheney agreed very sobering problems exist outside the Pentagon, he said defense has also been hit hard. As a result, the size of the military will be reduced by more than 25 percent by fiscal 1995.

Any substantial additional reductions in military spending would be the wrong thing to do because the United States still faces a dangerous world, he said. Ultimately, the decision of how much money the Pentagon gets rests with Congress.

Cheney said he hopes the Senate and the House will do the right thing in their forthcoming deliberations and approve the president's defense budget.

Going, going, gone. The Soviet threat has been greatly reduced in recently.

Utah guard openings

WASHINGTON (AFNS) -- The Utah Air National Guard has part-time positions open in 19 Air Force specialties at its units in and around Salt Lake City.

The Guard will consider Palace Chase and Palace Front applicants, as well as assist in cross-training people into any of their current vacancies.

AFSCs now open are: 208XX, 276X0, 304X4, 305X4, 306X6, 361X0, 362X4, 454X0A, 454X5, 455X2B, 457X0F, 458X2, 458X3, 472X3, 472X4, 555X0, 623X0, 645X0 and 902X0.

More information is available by writing to Utah ANG Recruiting, 765 North 2200 West, Salt Lake City, UT 84116-2999.

The Air Force vision ahead: a picture of the future

by Donald B. Rice

Secretary of the Air Force

"Air Force people building the world's most respected air and space force... global power and reach for America."

"These are the words of the new Air Force vision. Created by the senior leadership of the Air Force, these words will guide us into the future. Why a vision, you ask? We have mottos and mission statements. What's the difference?

"A vision is a picture of the future -- more than a slogan, it's what we want to be. Our mission describes what business we're in, and why. The vision determines our direction. It's the way things could be, our best possible future, and it tells the organization what to care about in order to reach that future. "The world is changing around us. In response, we have led the Air Force into deeper, more fundamental change than it has seen since its formation. The easy part -- designing the new structure -- is over. We are now entering the most challenging phase -- implementing the changes. For that we need the best efforts of every member of the Air Force, whether uniformed military or civilian, active or reserve component.

"Air Force people is who we are -- talented, well-trained, hard-working, deservedly proud, and the key to fulfilling our vision. Building conveys our tie from the Air Force of the past to the Air Force of the future. Those who went before us created the best Air Force in the world. Our task is to build on their work. The world's most respected air and space force describes what we always want to be. Our product is global power and reach -- the full range of aerospace combat capability. And America, last and most important, is our country, our customer, our reason for existence.

"As we publish this vision, and establish it throughout the Air Force and beyond, we also call upon each of you to reach for it. Listen to your commanders as they teach you the total quality approach, and seize the authority we'll be handing you to improve the processes you own or participate in. Every level of the Air Force will have to take the vision and trace from it their role in making it happen. The vision will be the same for all Air Force people, but the 'how to's' are up to the people at every level, at every base. "We are the best air force in the world today. But we want to keep improving the definition of best, then beat it and define it anew. If we are to stay the best, we must keep striving for new ways of becoming the best, most respected air force. We must continually improve and innovate because we know potential adversaries are doing the same thing.

"Change is often unsettling. But change is also absolutely essential for growth. Embedded in this change are great opportunities for you, the Air Force and the nation."

Secretary of the Air Force, Donald Rice, watches recruits tackle the obstacle course at Lackland AFB, Texas.

Secretary of the Air Force, Donald B. Rice, greets a group of Air Force recruits during a visit to the sprawling basic military training complex at Lackland AFB, Texas.

Reserve News you can use

Unit donates hot chocolate to warm hearts

The 507th TFG recently received a letter of thanks and congratulations on a job well done. Amy Hann, director of the HOPE center of Edmond, sent Lt. Col. Lytle a letter thanking him and the unit for thinking of others during winter season.

What did we do? We donated boxes of hot chocolate to help keep others warm.

Ms. Hann summed up her feelings: "Your donation to the Hope Center is greatly appreciated and needed. The hot chocolate is especially appreciated with cold weather. Thank you again.

Good job 507th! Once again, here is another example of how we try to lend assistance to our community whenever possible.

Filter awareness

Attn: Those supervisors participating in the March ORE must ensure all personnel have gone to initial chemical warfare defense training and have checked their gas masks for problems.

Inspect all your chem gear but especially look at the mask and filters for defects.

Put on the mask and make sure you can breathe with no difficulties.

For replacement filters, you can contact MSgt. Miller in the 507th Medical Squadron at 734-2487.

ROA Announcements

--Convention time is here

The state convention will be Saturday, March 28 with a banquet at 1630, Meridian Plaza, 2101 S. Meridian, OKC.

Banquet dress will be Mess Dress; Class A-or a business suit.

The state convention banquet needs AF attendance because the newly installed President is an Air Force member.

The ROA chapter 66 has indorsed Lt. Col. Donald R. Shaw, DCR, for President.

At the state convention-AF will also elect a Vice President. (Lt. Col. Robert E. Lytle is seeking a second term) and a Junior Vice President (Capt. Joel Clay is an announced candidate and is supported by Chapter 66).

Blood drive successful

Your consideration for others during the February UTA blood drive helped the 507th contribute 63 units of blood to the Oklahoma Blood Institute.

The next blood drive will tke plce during the 30-31 May UTA.

We can all be proud of another important contribution our unit has made to the community.

APPROVED

FY92 UTA SCHEDULE...

25-26 APRIL
30-31 MAY
27-28 JUNE
25-26 JULY
29-30 AUG
26-27 SEP

***** Be sure to mark these dates in your calendar or scheduling books.**

Aviano news

Courtesy of the Site Survey Team

The pace is rapidly accelerating for the FY 92 Annual Tour at Aviano AB, Italy. We are planning to take approximately 300 people on each leg of the Annual Tour. Those who are going will need to plan on an approximately 17- day annual tour, as opposed to the normal 15-day tour length. The airlift plans and dates are outlined below:

Friday, 12 June, a C-141 carrying about 60 people including the enroute support team will depart TAFB. The plane will stop at Lajes Field, Azores and remain there for two nights, before going on to Aviano. This group will arrive Aviano on Sunday, 14 June.

Saturday, 13 June: Two KC-10s (65 passengers each), a KC-135 with 40 passengers and the F-16's will depart TAFB early Saturday morning for Lajes Field, Azores. They will remain there for one night, before going on to Aviano. These groups will arrive Aviano on Sunday, 14 June.

Also on Saturday, a C-5 carrying 73 passengers will depart TAFB around 0900 and fly directly to Aviano, arriving on the morning of 14 June 92.

Friday, 26 June: Those on the second leg of the Annual Tour will depart on a passenger jet at around 1800, and fly straight to Aviano. This plane will arrive Aviano on the afternoon of Saturday, 27 June.

Saturday, 27 June: Those on the first leg are scheduled to return home via the passenger jet, which should arrive TAFB around midnight on Saturday. No one will be released from annual tour until Sunday, so those who are out of town will remain at TAFB billeting Saturday night.

On Saturday, 11 July, all aircraft except the C-5 will depart Aviano for Lajes, where they will remain one night before heading home to TAFB.

Sunday, 12 July: The C-5 will depart Aviano and fly directly home to TAFB, arriving about 1400. All others will depart Lajes Sunday morning and arrive at TAFB Sunday afternoon.