

WARRIOR



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Protecting the institution

By Lt. Col. Michael O. Walters
Commander, 325th Weapons Squadron

We each share the responsibility of “protecting the institution”. What is the “institution”? It’s not only the U.S. Air Force I refer to when I speak of protecting the institution, but the organizations we belong to that the USAF is comprised of – the MAJCOMs, Numbered Air Forces, Wings, Groups and Squadrons. These entities serve as the foundation of the service we not only swore an oath to, but to improve upon on a daily basis – to leave better than we found it! I ask you to take the concept one step further, and look upon yourself as an “institution” as well, and how your mental, physical, and spiritual strength directly impact the work you do, the people that depend on you, and the goals you’ve set for yourself. Protecting all of these institutions are critical not only to mission success, but to your own development as an Airman, a wingman and mentor.

Why protect the institution? Take pride in a job well done. Always being mindful of the institutions you serve should drive you to elevate the expectations for yourself and those around you – setting the standard and inspiring excellence. If when you act, you’re mindful of the impact it has on the institution itself, you will never have to question the integrity or rightness of your decision. Understanding, adhering to, and living the standards expected of us all is of critical importance to the integrity of the institution. This includes protecting the standards, customs and courtesies of the Air Force, and in turn the culture of our service. Conversely, NOT being mindful of the institution we serve, risks causing the foundations of that institution to unravel. Protecting your own institution (mind, body

and spirit) is critical due to all the aspects of your health being interrelated. Ignoring one pillar will eventually impact the others, making your ability to strike balance in both your professional and personal life difficult.

What’s the impact? Start with you. We all impact the institution, either positively or negatively. The fundamental integrity of our Air Force is made up of daily actions and decisions made by us all. From the newest Airman, to the Chief of Staff, every action and decision sets in motion a chain of events, large or small, like ripples in a pond. Being mindful of that, and shouldering the shared responsibility to protect the institution, allows you to – on a daily basis – make YOUR institution better. We should each strive to “leave it better than we found it”. If you find an aspect of your particular job, a task, or process that lacks the level of detail or accuracy that consistently frustrates you or your ability to be effective, make it better! If you move in to a new position, and little to no formal continuity exists, create that continuity. Capture best practices, communicate processes or procedures you’ve found effective, and seek to improve those fellow Airmen and shops around you. I’d challenge you to elevate your perception of the role you play in the institution, and the potential you have to impact it. I challenge you to NOT view the organizations at Whiteman AFB as separate entities, working in a vacuum towards an isolated goal. We’re not multiple bubbles of excellence, exclusive of one another. Merging ideas, communicating best practices, adapting lessons learned from other organizations, entities, or fellow Airmen enables us to constantly improve, and protect this institution. What’s more, it allows us to enhance this institution – all through our own shared innovation, empowerment and hard work.

Spiritual fitness: The pure heart

By Chaplain (Capt.) Sharior Rahman
USAF

According to the Muslim faith, on the Day of Judgment no one is safe, save the one who returns to God with a pure heart.

Prophet Muhammad (peace and blessings be upon him (pbuh) said “Surely in the breasts of humanity is a lump of flesh, if sound then the whole body is sound, and if corrupt then the whole body is corrupt. Is it not the heart?” (Bukhari, Muslim)

Jesus (pbuh) said “Blessed are the pure at heart, for they shall see God.” (Matthew 5:8)

Almost universally, religious traditions have stressed the importance of the condition of the heart. In the Muslim scripture, the Day of Judgment is described as:

“And do not disgrace me on the Day they are [all] resurrected. The Day when there will not benefit [anyone] wealth or children, but only one who comes to Allah with a sound heart.” (26:87-89)

The sound heart is understood to be free of character defects and spiritual blemishes. This “heart” is actually the spiritual heart and not the physical organ per se, although in Islamic tradition the spiritual heart is centered in the physical. One of the extraordinary aspects of the modern era is that we are discovering aspects about the heart unknown in previous times, although there were remarkable insights in ancient traditions. For instance, according to traditional Chinese medicine, the heart houses what is known as shen, which is spirit. The Chinese characters for thinking, thought, love, the intention to listen, and virtue all contain the ideogram for the heart.

In nearly every culture in the world, people use metaphors that directly or indirectly allude to the heart. We call certain types of people “hard-hearted,” usually because they show no mercy or kindness. Likewise, people are said to have “cold hearts” and others yet are called “warm-hearted.” We speak of people as wearing their “hearts on their sleeves” because they do not (or cannot) conceal their



emotions from others. When someone’s words or actions penetrate our souls and affect us profoundly, we say that this person “touched my heart” or “touched the core of my being.” The Arabic equivalent for the English word core (which originally in Latin meant heart) is known as lubb, which also refers to the heart, as well as the intellect and the essence of something.

The physical heart, which houses the spiritual heart, beats about 100,000 times a day, pumping two gallons of blood per minute and over 100 gallons per hour. If one were to attempt to carry 100 gallons of water (whose density is lighter than blood) from one place to another, it would be an exhausting task. Yet the human heart does this every hour of every day for an entire lifetime without respite. The vascular system transporting life-giving blood is over 60,000 miles long – more than two times the circumference of the earth. So when we conceive of our blood being pumped throughout our bodies, know that this means that it travels through 60,000 miles of a closed vascular system that connects all the parts of the body – all the vital organs and living tissues – to this incredible heart.

We now know that the heart starts beating before the brain is fully fashioned; that is,

without the benefit of a fully formed central nervous system. The dominant theory states that the central nervous system is what controls the entire human being, with the brain at its center. Yet we also know that the nervous system does not initiate the beat of the heart, but that it is actually self-initiated, or, as we would say, initiated by God. We also know that the heart, should all of its connections to the brain be severed (as they are during a heart transplant), continues to beat.

Many in the West have long proffered that the brain is the center of consciousness. But in traditional Islamic thought – as in other traditions – the heart is viewed as the center of our being. Only recently have we discovered that there are over 40,000 neurons in the heart. In other words, there are cells in the heart that are communicating with the brain. While the brain sends messages to the heart, the heart also sends messages to the brain.

The Prophet of Islam spoke of the heart as a repository of knowledge and a vessel sensitive to the deeds of the body. He said, for example, that wrongdoing irritates the heart. So the heart actually perceives wrong action. In fact, when people do terrible things, the core of their humanity is injured. Fyodor Dostoyevsky expresses brilliantly in *Crime and Punishment* that the crime itself is the punishment because human beings ultimately have to live with the painful consequences of their deeds. When someone commits a crime, he does so first against his own heart, which then affects the whole human being. The person enters a state of spiritual agitation and often tries to suppress it.

The core value of Integrity is paramount. We as Airman must be accountable for all our actions, whether we feel we are being watched or otherwise. The problems we see in our society come down to covering up or suppressing the symptoms of its troubles.

People work very hard to cut themselves off from their hearts and the natural feelings found there. Air Force values enable us an escape from these woes.

THE WARRIOR

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On the cover

U.S. Air Force photo/
Senior Airman Keenan Berry
U.S. Air Force Airman 1st Class Zachary McDaniel, 509th Operations Support Squadron airfield management operations coordinator, measures snow height on the flightline at Whiteman Air Force Base, Mo., Feb. 24, 2015. Once snow height is measured, the information is reported to the Notice to Airman (NOTAM) site for necessary precautions.

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Hi 64	Hi 62
Lo 46	Lo 44
Sunday	Monday
Sunny	Sunny
Hi 69	Hi 72
Lo 36	Lo 43

Whiteman kicks off AFAF campaign

The 42nd Annual Air Force Assistance Fund (AFAF) campaign is officially underway. The campaign is an effort to raise funds for charitable affiliates providing support to Air Force members and their families in need. Whiteman's campaign began March 9 and will run until April 19.

This year's goal for Whiteman is to raise \$63,919.

Please sit down with your unit AFAF representatives as they circulate throughout the units and take time to listen to what they have to say. After all, the AFAF is all about Airmen helping Airmen ... The Airmen of today, tomorrow and yesterday!

For more information, contact 2nd Lt. Nathan Taylor at (660) 687-5395 or Master Sgt. Jason Christianson at (660) 687-7986.



U.S. Air Force photo/Airman 1st Class Joel Pfister
Brig. Gen. Glen D. VanHerck, 509th Bomb Wing commander, signs his contribution to the Air Force Assistance Fund March 9, 2015 at Whiteman Air Force Base, Mo. The campaign is an annual effort to raise funds for the charitable affiliates that provide support to Air Force members and their families in need. Whiteman's campaign began March 9 and will run until April 19. This year's goal for Whiteman is to try and raise \$63,919.

Your NAF support enables new bowling center**509th Bomb Wing Report**

Many members of Team Whiteman may not be familiar with the way Nonappropriated Funds (NAF) influence base programs, events and facilities. In fact we all play a direct role in raising funds that are used by the wing to purchase items that improve the Whiteman community each time we utilize Force Support NAF activities.

That means the profits from that burger you just purchased from Mission's End, the game you just bowled at the Stars & Strikes Bowling Center, the bucket of balls you just hit at the golf course or even the snow blower you just rented from Outdoor Recreation are all given back to Team Whiteman – to all of us – through the NAF process.

The fact that NAF programs and facilities are designed to be self-supporting – meaning they make enough money to support themselves so no extra money from the wing has to be set aside – makes these initiatives even more beneficial.

It is imperative that we all understand the importance of supporting our on-base NAF activities, and the direct impact your support can have on our ability to care for our people and families. Unlike Appropriated Funds (APF), which are appropriated by Congress and have strict rules on how they can be spent, NAF funds provide greater flexibility for wing leadership to directly contribute to the morale, welfare, and recreation of the Whiteman community.

That means that all of us that are part of Team Whiteman directly benefit from the money NAF contributes by way of programs, equipment and facility upgrades, renovations and projects you see throughout the base.

And the good news is, even more changes based upon your feedback are on the way.

You, the Whiteman community, have listed our bowling center as an integral part of your daily recreational activity. Because of your consistent, practical input and thanks to your support of NAF programs, soon there will be a new bowling center here on Whiteman AFB.

The current bowling center, which was constructed in 1966, is the highest-rated dining option on base; however, major changes are needed to sustain operations there as patronage continues to grow. Moreover, existing limitations at the current facility prevent us from expanding the current bowling center to meet demand.

As such, the Force Support Squadron, the Civil Engineering



Squadron, and the Contracting Squadron here have been working diligently to make this new \$6.6 million quality of life (QoL) initiative into a reality that all Team Whiteman members, young and old, can enjoy. What's even better is that the new Bowling Center will actually raise even more NAF funds once it is open and it will help provide self-sufficiency throughout all of our FSS activities – that means even more QoL money coming in to the wing.

The groundbreaking for the project is currently scheduled for March 23 at 11 a.m. and will take place directly across from the 509th Headquarters building. The estimated completion date for the new Bowling Center is March 2016.

The new center will offer an expanded pro shop with 16 brand new lanes able to be used for league bowling, parties and everyday recreational use.

But the updates don't end there.

To further create an environment that is healthy and fun for Team Whiteman members of all ages, party rooms and a game room will be included to round out your entertainment experience. The new facility will also feature an expanded kitchen to serve up the same great food that makes the Stars & Strikes Bowling Center the top option for on-base dining. Finally, our new location will offer a larger area for indoor and outdoor seating.

So the next time you dine at a FSS activity, or choose an FSS facility for your entertainment needs, remember that you are directly influencing future programs, equipment and events at Whiteman AFB through the NAF process for the better!

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Women IN COURAGE

Name:

Kisha Dawn Lee

Rank:

Master Sgt.

Squadron:

509th

Security Forces

Duty title:

NCOIC, Operations

Hometown:

Pikeville, KY

How long have you been in the military?

14 years/9 months



Name:

Tanisha Michelle Moore

Rank:

Staff Sgt.

Squadron:

509th Force Support

Squadron

Duty title:

Assistant guest

services manager

Hometown:

Lockesburg, Arkansas

How long have you been in the military?

8 years and counting



Why did you join the military?

I came from a small town with a limited future. I knew from a very early age that I wanted more for myself. In most cases, women who pursued a career in the local area were restricted to nursing, as most job opportunities were in the coal mines. I didn't come from a military background and knew very little about it. I always viewed it as tough and not for the weak so I wanted to be a part of that. I knew the day I entered the Air Force that I was committed to serving a full 20 years.

The United States Air Force is the only branch that has never had a gender-segregated force. How do you think this shapes our heritage?

I think it helps to provide further development and growth within the force. I feel this heritage allows pride for women working in the military and having the opportunity to follow whatever career path they choose.

How do you as a woman in today's military find strength from those women that came before you?

The women before me laid the pathways and set standards. My strength comes from knowing I am capable of meeting and exceeding those standards, and then doing it.

What woman inspires you and why?

Marie Curie inspires me because she is a two time Nobel Prize recipient and the first woman ever to receive the award for her work in the discovery of radioactive science, before it was generally accepted for women to work in that profession.

What do you think is the most significant barrier to female leadership?

I believe the most significant barrier is being able to be taken seriously. It is easier for a man in a more male oriented career field to give information or orders and have people listen. For women, it means really knowing the job in and out and gaining the respect of everyone around you by exceeding the standard at all times.

What will be the biggest challenge for the next generation?

Their biggest challenge will be to follow military bearing and customs. A lot of younger people joining the military these days do not hold themselves as high as they need to be, to represent our country appropriately.

What does it take to be a female leader?

It takes pride in what you do, respect for yourself and others around you and a huge desire to be successful.

What do you do "like a girl?"

Everything. I am a girl and what I do is 'like a girl' but not in a derogatory manner. I am proud to do things 'like a girl' because I am a successful and very strong female.

What issues have you faced in a predominantly male-career field? And how did you overcome them?

Fitting in. Women are looked at by men mostly as someone who will need to be helped. I make sure I hold my own weight and know the job better than most of my male counterparts. I am respected and taken seriously.

Why did you join the military?

I was in college (UCA) fulltime and I had two jobs. I was a waitress at Pizza Inn and a cashier at Kroger. It came to a point to where I had to decide whether to go to class and study to get good grades or go to work so I could pay my bills. I didn't want to choose between the two choices. A good friend of mine told me about the Air Force. I was reluctant to join but here I am today.

The United States Air Force is the only branch that has never had a gender-segregated force. How do you think this shapes our heritage? How do you as a woman in today's military find strength from those women that came before you?

I am sure women before me had to deal with unkind words and remarks about how they could not do the same jobs men could do. At first they were put in jobs that were designated for women. So if they could put up with that and continue to move forward, why can't I?

What woman inspires you and why?

My grandmother, Virginia Jewel Thrash, is my favorite person in the whole world. I will not say "was" because she still is. One day she had really bad headaches and the next she was in the hospital. She had a brain aneurism and a stroke. We were told she would not make it but she did. She went from the most independent person to being dependent on my mother and aunt for bathing, transporting, feeding and other things. This continued for over 8 years and

the average person would have probably given up or been unhappy. She went from head nods and foot movement communications to talking. She kept a smile, prayed and trusted in God and she continued to be the support system we all needed. I was taught to love everyone and follow the golden rule. She left us in 2013 and she is still an inspiration in my world. From her, I learned to keep trying and never give up.

What do you think is the most significant barrier to female leadership?

To some people women are presented as not aggressive enough, lacking the self-confidence required for the job and not being serious enough about their careers to climb the corporate ladder. I think trying to remove what others were taught growing up will forever be hard considering this is still being taught.

What will be the biggest challenge for the next generation?

It's kind of like racism. It's sexism. There are still people out there who are teaching it and that means there are those who are learning it. To them, no matter how well a woman does, it will not suffice for them.

What does it take to be a female leader?

It takes someone who is tough. Sometimes in a male dominated career field we are not taken as seriously or we may seem too sensitive. You have to be a leader and show that we all can do the same jobs.

SecAF introduces diversity initiatives



national women's history month

By Tech. Sgt. Anthony Nelson, Jr.

WASHINGTON (AFNS) -- Secretary of the Air Force Deborah Lee James kicked off Women's History Month by speaking to attendees during the Center for a New American Security "Women and Leadership in National Security" conference in Washington, D.C., March 4, 2015.

"There's simply no country in the world as widely diverse as the U.S." James said, who was the keynote speaker at the event. "Progress has been made, but we (the Air Force) can do better."

She spoke about the steps the Air Force is taking to strengthen its diversity and inclusion by introducing nine initiatives. James along with Air Force Chief of Staff Gen. Mark A. Welsh, III and Chief Master Sergeant of the Air Force James A. Cody, signed two memos that were sent out to all Airmen to help guide the Air Force efforts.

Air Force leaders want to ensure the service attracts and retains the most innovative, skillful Airmen possible. "Diversity and inclusion help us become more strategically agile," James said.

The initiatives SecAF discussed were career path tool transformation, diversity and inclusion perspective for development team boards, promotion board memorandum of instruction (MOI), Career Intermission Program, increased female officer applicant pool, Reserve Officer Training Corps rated height screening, identifying high-performing enlisted Airmen for Officer Training School, post pregnancy deployment deferment and the use of panels in civilian hiring.



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Airfield ops never stops

By Senior Airman Keenan Berry
509th Bomb Wing Public Affairs

While the B-2 Spirit soars through the skies, the 509th Operations Squadron Airfield Management team scans the ground ensuring it taxis, takes off and lands safely. Supervising the airfields is a full-time job, but the airfield management team is always up to the challenge.

Pilots can perform their tasks with their minds at ease knowing airfield management has done their part. The airfield management crew files flight plans and posts notices to Airmen (NOTAM) for any discrepancies or limitations on the airfields.

Pilots are notified by the NOTAM site of the conditions of the runway prior to boarding their aircraft. They know the proper speed limitations for their aircraft while inbound, out bound and taxiing.

"Whenever sheets of ice result from freezing rain or snow, we will use the runway condition reading system to tell us how slick the airfield pavement is," said Tech Sgt. John Leach, 509th Operations Support Squadron NCO in charge of airfield management. "This is important because we do not want an aircraft operating on slick pavement, chancing any damage or hindrance to the mission. We are looking for numbers that let the aircraft commander know what kind of breaking action he or she needs to do. If we have a low number on ice, he or she will taxi slower so he can stop without hitting anything."

Along with ensuring runway conditions are serviceable, airfield management scans the skies and runways for wildlife activity to ensure they do not interfere with the mission.

Another potential threat to aircraft are bird strikes. Bird strikes are caused when aircraft make contact with large flocks of birds which can result in severe damage.

"With our bird and wildlife aircraft strike hazard (BASH) program, we keep an eye out for any wildlife that trespasses onto the airfield," said Airman 1st Class Cody Nelson, 509th OSS airfield management operations coordinator. "If there are any birds posing a potential flight threat, we manage that by the use of pyro pistols and BASH cannons to ward them off. We use the pyro pistol 150 feet out from where the birds are and fire a pyrotechnic in the air to scare them off."

Airfield management keeps a log of all wildlife spotted on the airfield. They also work with the 509th Civil Engineer Squadron to ensure the grass is maintained between 7-14 inches to prevent birds from nesting and feeding in the area.

"We inspect the airfields daily for factors, such as grass heights and ponding (resulting from rain), that will attract birds or other wildlife," Leach said. "Once we find these attractants, we report them to the CES for mitigation. We work with the United States Department of Agriculture to find new ways from other bases for bird mitigation. For instance, polyvinyl chloride piping or spikes have been put in place throughout hangars where bird nesting occurs."

Airfield management also inspects the airfields for spalls, which are cracks in the ground containing foreign object debris (FOD) capable of causing significant damage. Spalls are caused by erosion, aircraft and vehicles.

"We work hand-in-hand with the CES to gather FOD off the airfield to avoid damage to the aircraft," Nelson said. "It's important to clear the areas of FOD to prevent aircraft from ingesting gravel or rocks into



U.S. Air Force Airman 1st Class Zachary McDaniel, 509th Operations Support Squadron airfield management operations coordinator, measures the distance between the snow and the flightline at Whiteman Air Force Base, Mo., Feb. 24, 2015. This process is done to verify wingtip safety clearances for taxiing aircraft, ensuring they avoid contact with the snow.

the engine, causing any malfunctions."

It's a full-time job trying to maintain the airfields, but with a steadfast and dedicated attitude, the airfield management team gets the job done.

"I enjoy day-to-day operations, meetings and taking care of my Airmen," said Leach. "These factors are key to the mission because at the end of the day, our main responsibility is ensuring the airfields are safe for the pilots to perform their duties."



U.S. Air Force Airman 1st Class Zachary McDaniel, 509th Operations Support Squadron airfield management operations coordinator, examines decelerator results at Whiteman Air Force Base, Mo., Mar. 2, 2015. The decelerator is used to determine braking action based on how slick or dry the runways are. Once airfield management receives results, they are relayed to the pilots so they can determine the necessary braking action to use when taxiing.



U.S. Air Force Senior Airman Alex Mumley-Dupuis, 509th Operations Support Squadron airfield management shift-lead, reviews an airfield status for a shift brief at Whiteman Air Force Base, Mo., Mar. 2, 2015. Airmen must be informed of airfield status prior to change of shift to maintain a steady flow of information for pilots.

U.S. Air Force Senior Airman Alex Mumley-Dupuis, 509th Operations Support Squadron airfield management shift-lead, points to the bird and wildlife aircraft strike hazard (BASH) cannon controls at Whiteman Air Force Base, Mo., Mar. 2, 2015. The BASH cannon is used to ward off birds in order to minimize possible aircraft damage.

*U.S. Air Force photos/
Senior Airman
Keenan Berry*



U.S. Air Force Airman 1st Class Zachary McDaniel, 509th Operations Support Squadron airfield management operations coordinator, measures snow height on the flightline at Whiteman Air Force Base, Mo., Feb. 24, 2015. Once snow height is measured, the information is reported to the Notice to Airmen (NOTAM) site for necessary precautions.

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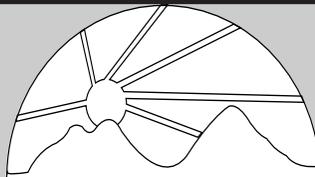


U.S. Air Force photo/Senior Airman Keenan Berry
Team Whiteman's newest senior master sergeant selects pose for a photo at Whiteman Air Force Base, Mo., March 6, 2015. Twenty members of Team Whiteman were among the more than 1,200 master sergeants selected for promotion to senior master sergeant.

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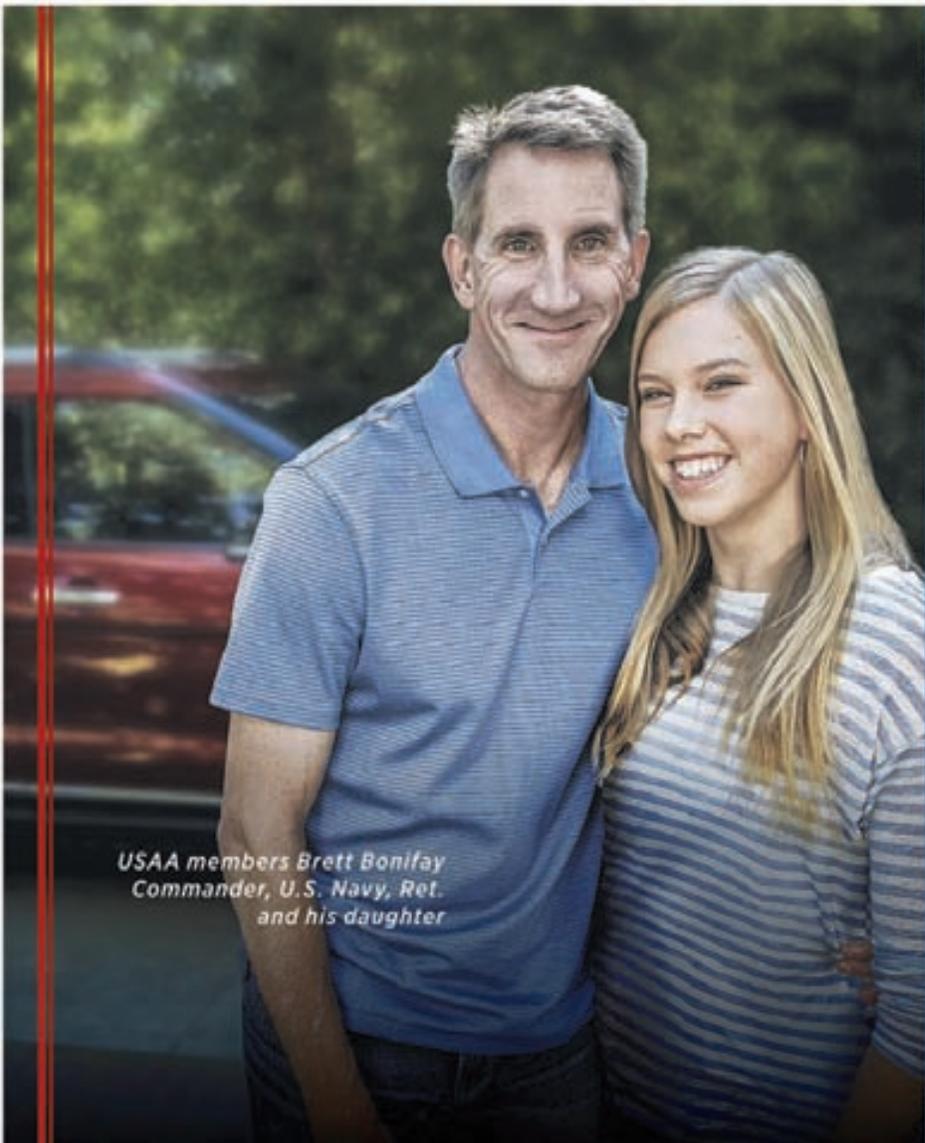
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The AtHoc system: Keeping you in the loop

By Airman 1st Class Joel Pfiester
509th Bomb Wing Public Affairs

Living on or near an installation where inclement weather can develop quickly means base closures or late reporting can become a common occurrence. Take the unpredictability of those emergencies and add to it the chance of an on base emergency or a similar unplanned threat to the installation.

In the event that something unexpected happens, members of Team Whiteman need to be notified immediately. Assisting with that need is the AtHoc system.

AtHoc is a network system that pushes important information out in a timely manner. The system is able to send information through computer notifications, phone calls, text messages and e-mails.

However, if an individual has not ensured their contact information is in the system, the message could never reach them.

Here at Whiteman Air Force Base, Mo., it is mandatory for service members to have their contact information stored in the system.

Users are able to include a cell and home phone number and an e-mail address.

“As the direct link to the commander, the Command Post publishes alerts on his behalf to ensure the safety of the base populace as a whole,” said Senior Master Sgt. Neftali Nieves, 509th Bomb Wing Command Post superintendent. “That’s why it’s so important to update your contact information in the system.”

The AtHoc system is a team effort between the 509th Command Post and the 509th Communications Squadron.

The CP is the operational core of the system. They are the ones who input the actual messages and alerts that are sent out. When an event occurs that may cause delayed reporting or a base closure, they are the ones who input the information that is pushed out through the notification system. The CS is the backbone of the system, ensuring the program is available to all network users. If a member’s work computer doesn’t have the AtHoc software installed, the CS are the ones to go to.

However, it is the responsibility of the service member to ensure they have the system installed, and their contact information stored in the database.

Each unit should have someone assigned as the AtHoc representative for their shop.

While it is mandatory for service members to have their information in the system, it is also highly encouraged to include your spouse’s contact information as well.

If you are unsure if you are in the AtHoc system database or have any questions regarding the system, refer to your unit AtHoc representative.



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