

# SHEPPARD SENATOR

Supporting the Air Force's Training Mission Through the 82nd Training Wing and 366th Training Squadron

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## Colonel Selectees

Congratulations to Sheppard's colonel selectees:

\*Roy Franklin, 82nd Medical Operations Squadron

\*Robert Lenahan, 82nd Medical Support Squadron

\*Brian Morr, 383rd Training Squadron

## Change of command

The 82nd Training Wing change of command ceremony is 9 a.m. Wednesday in Hangar 1045. Brig. Gen. Michael Collings will relinquish command to Brig. Gen. Arthur Rooney. Uniform for the ceremony is BDUs.

## CSAF Survey

The 2002 Chief of Staff Survey is available online until March 8 at <http://csafsurvey.af.mil>. While the survey is voluntary, Air Force leaders emphasize the value of completing the survey. "Sustaining the world's pre-eminent air and space force requires excellence in the work environment," said Air Force Chief of Staff Gen. John Jumper. "This survey will provide valuable information to all Air Force leaders to achieve that goal."



## AETC commander visits Sheppard

Gen. Don Cook, commander of Air Education and Training Command, speaks to Maj. Frank Smith, director of operations at the 366th Training Squadron (left), and Lt. Col. Kyle Hicks, 366th TRS commander in the pole yard Tuesday. Gen. Cook visited 82nd Training Wing leadership to discuss important issues affecting the wing. His tour included the Airman Leadership School, the learning and development center, student dorm 716, The 82nd Training Group, the 782nd Training Group and the 882nd Training Group. (Photo by Sandy Wassenmiller)

## Air Force updates travel perks guidance

RANDOLPH AIR FORCE BASE, Texas (AETCNS) — A section of the 2002 National Defense Authorization Act signed into law Dec. 28 by President George W. Bush authorizes military travelers to keep benefits such as points or miles, upgrades or other promotional items for personal use.

Lt. Gen. Richard E. Brown III, Air Force deputy chief of staff for personnel, issued further guidance re-

cently that provides more specifics about how Air Force people should conduct travel when using perks earned as a frequent flyer.

To prevent the public at large from developing a negative perception of Air Force people traveling on official business, members, when using their frequent flyer miles to upgrade to business or first class, will not be in uniform or allow a rank or grade to be associated with their upgrade,

the general said.

The travel-benefits policy applies to promotional items received before, on or after Dec. 31, 2001. The material must be obtained under the same terms as those offered to the general public and must be at no additional government cost, according to information from the Defense Department Per Diem, Travel and Transportation Allowance Committee.

Action Line 676-2000, [action.line@sheppard.af.mil](mailto:action.line@sheppard.af.mil)



**Brig. Gen. Michael Collings**  
82nd Training Wing  
commander

ever, I ask that you give your chain of command or other base agencies an opportunity to work your concerns. If you still do not receive a satisfactory response, call me at 676-2000, or send an e-mail to [action.line@sheppard.af.mil](mailto:action.line@sheppard.af.mil). Please include your name and telephone number. Those concerns with a wide impact at Sheppard may be published in *The Sheppard Senator*.

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**Kudos to airman**

While on our way home from Wichita Falls the night of Jan. 25, we had a flat tire around 1 a.m. We pulled over and attempted to free the spare tire that was mounted underneath our truck. This was not an easy task and the weather was not making matters any easier. Very little traffic was on the road at that hour, but a student airman from Sheppard was on his way home for the weekend. He didn't have to, but he pulled over and helped us get the tire changed. He accepted no money ... he merely did a good deed and was happy with that.

We would like to pass along our sincerest appreciation and thanks to AB Joshua Moore for his kindness.

# 82nd TRW commander bids farewell to Sheppard

To the men and women of the largest and best technical training wing in the Air Force:

Although my command of the 82nd Training Wing has been short, I feel an overwhelming sense of accomplishment and respect. In my nearly 27 years in the Air Force, I have never been more proud to serve with a group of men and women whose dedication and mission are at the heart of sustaining ready forces, a mission more critical today as we wage war against terrorism and defend our homeland.

Combat capability starts here. The 82nd TRW continues to be a vital foundation in replenishing our force's com-

bat capability and meeting the needs of the major commands and the nation.

No one understands more the value of education and training than the instructors whose job is to ensure the airmen they train are ready to meet the challenges of our incredible Air Force. Whether their destination is on the flight line, in a medical field tent or in a communications center in the middle of the desert, the airmen who leave here have been trained to fulfill the needs of America's Air Force.

We've worked hard as a team and accomplished many initiatives since I took command, all dedicated toward our ultimate mission. These initia-

tives include the reorganization of the wing, a new fire station closer to the airfield, fall pads at the pole yard, a wing-level POM to identify future requirements, improved service for labor and delivery requiring coordination with the local hospital, a task force to reduce the incidents of underage drinking, working with business leaders to establish a Wichita Falls Military Affairs Committee, acquisition and refurbishment of an A-10 for training, and the wing learning and development center. These are all great things the wing has undertaken, and good things will continue to happen at Sheppard because of the commitment of each person on

the team.

There are tough challenges ahead, many of which lie in Operation NOBLE EAGLE and Operation ENDURING FREEDOM. I leave Sheppard with confidence that these challenges will be met by the highly skilled, highly trained and highly motivated men and women who trained here. I am reassured by their professionalism and their commitment to service, which will always be traced back to their technical training days at Sheppard.

My wife Jan and I have enjoyed being a part of Team Sheppard. Thanks to all of you for your tremendous efforts. Our experience here

was fulfilled by the one constant we encountered every day: the quality people at Sheppard. I leave the 82nd TRW in exceptional hands, and I'm proud to pass the baton of this great technical training wing to Brig. Gen. Art Rooney.

May God continue to bless our nation, our Air Force, and the men and women and families of Team Sheppard... Good-bye.



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Brig. Gen. Michael Collings  
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# Survival equipment training continues a proud tradition

By Mr. Brad Gritton and  
Capt. Mike Rowland

*Weapons Systems Support  
Flight*

In 1937, the *Air Corps NewsLetter* described the kind of qualities a Survival Equipment Trainee must possess: "Since the parachute game is one in which 100 percent performance is required and mistakes are absolutely not allowed, it is important that the trainees assigned to take this important training must, first, be of the type who can be thoroughly depended upon and, second, possess a high degree of mechanical skill." Sixty-five years later the statement still rings true.

Gone are the days of trainees having to jump with a parachute they packed in order to graduate. The days of a pilot rolling his aircraft inverted, releasing his safety belt, and dropping out of a disabled aircraft are over. New technologies have replaced or eliminated many of the Vietnam Era systems. However, the standard of 100 percent attention to detail remains the same. Survival equipment mission-ready airman graduate with the knowledge and skills needed to be productive members of today's Air Force.

In the first phase of training, students acquire a working knowledge of textile fundamentals and learn to sew hand and machine-sewn seams. Students put their knowledge to use by learning to manufacture and maintain protective covers and upholstery. "Trainees accomplish sewing projects with real-world applications for base organizations, often resulting in considerable cash savings for the Air Force," said Capt. Mike Rowland, Weapons Systems Support Flight commander.

In the next phase, students learn to inspect, repair, and pack anti-exposure suits, life preserv-

ers, and one-man and twenty-man life rafts. All of this equipment is vitally important on overseas deployments. "If a pilot or crew should ever have to eject, this equipment could very well save their lives," said Master Sgt. Doug Taylor, assistant instructor supervisor.

Equipment such as this is used by more than Air Force people. "Students train on the same type of flotation equipment used in Hollywood movies such as *Top Gun*, *The Perfect Storm* and *Castaway*," noted Edie Redfern, a course instructor.

In the final phase of training, students learn to inspect, repair, and pack three emergency parachutes. The back-style parachute is used by crewmembers on heavy aircraft such as the C-17 and C-130, as well as the T-37 and T-38. "The pilots flying the T-37s and T-38s at the 80th Flying Training Wing wear the back-style parachute," said Sergeant Taylor. Before their final evaluation on the back-style parachute, students will have inspected and packed the back automatic parachute at least 10 times, he said.

The other two emergency parachutes taught in the third phase, the drogue and personal parachutes, are part of the Automatic Concept Ejection Seat II Recovery System. This system is com-



Senior Airman Matt Jones sews a heavy duty seam with "Big Bertha," a Chandler 767 sewing machine. (Photos by Mike McKito)

mon to most Air Force aircraft equipped with ejection seats, such as the F-15, F-16, A-10, and B-1. The drogue parachute slows and stabilizes the ejection seat so the personal parachute can deploy.

Modern technology, such as vacuum-packed life rafts and parachutes, is constantly being incorporated into the Air Force inventory. However, even with new systems, the mission of survival equipment technicians will not change. They will remain "The last to let you down."



After functionally testing a 20-man life raft Airman Justin Slater and Airman 1st Class James Pizon inject 40 pounds of air pressure.



Airman James Thompson clears the air channel of a C-9 canopy.

**Base tax office**

The base tax center, located in Bldg. 402, Room 154 is open Monday through Friday from 9 a.m. to 4:30 p.m. to assist Sheppard members with their taxes.

Appointments are available on Monday, Wednesday and Friday mornings. To make an appointment, call 6-7187.

**Enlisted Spouses Club scholarships**

The Enlisted Spouses Club is offering scholarships to qualified high school seniors

and spouses of all military members.

The club offers six \$1000 scholarships to high school seniors and six \$500 scholarships to spouses.

For an application, contact a high school counselor or go to the base education office. The deadline for submissions is March 23.

An awards banquet will be held to recognize the winners on April 18 at the enlisted club.

For more information, contact Sharon Klepp at 851-9936 or Beth Moret at 569-3812.

**Transportation complaints**

Transportation's goal is to provide quality service to all CTO customers.

CTO is operated under a civilian contract and is monitored for quality of service under the Customer Complaint Program.

Those whose travel needs (including air, bus, limo, auto rentals, and hotel) are not handled promptly and courteously should use AF Form 714, Customer Complaint Record, to voice complaints, or call 6-6362 or 6-

7153 to address the problem.

**Red River Career Expo**

The 2002 Red River Career Expo will be Tuesday from 10 a.m. to 3 p.m. at the Wichita Falls Multi-Purpose Event Center.

More than 100 national and local employees will be available to offer career opportunities in law enforcement, computers, education, accounting, engineering, communications, sales, management, federal government, nursing, and dozens of other fields.

People who plan on separating from the Air Force within a year can bring their resumes to the expo to market themselves for internship or future employment.

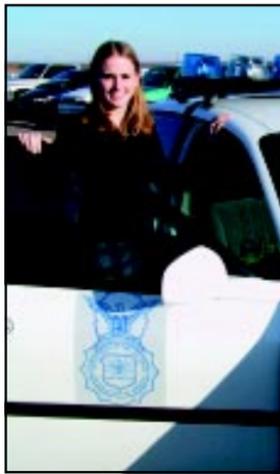
For more information, call 6-4358 or go to [www.cameron.edu/redriverexpo](http://www.cameron.edu/redriverexpo).

Women's history story time

The base library will host a Women's History Month story time from 10:30 – 11 a.m. March 5, 12 and 19. For more information call 6-6152.

### ***DREAM Week Winds Down***

Kyle McNeely (below), base fire department, shows Stephanie Clanton and Anthony Mathis how to do a functional check on the "Jaws of Life." Jessica Gray (bottom right) gets ready to go on patrol with the 82nd Security Forces Squadron. Andrea Lancaster (right) prepares for action while strapped into a T-37 ejection seat trainer. All of these students participated in Burkburnett High School's annual Discovering Real-World Experiences and Meeting Challenges (DREAM) Week, which ends today. Over 40 high school juniors experienced the working environment by shadowing Team Sheppard members. Students worked in areas such as medical, aircraft mechanics, pilot training, information systems, food service and security forces. Today, each student will complete their experience by making a graded presentation to a Burkburnett faculty member. (Photos by Mike McKito)





## Safety Corner

### Bicycle Safety Tips

◆ Always wear a bicycle safety helmet. The most serious bicycle injuries are to the head.

◆ Make sure the bike is in good working condition; check brakes, oil the chain as needed, tighten the handle bars, and check tires for wear and proper inflation.

◆ While riding on sidewalks, be extra cautious of pedestrians. They have the right-of-way. On the road, always ride to the far right side.

◆ Slow down and check

traffic at all intersections.

◆ Keep both hands on the handlebars except when signaling turns.

◆ Always push your bike across busy streets and avoid riding on busy streets whenever possible.

◆ Wear reflective clothing at night and have working lights/reflectors on your bike.

◆ Put a strap around the bottom of the right pant leg to avoid pants from getting caught in the chain and sprocket.

◆ Obey the rules of the road to include stopping at all stop signs and lights and signaling before turns. (*Courtesy of 82nd TRW safety office*)

# The unbroken code and our unbroken spirit –

By **Laura McGowan**

*Base public affairs*

Dr. Samuel Billison greets the students, teachers and parents at McGaha Academy with, “Hi-ye-tay,” the Navajo greeting that means both good-bye and hello.

During McGaha Academy’s 6th Annual Cultural Diversity Assembly—A Military Tribute last Wednesday, Dr. Billison, who is currently an elected member of the Navajo Nation Council, was one of the distinguished guests who participated in the event.

Dr. Billison is part of the remnant of the elite Navajo Code Talkers of World War II. The military needed a code that could be transmitted over radio waves that the Japanese could not break. So, they enlisted 29 Navajo Indians who devised the code which to this day is still unbreakable.

After the original 29 Code Talkers, there were about 400 or so more who were trained and taught the special language. Only those Code Talkers who were trained could understand this top secret code.

They could not take notes or put anything in writing about the code. Everything was commit-

ted to memory.

When they were discharged from the military, they were instructed never to talk about what they did. They were to only say they fought in the war.

Some 23 years later, the government declassified what these brave men did, and they were eventually awarded Congressional Medals of Honor for their instrumental participation in the United States’ victory during WWII—many posthumously.

The base honor guard performed the Flag Folding Ceremony while Don Shannon played *Amazing Grace* on the bagpipes.

Throughout the morning, Dr. Billison and Mr. Shannon gave presentations to each grade level before the day culminated with the assembly.

During the assembly, the students were exposed to some of the military’s traditions. The base honor guard posted and retired the colors,



and a trio from the base, SSgt. Danielle McAdams, Sharmaine Cook, and Janae Warren, sang the national an-

them.

There was a POW/MIA table set up, and an explanation was given for what each item symbolized.

In light of the events of September 11th, McGaha is thankful to have military people, like the ones representing Team Sheppard, who are willing to make sacrifices for the freedom we enjoy.

McGaha says, “Hi-ye-tay, and thanks, you are our heroes.”

**see photos next page**

# McGaha learns about history, diversity, tradition



As McGaha says “thank you” to the military, they get a living history lesson while learning about different cultural and military traditions. Dr. Samuel Billison talks to a small group, Don Shannon gives hands-on bagpipe lessons, and the base honor guard performs the Flag Folding Ceremony. *(Photos by Laura McGowan)*

# Countdown to the ORI: *Only 20 weeks to go until Team Sheppard's opportunity to shine*

The focus for week 20 is vision and mission. It's important for each member of the unit to be familiar with both of these topics and how they apply to their unit.

Although an operational readiness inspection is now compliance oriented (that is, everyone must know what is required to do their job and follow these requirements), knowing the unit's vision and mission will help to fill in any gaps. So, what should each member do to prepare? Everyone should review their mission statement. Does it answer the following questions:

\*Why does the unit exist, and for whom and what products or services does the unit provide? Everyone should know all the job functions of each shop.

\*How is the unit doing? Does every member of each

unit know who their customers are and what their expectation of the unit's product or service is?

\*How is success measured within the unit? Does the unit measure customer satisfaction? What tells each person how successful they are in meeting the customers' requirements? To get a good feel for the answers to these questions, each member should review their metrics for key processes.

\*Does the unit document improvements made? A simple folder labeled "Improvement Efforts" will work. The person responsible for the actual process should be well versed in talking about any improvements made within their unit. *(Courtesy of 82nd TRW Inspector General office)*

***Prepare now for the ORI!!***

# Soundoff

Why is it important to complete the CSAF survey?



*"It allows us to voice our concerns about life in the Air Force and allows the head personnel to know what mostly concerns their people as a whole."*

~Airman 1st Class  
Tameka Robinson, 361st  
Training Squadron



*"It provides good feedback for management to use as a barometer to gauge their opinions and feelings so they can make constructive changes."*

~Valerie Cook, Family  
Support Center transition  
career consultant



*"So that we as Air Force members have the opportunity to state our truthful opinions on our environment, and the Air Force can see where improvements are needed, if needed."*

~Airman Rochna May,  
361st Training Squadron



*"If you don't know what the problem is you can't fix it. It is very important for everyone to participate."*

~Tech. Sgt. Barry  
Alcorn, 82nd Security  
Forces Squadron

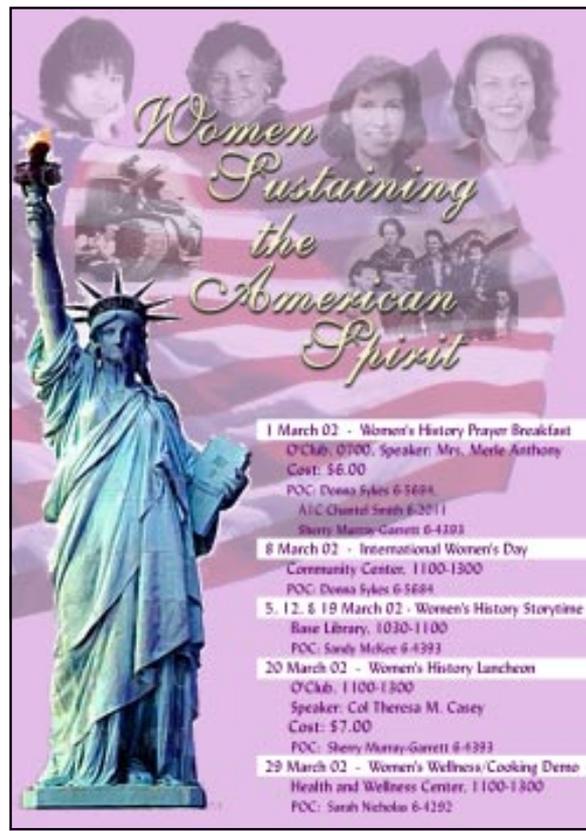


### ***Protecting the skies***

F-16 Fighting Falcons from the 388th Fighter Wing at Hill Air Force Base, Utah, fly a Combat Air Patrol mission over the 2002 Olympic Games in Salt Lake City on Feb. 15. During this mission, the fighters, piloted by Col. William Coutts and Capt. Mike Clayborn, received more than 20,000 pounds of fuel from a KC-135 Stratotanker belonging to the 22nd Air Refueling Wing at McConnell AFB, Kansas. *(Photo by Master Sgt. Randy Kelzenberg)*

## Women's History Month: March observance events announced by committee

March is Women's History Month, and the Women's History Committee has set up several events to commemorate the contributions of women in history. This year's theme is "Women Sustaining the American Spirit." The following events are open to all Sheppard members. For information on joining the Women's History Committee, contact Sherry Murray-Garrett at 6-4393.



*Women  
Sustaining  
the  
American  
Spirit*

1 March 02 - Women's History Prayer Breakfast  
O'Club, 0700. Speaker: Mrs. Merle Anthony  
Cost: \$6.00  
POC: Deana Fyles 6-5694  
A/C: Christal Seab 6-2011  
Sherry Murray-Garrett 6-4393

8 March 02 - International Women's Day  
Community Center, 1100-1300  
POC: Deana Fyles 6-5694

5, 12, & 19 March 02 - Women's History Storytime  
Base Library, 1030-1100  
POC: Sandy McKee 6-4393

20 March 02 - Women's History Luncheon  
O'Club, 1100-1300  
Speaker: Col Theresa M. Casey  
Cost: \$7.00  
POC: Sherry Murray-Garrett 6-4393

29 March 02 - Women's Wellness/Cooking Demo  
Health and Wellness Center, 1100-1300  
POC: Sarah Nicholas 6-4292

# Views: National Nutrition Month: a start for a healthy tomorrow

**By Maj. Mari Chamberlain and Maj. Elizabeth Watson**  
*Diet Therapy Training Programs chief and Nutritional Medicine Flight commander*

March is National Nutrition Month, an annual nutrition education and information campaign promoted by the American Dietetic Association.

The campaign is designed to focus attention on the importance of making informed food choices and developing sound eating and physical activity habits. The theme for March 2002, "Start Today for a Healthy Tomorrow," encourages people of all ages to include healthy food and fitness activities in their lives. It's never too late, or too early, for anyone to learn about good nutrition and physical fitness. In celebration of National Nutrition Month, members of base food service, diet therapy training and nutritional medicine have joined together to bring a variety of nutrition education opportunities to the Sheppard community. The highlight of the month will be the "Eat Like a Winner!" challenge. This nutrition challenge invites diners at the dining halls and clubs to meet weekly nutrition goals posted in each facility. Each week of the month has a different goal:

1. Eat five fruits and vegetables per day for at least five days of the week.
2. Do not add salt to food at the table for at least five days of the week.
3. Avoid fried foods at least five days of the week.
4. Enjoy at least eight 8-ounce cups of water per day for at least five days of the week.

Participants will track their progress on scorecards available at each facility, and those that meet the weekly goal can drop their scorecards in a box at the end of the week. Scorecards will be randomly selected from those that met the challenge each week at each

participating facility. Prizes awarded to those selected will include T-shirts, coolers, belt-bags and more. In addition to the "Eat Like a Winner!" challenge, many other National Nutrition Month promotions are planned. A display will be set up in the base library for the entire month and a nutrition-themed story time will be held March 19 at 10:30 a.m. A "sports nutrition spot" will be highlighted at the south fitness center on March 13 and 27 from 11 a.m. to noon. A registered dietitian and a registered pharmacist will be available to dis-

cuss sports nutrition topics. Members of Sheppard's National Nutrition Month team will be visiting John Tower Elementary School and Sheppard Elementary School bringing National Nutrition Month messages and activities to the students. The health and wellness center will be offering two educational cooking demonstrations for the month. The first will be March 7. The second, held in conjunction with Women's History Month, will be March 29. Both will begin at 11 a.m. Those interested can call 6-4292 to reserve a seat for the cooking demonstrations.



"Start Today for a Healthy Tomorrow" is great advice for everyone. Take advantage of the

National Nutrition Month offerings and be on the way to a healthy tomorrow.

## General activities

### AETC Cupid's Cruise Contest

The Cupid's Caribbean Cruise Contest provides AETC club members with the opportunity to win a Caribbean cruise and register to win \$100 each Friday in February.

Current AETC club members can receive an entry form from any club cashier with a minimum \$2 individual food purchase. For more information and club rules, call 6-6460 or 6-2083.

### Computer class

The Madrigal Youth Center is hosting a special computer course for its members. Basic computer to Microsoft Windows 2000 is available. Classes are held every Wednesday from 4-5 p.m. Limited space is available. For more information, call 6-KIDS.

### African-American History Month story time

The base library will celebrate African-American History Month every Tuesday in February from 10:30 – 11 a.m.

Wichita Falls and Burkburnett Elementary school students will share story time with members of the African-American Heritage Committee. Light refreshments will be served. For more information call 6-6152.

### African-American film festival

The 882nd Training Support Squadron will host a film festival in honor of African-American History Month.

Today's featured film, *Biography of Colin Powell: A Soldier's Campaign*, begins at 11:30 a.m. in the small auditorium of Bldg. 1900.

### Tax Seminar

The base library will host a tax seminar Thursday from 7-8 p.m. The seminar is sponsored by Liberty Tax Service (no federal endorsement of sponsor intended). For more information, call 6-6152.

## Upcoming trips

### Sightseeing in Dallas

Information, tickets and tours will sponsor a trip to Dallas for sightseeing Saturday. The cost is \$15 per person. This tour provides transportation services only to the downtown Dallas area. Participants will have free time to explore the historic West End.

## Club activities

### Enlisted club comedy jam

The enlisted club presents the enlisted club comedy jam weekend. Comic View comedians Honest John and Sunset will perform at the enlisted club ballroom tonight. Doors will open at 8 p.m., and the show starts at 9 p.m. Tickets are \$5 for club members and \$8 for nonmembers. Reserved seating is available with advance ticket purchase. This show is for mature audiences. For more information call 6-6427.

### Lunch at the e-club

The enlisted club now serves lunch from 11a.m. to 1 p.m. Monday through Friday.

The menu includes a food bar, grill specials and healthy heart options. For more information, call 6-2083.

### Big Bucks Club Card drawings

Sheppard officers club and enlisted club members are now eligible for the Big Bucks Club Card drawings held every Friday from 6-7 p.m. at both clubs.

### Symphony at the officers club

The officers club invites all ranks to enjoy an evening with the symphony March 9 at 6:30 p.m.

Hors d'oeuvres will be served followed by a bus ride to the symphony. The cost is \$45 per person or \$75 per couple. Those interested must RSVP by March 4. For more information, call 6-6460.

## At the Flicks

<p><b>Friday 6:30 p.m.</b> Imposter</p> <p><b>Friday 9 p.m.</b> The Royal Tenenbaums</p> <p><b>Saturday 2 p.m.</b> A Beautiful Mind</p> <p><b>Saturday 4:30 p.m.</b> Kate and Leopold</p>	<p><b>Saturday 7 p.m.</b> The Royal Tenenbaums</p> <p><b>Sunday 2 p.m.</b> Kate and Leopold</p> <p><b>Sunday 4:30 p.m.</b> The Royal Tenenbaums</p> <p><b>Thursday 6 p.m.</b> Imposter</p>
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**This schedule is subject to change without notice. For movie information, call 6-4427.**

<p><b>Kate and Leopold (PG-13)</b> – Meg Ryan, Hugh Jackman – Kate McKay, is a modern-day executive, and Leopold, a charming 19th century bachelor, have both grown weary of waiting for love, but when a dramatic twist of fate lands Leopold in present-day New York, they must confront the prospect of a love affair 100 years in the making.</p>	<p><b>Imposter (PG-13)</b> – Gary Sinise, Madeline Stowe – Spencer Olham, a weapons expert in 2079, awakens one morning to find himself accused of being an alien.</p> <p><b>The Royal Tenenbaums (R)</b> – Gene Hackman, Angelica Houston – When Royal learns that his distant wife may remarry, he feigns illness as a way to reunite with his estranged family.</p>
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## Chapel Schedule

<p><b>Student programs</b></p> <p>Tuesday, 11 a.m. and 4:15 p.m., chapel rope meeting, North Chapel</p> <p>Saturday, 5 p.m., Solid Rock Cafe, South Chapel</p> <p>Sunday, 5 p.m., Student bible study and activity night, North Chapel</p> <p><b>Catholic activities</b></p> <p><b>Mass</b></p> <p>Saturday, 5 p.m., North Chapel</p> <p>Sunday, 9 a.m., North Chapel</p> <p>Sunday, noon, North Chapel</p> <p>Mon.-Fri., 11:30 a.m., Hospital Chapel</p> <p><b>Religious education</b></p> <p>Sunday, 10:20 a.m., classes for preschool through adult, Bldg. 962</p> <p><b>Reconciliation</b></p> <p>Saturday, 4-4:30 p.m., North Chapel</p> <p><b>Protestant activities</b></p> <p><b>Worship services</b></p> <p>Sunday, 9 a.m., Liturgical Communion, South Chapel</p> <p>Sunday, 10:30 a.m., Inspirational Gospel Service, South Chapel</p> <p>Sunday, 10:30 a.m. Protestant Community</p>	<p>Service, North Chapel</p> <p><b>Religious education</b></p> <p>Saturday, 5:30 p.m., Growing in God's Grace, South Chapel</p> <p>Sunday, 9 a.m., classes for ages 3 to adult, Bldg. 962</p> <p><b>Bible studies</b></p> <p>Tuesday, 6:30 p.m., South Chapel</p> <p>Thursday, noon, South Chapel</p> <p>Thursday, 7:00 p.m., Protestant Women of the Chapel, Bldg. 962</p> <p>Saturday, 6:30 a.m., Protestant Men of the Chapel Bible study</p> <p>Second Saturday of month, 8 a.m., Protestant Men of Chapel breakfast</p> <p><b>Lay-led faith groups</b></p> <p>Islamic activities, Friday, 12:45 p.m., South Chapel</p> <p>Jewish activities, call Maxine Simpson, House of Jacob Synagogue at 322-4177</p> <p>Latter Day Saints, Sunday, 2 p.m., Hospital Chapel</p> <p>Mystic Grove Pagan Study Group, Wednesday, 6:30 p.m., Bldg. 962.</p>
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**For more information, call the base chapel at 6- 4370**

The International Cast Of The SOFTW's  
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# Translating transformation into capabilities

By Jim Garamone  
*American Forces Press Service*

WASHINGTON — “To my mind, the ‘T’ in “Transformation” stands for time,” said Air Force Maj. Gen. Daniel “Fig” Leaf, director of operational requirements at Air Force headquarters, during an interview.

General Leaf said the U.S. military can already decide and act quicker than anyone else, but it must continue to maintain this edge to fight the war on terrorism.

Defense Secretary Donald Rumsfeld has said the U.S. military must capitalize on its asymmetrical advantages as it transforms to meet the threats of the 21st century. The ability to assess intelligence and to pass it on to the commander who needs it and can act on it, is among the U.S. military’s greatest asymmetrical advantages.

Rumsfeld has said maintaining this edge may mean building new, more capable equipment or combining existing systems in new ways. He also said that what’s most important in transformation is a culture of innovation – a willingness on the part of commanders and subordinates

to take risks and try new methods and ideas.

Afghanistan has become a proving ground for some of these concepts. Rumsfeld has continually pointed to Army Special Forces and Air Force combat controllers calling in pinpoint air strikes while participating in a horse cavalry charge, as an example of the type of flexible thinking required to transform the military.

General Leaf said the world has not seen such an offensive air/ground capability since the Allied attacks through northern France in World War II. During the July, 1944, breakout from the Normandy beachhead and the subsequent dash across France, air and ground

forces worked as an offensive team, a unity of effort unmatched until the actions around Mazar-e Sharif, he said.

Also during World War II, the 9th Tactical Air Force spurred innovation by placing FM radios in their aircraft. Plus, air controllers were placed in planes and on the front lines. This was not a top-down driven action, either. Rather, it was soldiers and airmen who fielded the capability. And it worked brilliantly. The force guarded Gen. George S. Patton’s left flank as he swept across France. The air and ground worked together as an offensive arm.

“They leveraged the complementary capabilities

of two different arms of military forces,” said General Leaf. “They realized they could complement each other and then maintained through forward air controllers and proper equipment the degree of synchronization needed.”

General Leaf said the services have done a lot of great close air support operations over the past 60 years, but since World War II they had become more of a tool of the defense, rather than the offense. He said the U.S. military was clearly on the offense during the Gulf War, but still seemed to think of the air/ground combined arms team as a defense, versus a way for forces to take the initiative and win.

U.S. forces in Afghani-

stan returned to the World War II model, he said. One key, he continued, has been the liaison between forces. “We’ve had Air Force people on the ground. You’ve seen them. They look an awful lot like soldiers except they have Air Force rank.”

The air operations center also enjoys a joint service approach. “If you walk into that facility, you see a great representation of all the services and our partner nations,” he said. While commander at Aviano Air Base, Italy, during Operation Allied Force, General Leaf said the Army representation at the air operations center

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## TRANSFORM

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proved important, even though U.S. ground forces had no part in the Kosovo campaign. "They helped give that grand combat picture of the enemy on the ground," he said.

Service members "side-by-side wearing different uniforms" and offering their expertise give commanders an awareness they would not have otherwise. Establishing an air operations center also centralized planning and helped the services work closely together.

Communications improvements have allowed an unprecedented exchange of information. Interoperable radios and computers have sped up reaction time. General Leaf said one example occurred in Afghanistan, when a Northern Alliance commander turned to an Air Force air control specialist and said he wanted to attack Taliban forces on the next ridge.

"He thought we'd go through a long approval process, ... he'd thought it would be a day or two before the strike came in," Leaf said. Nineteen minutes after the airman's call, Taliban positions were bombarded with precision accuracy.

This flexibility and interoperability contrasts with even Desert Storm. Then, air tasking orders had to be physically delivered to land bases and carriers at sea.

Leaf said data links join air, ground and sea forces now, and will be the most fertile area to explore as the services move forward. These advances, coupled with the Global Positioning

System, laser range finders and others, allow planners to integrate their efforts. He said the changes make bombers as flexible as fighters.

Other Defense Department personnel agree. They cite the way pilots and weapons officers can input aim points into precision-guided munitions as they fly to targets. Each bomb carried by a B-1B, B-2 or B-52 bomber can be programmed to knock out a specific target. Changes on the battlefield can mean immediate changes to the aim points.

Unmanned aerial vehicles bring another tool to

the battlefield. Predator, Global Hawk and other unmanned aircraft provide real-time surveillance and reconnaissance capabilities. The fiscal 2003 defense budget request includes an additional \$1 billion to speed up development in this field and would also increase funding for research into an unmanned combat aerial vehicle. Leaf called this "seize the initiative stuff," because of the potential capabilities they offer to the U.S. military.

Precision-guided munitions are adding to the transformation equation. "The Joint Direct Attack Munitions has gotten a lot

of visibility and performed magnificently," Leaf said.

"Our ability to bring JDAM to the war en masse on B-52s and B-1s and on Navy strike platforms is huge."

Leaf said one piece of strike footage that sticks in his mind showed JDAM explosions "walking" the crest of a ridgeline. "You have to understand the devastating effect that would have on an enemy who thought, 'I'm on the high ground, I'm dug in, I'm OK,'" he said. "No, he's not. He is just as vulnerable as if he were in the open."

Today, no other military in the world can do what

the United States now routinely does. Joint Staff officials said the success of joint missions requires the skill of the pilots and ground observers, but also information from the National Imaging and Mapping Agency, intelligence, weather reports and a myriad of other bits of information from a number of different agencies and sources.

"It is not something anyone can do alone," Leaf said. The U.S. military must work to improve their capabilities and integrate technologies to maintain its world lead, he added.

# African-American Heritage Committee sponsors play featuring Sheppard members

Congratulations to the director, cast and crew of the most talked about dinner play of the year, "Vashti."

The play, written and directed by Chaplain (Capt.) Samuel Lockhart Jr., delivered on its promise to be a "must see" event. The three-act play was performed Saturday at the officers club ballroom, and starred a talented cast of members from Sheppard. The show featured Vashti's (played by Master Sgt. Bionca Dean) life struggles with family, friends, education, racism, success and relationships, all centered around the important factors of religion and faith.

Cast members included: Master Sgt. Rhonda Wallace-Spence as the narrator; 1st Lt. Delores Anderson as Mama; Staff Sgt. Danielle McAdams as Tanya; Staff Sgt. Brett Abbas as Professor and Lieutenant; Ms. Jessica Abbas as a student, Senior Master Sgt. Ingrid Fitzpatrick as a student; Tech. Sgt. Herman Baxter as a student and Travis; Staff Sgt. Davis as Denise; Chief Master Sgt. Edward Godsey as Commander; and Tech. Sgt. Mark Brown as Sergeant.

Supporting cast members

included: Staff Sgt. Danielle McAdams as a singer, Staff Sgt. Diena Mosely as a singer; Bernitta Kennebrew as a singer; and Jeanne' Warren as a singer. Stage helpers were Maj. JayCee Stennis, Peter Johnson, Senior Master Sgt. William Fogle and Jessica Abbas. Lights were ran by Master Sgt. Chris Taylor; video by Ron Anderson; and music by Master Sgt. Norm Hill.

African-American Heritage Committee chairperson, Maj. JayCee Stennis, thanked everyone for coming out and supporting the dinner play and contributing to the college scholarship fundraising project.

The Inspirational Gospel choir will host the Gospel Extravaganza, featuring local choirs, Saturday at 6 p.m. at the south chapel.

The African-American Heritage Committee will close out African-American History Month with their annual banquet featuring retired Air Force Colonel Fred Taylor of Colorado Spring as the guest speaker. *(Courtesy of the African American Heritage Committee)*

**The African-American Heritage Committee banquet is Friday at the officers club. Tickets are \$15. For more information, contact Maj. JayCee Stennis, 6-4722.**

# Secretary of the Air Force Roche strives to build 'optimum' force

By Tech. Sgt. Scott Elliott

*Air Force Print News*

BALTIMORE — Seeking to attract and retain the “optimum mix” of Americans to keep the Air Force aloft as “the historically finest and dominant military force in the world” is the goal set by Secretary of the Air Force Dr. James G. Roche.

Secretary Roche's comments came during a keynote speech Feb. 16 at a breakfast with deans from historically black colleges and universities here. The breakfast was part of the annual Black Engineer of the Year Award event.

“The optimum mix for the Air Force is one which reflects the same society which we serve, at the officer and civilian level as well as at the enlisted level,” he said.

Currently, Air Force demographics show that blacks comprise about 7 percent of the of-

ficer corps and 18 percent of the enlisted force. Blacks make up about 11 percent of Air Force civilian employees. Overall, about 16 percent of Air Force manpower is represented by blacks — which Secretary Roche said is higher than the national average of about 11 percent of blacks employed in the workforce.

“But that is not good enough,” Secretary Roche said. “There is talent out there that we need.”

That optimum mix of talent includes more technically minded, scientific and engineering officers and civilians, he said.

“Each year we welcome about 40,000 new Americans into the Air Force,” he said. “More than 18 percent of these are African-American. Every single one of them joins a team that thrives on diversity, and remains proud of our heritage and the legacy we asso-

ciate with minority contributions to this nation's security — especially the heritage of the Tuskegee Airman.

“I want more African-Americans in our cockpits, leading our squadrons, groups and wings, or leading our labor and design team,” Secretary Roche said.

The optimum mix also includes full representation of minorities and women in senior ranks.

“We're doing pretty good on women (who comprise about 20 percent of officers), but not so good on African-American males,” he said. “We've got to build a deeper bench.

“Despite the fact that some of our most influential and decorated leaders have been minorities,” historically Roche said, “we have not been as successful at promoting and creating opportunities for minorities in senior management and

leadership positions.”

“Our educators know the necessity to encourage and prepare young people while they are still in school,” he said. “By the time our youth reach college age, they need to have already completed quality math and science courses. In fact, I believe they need to have a good foundation by the time they reach high school.”

To that end, Secretary Roche said, Department of Defense officials established Junior ROTC.

“This is a high school citizenship program, funded and directed by DOD, that aims to provide educational experiences for inner-city and at-risk youths,” he said.

The Air Force currently runs more than 600 JROTC programs throughout the country, with more than 92,000 students enrolled.

“It is more a citizenship program than a recruiting tool,” he said. “At

its basis is opportunity. It provides motivation, strong counseling, discipline and mentorship.

“The Air Force goal is to increase our number of programs up to our authorized limit of 945,” he said.

“The future of the Air Force will depend on cutting-edge technology and a diverse team of people combining to fulfill our missions,” Secretary Roche said. “Talent and brain power come in many packages.

“My view is a first-hand view,” he said. “A clear perspective that having the best in us, as diverse as we are, means strength and vitality.

“American strength comes from the diversity of our people, united by the common vision we share: Freedom,” Secretary Roche said.

# Sports

## Men's softball tryouts

The men's base softball team will begin tryouts on March 4 at 4:30 p.m.

Tryouts will be held on Field 1 near billeting with an alternate location being Field 2 behind the south chapel. Anyone interested in playing for the base team should attend.

For more information, call Master Sgt. Bubba Bubolz at 6-6808.

Practices will be Mon-Thurs at 4:30. Tryouts are open to all of Team Sheppard.

## Aerobics classes

The AerobiCenter is located in the south fitness center and offers coed aerobics classes seven days a week.

Classes are offered as early as 5:30 a.m. and as late as 7 p.m. The classes include low impact, intermediate to advance exercises, floor and step exercises, muscle sculpting and kickboxing. Call 6-2972 for more information.

## Texas Rangers tickets

Texas Rangers baseball tickets are available through the information, tickets and tours office.

Some seats are available at regular price and others are available at almost 50 percent off the regular ticket price. Tickets may be bought for as little as \$8.25.

## Night shoot

The base skeet range will hold a night shoot Saturday at 4 p.m.

The cost is \$20 per person. The entry fee will cover the cost of targets. Interested people are welcome to sign up early or the day of the event. For more infor-

mation, call 6-4141.

## Soccer clinic

The Madrigal Youth Center is conducting free soccer clinics for children ages five to 10 Tuesday and Wednesday from 5:30-6:30 p.m. on the softball field next to the main football field.

The clinic slated for Monday was cancelled because it is a holiday.

## Wearing of the green golf

Wind Creek Golf Course, will host the Wearing of the Green Golf Tournament March 16 with a shotgun start at 9 a.m. The cost of \$20 per person includes cart. The format includes individual stroke play – only nine holes will count for a total score. Established handicap is required. For more information, call 6-6369.

## Colorama Tournament

The south bowling lanes will host a Colorama Tournament March 2 at 7 p.m. Participants can bowl with lights out and knock down glowing colored pins in a special position to win cash. For more information, call 6-2170.

## R & R: return to fitness prescription program

Fitness programs are now available for adults over 50.

An instructor leads the class through a low intensity and low impact strength training session. Some light aerobics may be involved. The classes are Monday, Wednesday and Friday from 8-9 a.m. at the south fitness center. The south fitness center has free personal trainers and aerobics classes.

For more information, call 6-2972/7491.