Resilient Airmen

Pacific Air Forces' Critical Enabler

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The sun never sets on Pacific Air Forces (PACAF). From Alaska to Antarctica and from California to India, PACAF's area of responsibility (AOR) encompasses over half of the earth's surface. Few regions are as culturally, socially, economically, and geopolitically diverse as the Asia-Pacific, home to 36 nations. In this challenging operational environment, PACAF's Airmen relentlessly provide continuous global vigilance, reach, and power for the United States and its allies. To this end, PACAF needs "high performing, combat-ready, cross-culturally competent and mutually supportive airmen and families advancing regional security cooperation, minimizing vulnerability, and ensuring persistent presence and quality forward."[1] These attributes comprise the intent of the resilient Airmen (RA) strategic line of operation (LOO) and the foundation upon which we build and sustain PACAF.

In the face of such a vast, diverse, and demanding operational environment, force resiliency is a must, and that resiliency begins and ends with PACAF's Airmen. Built on the three core tenets of expanding engagement, increasing combat capability, and improving war-fighter integration, PACAF has instituted the RA strategic LOO as one of five interdependent LOOs that work in concert to posture forces for contingency operations, ensure stability and free access, deter aggression,

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and defend US interests. This article not only addresses the meaning of resiliency but also—and more importantly—examines why it is critical to the success of PACAF's mission. The article then scrutinizes the RA LOO in terms of specific initiatives, objectives, and desired effects. Finally, it demonstrates how the RA LOO is part of larger, strategic game plan to inject resiliency into our entire force structure as a means of fulfilling national objectives and reaching desired end states. Armed with better resiliency and an understanding of how each Airman can make a difference, PACAF's RAs will continue to stand ever vigilant, peerlessly capable, and unequivocally ready to take on the operational demands of the Asia-Pacific theater.

What Is Resiliency, and Why Is It Important?

A discussion of resiliency is not just rhetoric; it is mission capability, and we can always use more capability. Those who see resiliency training or initiatives as a waste of time would do well to view it in this light. Resiliency permeates our Air Force heritage, and it has been the deciding factor in countless wars and other military operations. We are all familiar with Giulio Douhet's axiom "flexibility is the key to airpower."[2] As it were, flexibility is an expression of resiliency. During World War II, resiliency allowed the "Mighty Eighth" Air Force to fly bomber missions despite over 47,000 casualties, including more than 26,000 killed in action.[3] To put these numbers into perspective, during the war, more Eighth Air Force Airmen were killed in action in Europe than Marines in the Pacific.[4] Furthermore, resiliency enabled Air Transport Command's India-China Division, commanded by Brig Gen William Tunner, to carry out the mission of airlifting supplies to China from India over "the Hump," an extremely dangerous portion of the Himalaya Mountains. Upon taking command, Tunner noted a delivery rate of around 12,000 tons per month and an accident rate of "two per every thousand hours flown," most of which were "total losses."[5] For every 1,000 tons flown into China, three Americans lost their lives.[6] By August 1945, Tunner's RAs had reduced the accident rate to 2 per every

13,600 hours and delivered 71,000 tons of air cargo.[7] Resiliency was the inspiration for Executive Order 10631, Code of Conduct for Members of the Armed Forces of the United States (1955), and the source of strength for American prisoners of war in Vietnam as they endured torture, starvation, and mental and physical anguish—sometimes for years. Today, resiliency even lies at the heart of the "Airman's Creed." Consider the last stanza: "I am an American Airman: wingman, leader, warrior. I will never leave an Airman behind, I will never falter, and I will not fail."[8] Resiliency in the Air Force is nothing new; it exemplifies where we came from, who we are, and where we are going.

The nuances of the many definitions of resiliency are generally not that important. At its core, resiliency denotes the ability to remain strong, bounce back as required, and ultimately succeed. The Air Force defines it as "the ability to withstand, recover, and grow in the face of stressors and changing demands."[9] Operational resiliency is the capacity of the joint force to withstand attack, adapt, and generate sufficient combat power to achieve campaign objectives despite continued, adaptive enemy action. Granted, operational resiliency applies more to bases and force structures than people. However, Airmen embody the strength of the Air Force; they lead and execute the "bounce back"; and they execute the mission successfully. Therefore, force resiliency begins and ends with Airmen.

Although the perfect definition of resiliency matters little, the effect of applied resiliency is priceless, especially when it is collective, institutionalized, and part of our culture. Because resiliency equates to capability, resiliency in PACAF translates into strategic advantage. Resiliency not only helps us preserve the peace but also enables us to surge operations across the spectrum of domains and accomplish any mission we take on. Airmen are in the business of perpetuating and preserving the interests of the United States and our allies, and that is no small thing. Resiliency is the key to fulfilling this demanding responsibility, perhaps more than any other thing.

Gen Lori Robinson, PACAF commander, stated that "our Airmen's success is the command's success."[10] Arguably asymmetry wins wars, and at the end of the day, "our [greatest] advantage over any enemy" is our Airmen.[11] They personify American strength, ingenuity, flexibility, adaptability, and perseverance. No other country has air-minded warriors like ours. Throughout the history of powered flight in warfare, America's Airmen have been at the forefront, innovatively shaping the many expressions of airpower to attain strategic objectives. Armed with greater resiliency, Air Force Airmen will continue to overcome any challenge and pioneer airpower into the future. PACAF's broad strategy involves injecting force resiliency at all levels, and it all begins with the RA LOO.

The Resilient Airmen Line of Operation

The RA LOO is one of five PACAF LOOs, each having its own champion, operations planning group (OPG), and road map (also called a flight plan).[12] To manage and execute the RA LOO, the PACAF staff uses the same methodology for producing effects on the battlefield—the joint operation planning process. Explained in greater detail in Joint Publication 5-0, *Joint Operation Planning*, this orderly, analytical process consists of a set of logical steps to examine a mission; develop, analyze, and compare alternative courses of action; select the best one; and produce a plan or order.[13] Using this methodology, the RA champion—through the OPG—builds, manages, and executes the RA road map, which includes specific objectives, subobjectives, desired effects, and measures of effectiveness. Since PACAF's five LOOs are mutually supportive and interdependent, the OPGs also synchronize with one another, ensuring unity of effort towards shared strategic objectives and desired strategic end states. It is truly a cross-functional, team effort.

The mission of PACAF's RA OPG is to build and sustain a resilient and mutually supportive PACAF ethos that fosters combat readiness; cross-cultural competence and responsible choices; and mental, physical, social, and spiritual fitness (see the figure below).[14] In execution, the

RA strategy emphasizes three objectives: combat readiness, cross-cultural competence and commitment to making responsible choices, and comprehensive fitness and awareness. Using the RA road map, the RA OPG reaches these three strategic objectives through a number of initiatives.

Figure. PACAF's model for resilient Airmen

Combat Readiness: The First Effect of Resilience

PACAF is charged with organizing, training, and equipping its forces as a force provider to US Pacific Command (PACOM). The combat-ready objective of the RA LOO ensures that we can meet those requirements. One of Seventh Air Force's command objectives—"Ready to Fight Tonight"—captures the essence of combat readiness. The United

States, our allies, and PACOM count on our Airmen to provide the full spectrum of PACAF capabilities anywhere and anytime—even if tonight. Accordingly, the combat-ready objective has three corresponding desired effects that essentially involve being properly organized, trained, and equipped: (1) PACAF Airmen are postured for immediate response (organized); (2) they are instructed to perform their steady-state and wartime mission as required by their Air Force specialty codes and to carry out general contingency skills required of all Airmen (trained); and (3) they are prepared and fit to fight to perform their steady-state and wartime mission (equipped). According to the PACAF vision, "combat-ready American Airmen . . . are the foundation of Pacific stability and security."[15]

Organized. To assure our forces' organization for combat, PACAF uses the air and space expeditionary force (AEF) concept. Because every deployable Airman is assigned to an AEF, we always have combat-ready forces available on demand. Further, this concept empowers Airmen with an element of control. Knowing their period of deployment vulnerability, they can better prioritize and manage their professional and personal responsibilities. Going into an AEF deployment, Airmen can prepare their personal lives while training, honing their skills, and certifying in their professional lives. Coming out of an AEF, they have a chance to reconnect with family, take leave, and recharge, at the same time capturing and passing valuable lessons learned to the next AEF. Regular deployment schedules not only enable PACAF to meet its force-provider obligations but also afford predictability and empowerment, which Airmen can leverage into resiliency.

Certainly, the AEF concept supplies ready forces on demand, but PACAF is also constantly improving its organizational structures to optimize operational effectiveness and resiliency. For example, the 613th Air and Space Operations Center is more fully integrating itself with both PACAF staff and our regional allies. These organizational moves will clarify lines of command, bridge the discontinuity between strategy and operations, help us overcome current and future capability gaps,

and better posture our forces to accomplish the mission. To take another example, PACAF is more fully integrating itself with our allies in Japan and Korea to enhance integrated air and missile defense (IAMD). By utilizing host-nation architecture and assets, we improve security for everyone. As it perpetuates the RA LOO, PACAF will continue to find ways to organize forces for maximum effect.

Trained. PACAF forces constantly build resiliency through training. Most Airmen arrive in-theater with a high degree of training, and PACAF builds upon this foundation, improving upon it. PACAF leads and participates in over 200 exercises and engagements annually. PACAF Airmen not only exercise and train constantly to better themselves but also seek opportunities to better integrate and elevate every service component's game. A case in point is exercise Valiant Shield. Featuring more than 18,000 participants representing every service, Valiant Shield 2014, which dealt primarily with air and sea integration, represented a monumental step forward in shaping Air-Sea Battle operations, which fuse interservice and allied capabilities. Because they increase the breadth and depth of our joint capabilities, such exercises enhance resiliency at every level, especially in the face of an anti-access/area-denial (A2/AD) threat or a contested environment. PACAF leverages tools like the Status of Resources and Training system to monitor unit training and readiness at the organizational level. Combat readiness includes fitness to fight, and PACAF tracks this prerequisite as well, ensuring that Airmen meet physical standards and that fitness programs enable success. These few examples indicate how training permeates the RA LOO. The RA OPG constantly looks for and incorporates new resiliency opportunities into the RA road map to produce tangible, measurable gains in combat readiness and resiliency.

Equipped. PACAF actively equips its forces with the right resources to increase resiliency. It must have the right systems, gear, and support at all levels to maintain the strategic advantage. Equipping ourselves for combat is a team effort, and every Airman has a voice. In

fact, PACAF Airmen are charged with seeking "innovation that maximizes the use of Total Force resources."[16]

Equipping our forces with these new systems and capabilities increases Airmen's resiliency and enables them to continue to fly, fight, and win. At the theater level, PACAF actively advocates for new and existing game-changing technology. Since acquisitions are determined by strategy and since our national strategy calls for a rebalance to the Asia-Pacific, it is only natural that PACAF should be the theater of choice for basing cutting-edge F-35 multirole fighters and KC-46 tankers as they become operational. The emergence of Air-Sea Battle as an operational counter to A2/AD only strengthens this argument because a common platform like the F-35 will enable a host of service synergies and complementary capabilities. Additionally, PACAF is looking at ways to shore up IAMD and to inject agile, flexible command and control into the AOR. These LOOs will include improvements to existing systems along with entirely new systems (e.g., the Terminal High Altitude Area Defense system) that will allow PACAF's war fighters to do their jobs.

While PACAF is equipping Airmen with new and better systems at the theater level, the RA LOO refines resiliency primarily by taking care of Airmen and their families on the home front. This aspect includes everything from personal, professional gear to the full spectrum of mission support, administrative services, medical care, recreation, and other proactive and reactive needs. PACAF's Airmen must maintain personal readiness and the ability to deploy at a moment's notice with their personal affairs in order. The RA LOO helps guarantee that they are personally equipped with resiliency that translates into performance, confidence, and peace of mind. Such assurance is just as important as equipping them with new jets, and it will continue to be a priority.

Comprehensively Fit and Aware: The Second Effect of Resilience

In their article "Military Resilience: A Concept Analysis," Dr. Angela Simmons and Dr. Linda Yoder highlight some of the unique demands of military culture:

> Regardless of why people choose to join the military, they must be willing to serve the country and risk their lives to protect the freedom of every citizen in the United States. This is the foundation of the military, placing the mission first. While the missions of most civilian organizations demand that employees come to work and give 100% support to the organization, few require their employees to be on call 24 hr a day, 7 days a week, without additional monetary compensation, regardless of any family or personal plans. This is required of SMs [service members]; they must be selflessly committed to serving the country first.[17]

This paragraph effectively embodies the Air Force's core value "service before self." At first glance, it might seem that service before self and resiliency are at odds with each other in a zero-sum game, but this assessment is not the case. Resiliency and service go hand in hand, reinforcing and complementing each other. For example, being comprehensively fit and aware—more resilient—mitigates many of the sacrifices and demands of associated military service.

To be comprehensively fit is directly in line with the Air Force's broader vision of Comprehensive Airman Fitness (CAF). According to Secretary of the Air Force Deborah Lee James, "CAF is a lifestyle and culture that focuses on making sound choices while building a thriving Air Force comprised of comprehensively balanced individuals that are engaged in becoming mentally, physically, socially and spiritually fit."[18] To build comprehensive fitness, PACAF utilizes the CAF standard—the four pillars of resiliency (social and family, physical, mental and emotional, and spiritual aspects), which constitute the holistic approach to resiliency that we are all familiar with from our training. However, given the complexity of the AOR, PACAF elevates this requirement.

True, comprehensive fitness is important, but it is not enough. PACAF Airmen must also be comprehensively aware. Sun Tzu observed that

"if you know the enemy and know yourself, you need not fear the result of a hundred battles. If you know yourself but not the enemy, for every victory gained you will also suffer a defeat. If you know neither the enemy nor yourself, you will succumb in every battle."[19] To be fully aware, you must know yourself, know others, and know your environment. This awareness includes strengths, resources, and assets at your disposal, as well as weaknesses, problems, and obstacles to overcome. A lapse in awareness can lead to a bad decision with strategic-level impact. Conversely, high awareness prompts exceptional decisions that benefit the United States and our allies at the strategic level. Therefore, comprehensive awareness in PACAF is a strategic imperative that goes hand in hand with comprehensive fitness.

The RA LOO seeks opportunities to build enduring, comprehensive fitness and awareness in PACAF's Airmen. This process may occur by means of professional military education, formal education, unit training, organized fitness events, social events, learning a new language, community outreach programs, feedback/mentorship, and other initiatives. By knowing themselves, others, and their environment, PACAF's resilient Airmen are inherently more mission capable.

Cross Culturally Competent and Committed to Making Responsible Choices: The Third Effect of Resilience

In PACAF, roughly 17,500 military personnel, 8,200 civilians, and 10,800 dependents are stationed on foreign soil. Another 12,200 military personnel, 3,200 civilians, and 14,100 dependents live and operate in areas of rich Polynesian or native Alaskan culture and heritage. In total, some 65,800 Airmen and family members reside in the PACOM AOR. In PACAF, cultural diversity reigns, and PACAF Airmen are ambassadors—willing or not.

In a 1999 article, Gen Charles Krulak, commandant of the Marine Corps at the time, introduced the idea of the "strategic corporal." As he put it, "In many cases, the individual Marine will be the most conspicuous symbol of American foreign policy and will potentially influence

not only the immediate tactical situation, but the operational and strategic levels as well. His actions, therefore, will directly impact the outcome of the larger operation; and he will become . . . the Strategic Corporal."[20] In a recent roundtable conversation with Secretary of the Air Force Debra James, General Robinson articulated a similar proposition: "Every Airman is an Ambassador, and because of the frequency and level of engagement we have with allies and partners and with half of our bases on foreign soil, our Airmen must be cross-culturally competent. Without this competency, a tactical level mistake can have strategic implications."[21] The essence of the generals' statements holds true regardless of service or rank. In some situations, often exacerbated by cultural ignorance and/or differences, a seemingly minor or inconsequential action may have strategic-level effect. Thanks to advances in social media and other information technologies, access to information has never been easier. In an operational environment where a video, sound bite, or picture can go viral in a matter of hours, cross-cultural competence is of utmost importance.

In 2005 noted military theorist Dr. Colin S. Gray identified 12 distinct characteristics of the American way of waging war, including the assertion that Americans are "culturally ignorant." Gray elaborated: Americans are "not inclined . . . to be respectful of the beliefs, habits, and behaviors of other cultures. . . . The American way of war has suffered from the self-inflicted damage caused by a failure to understand the enemy of the day."[22] Although the comment is stinging, Dr. Gray's assessment rings true. However, the Department of Defense has recognized the need for increased cultural competency and is doing something about it. Our military culture is changing to become more cross culturally competent, not only through education and training but also through engagement and relationship building. Nowhere is this truer than in PACAF, and the RA LOO is one mechanism towards this end.

PACAF's Airmen must be cross culturally competent for a number of reasons. First, cross-cultural competence is a manifestation of awareness and mutual respect. It shows tolerance for diversity and open-

mindedness, paving the way for mutual understanding and stronger relationships. Second, cross-cultural competency not only perpetuates the RA LOO but also serves as an important component of several other LOOs.[23] Finally, although the "strategic corporal" is an important notion to keep in mind, it is not meant as a scare tactic to promote cross-cultural competence—only to demonstrate that we should consider our actions carefully. Everything we do sends a message. The message received is almost always more important than the one sent, and cross-cultural competence helps us shape our messages so they are received as intended. By building cross-cultural competence, the RA LOO helps us attain our objectives, strengthen relationships with our partners and allies, and shape our messages so they are received as we want them to be.

Being cross culturally competent and making responsible choices help us reach three desired end states: (1) PACAF Airmen and families are culturally competent, disciplined ambassadors who understand the impact of their actions and the importance of interaction on an international level; (2) PACAF Airmen are combined, joint, and total force integrators; and (3) PACAF Airmen and families have a steadfast commitment to dignity and respect for everyone. General Carlisle commented that "the most important thing in the Asia-Pacific region is our presence. We have to be here. We must get to know the people, spend time with them, and see what the environment is like. . . . It is critical we build our capacity, as well as that of our friends and partners. There must be a move from bilateral to multilateral. Our Airmen are doing just that every time we plan and exercise with our partners."[24]

For many people, the experience of living immersed in a new and exotic culture can be an adventure filled with rich experiences and great memories. However, for others it can result in culture shock that can manifest itself in a variety of ways, ranging from physical symptoms to animosity towards others.[25]

Base involvement in the local community can help Airmen and their families acclimate to new cultures and build deep, meaningful rela-

tionships. Units across PACAF work tirelessly to create community outreach activities as part of the RA LOO.[26] Their efforts produce a deeper, more meaningful bond between PACAF Airmen and the communities in which they live, which in turn strengthens the bond between nations and enables our collective strategic objectives and end states. Cross-cultural competence helps Airmen strengthen relationships and make more responsible decisions. In turn, stronger relationships and responsible decisions build resiliency.

The Broad Strategy of Pacific Air Forces' Resiliency

Let us further examine how the RA LOO complements the other four LOOs, enables the broader PACAF strategy, and helps PACAF reach its desired end states. A number of unresolved territorial conflicts involve the United States, our allies, partner nations, and others.[27] At various points in history, these territories were owned by one regional actor or another, and with potentially vast resources at stake, conflicting claims and assertions of ownership have surfaced, even in the face of generally agreed-upon international conventions and laws. To enforce their claims, some actors have shown aggressive behavior towards others. Additionally, tensions still exist between the People's Republic of China and Taiwan regarding Taiwan's future and the issue of reunification. Lastly, China is investing heavily in A2/AD architectures that could limit US regional access and impugn our ability to operate.

In the face of these issues, the United States desires and promotes a regional security environment that contributes to peace and shared prosperity. America has long believed that diplomacy should be complemented by military strength.[28] Accordingly, it advocates peace on one hand while it works to ensure a continuous military strategic advantage on the other, particularly with its allies and partners who rely on the United States for protection and security. A firmly entrenched Pacific nation with states, territories, allies, partners, and vital national security interests in the Asia-Pacific, the United States is actively

strengthening its relationships in the region to preserve the peace while remaining ever prepared for potential conflict.

PACAF's greatest challenge concerns operating within a contested environment against another nuclear-armed country, near peer, or emerging superpower. A contested environment may include total war, or it may be more limited in scale (e.g., a blockade or small military exchange). A2/AD, which can block domain access and/or disrupt and degrade one's ability to operate within a domain, is a means of contesting an environment. Even though A2/AD actions may fall short of total war, the United States cannot allow another country's A2/AD capabilities to remove it from the equation. Therefore, in 2012 the Department of Defense charged the US military as well as our allies and partners with being "capable of operating in A2/AD, cyber, and other contested operating environments."[29] Our guidance is clear: we must find ways to gain and maintain a strategic advantage and operate effectively, regardless of the environment, even in the face of a robust A2/AD capability.

PACAF's drive to instill resiliency in Airmen is part of a larger PACOM initiative to increase resiliency within our total force for the reasons listed above. Resiliency helps us counter the problem of operating successfully within a contested environment. Remember, resiliency (survivability and flexibility) equates to mission capability. Resiliency also helps us maintain the initiative and keep the fight on our terms. It affords us layers of depth and breadth so that no single attack or action can take us out of the fight or result in decisive action for the adversary. If we can survive, we can still fight; and if we can fight, we will win. Despite the existence of an entire LOO dedicated to RAs collectively, PACAF's five strategic LOOs instill resiliency throughout our entire force structure.

For instance, IAMD is one of the five LOOs. To build resiliency into the IAMD infrastructure, US and allied bases alike are training to repair damaged runways rapidly; hardening sites to withstand attack; layering defensive architecture with multiple weapons systems; and

incorporating agile, flexible command and control elements and capabilities. Combined, these initiatives make our IAMD architecture more survivable, agile, responsive, lethal, and capable—in other words, more resilient, even in the face of an attack.

Theater security cooperation is another LOO that leverages resiliency for strategic effect. As we engage with other countries within the region, we build trust, understanding, and assurance. When our allies, partners, and friends know and trust us (and vice versa), we all benefit. When we conduct an exercise that includes Singapore's small but very capable air force, we all benefit. If we secure agreements with Vietnam or the Philippines for basing and support, we all benefit. When we advocate for and build robust professional military exchange programs, especially those that emphasize standardized doctrine and formal education, we all benefit. All of these actions have strategic effect.

Through encouraging cultural competence and by cultivating meaningful relationships, we increase our options in the face of contingency operations. Rather than go to war, one of our partners may mediate on our behalf and deescalate a crisis. Rather than operate from a remote location, one of our partners may afford us a base of operations to conduct humanitarian assistance or disaster relief in the wake of a natural disaster. If we must go to war, our partners may lend support or even join in the coalition. Through relationships forged from theater security cooperation, we increase our total force resiliency.

It is easy to see how force resiliency can help us overcome some of the security problems that we encounter in the Asia-Pacific theater. It is also easy to see how the personal resiliency we build as part of the RA LOO can have a collective strategic effect and contribute to the desired end states of peace and prosperity for all concerned. As it turns out, the resiliency training you had recently is valuable after all.

Conclusion

PACAF's RA LOO is a conscious, deliberate effort to holistically institutionalize force readiness and increase military capability. Because PACAF's Airmen operate in the world's largest, most diverse, and arguably most challenging AOR, they must be able to go at a moment's notice—combat ready, comprehensively fit and aware, cross culturally competent, and committed to making responsible choices. To this end, PACAF is committed to the RA LOO. By perpetuating it as one of five interdependent, complementary LOOs, PACAF ensures its continued strategic military advantage within the extremely important PACOM AOR. For the foreseeable future, PACAF will persist in proudly safeguarding the vital security interests of the United States and its allies in the Asia-Pacific as we have for over half a century—one resilient Airman at a time. ✪

Notes

1. "Resilient Airmen," Pacific Air Forces, accessed 21 November 2014, http://www.pacaf.af.mil/resilientairmen.asp.
2. Giulio Douhet, *The Command of the Air*, trans. Dino Ferrari (1942; repr., Washington, DC: Office of Air Force History, 1983), 355.
3. "Eighth Air Force," fact sheet, Headquarters Eighth Air Force, Office of Public Affairs, January 2004, http://www.mightyeighth.org/Library/PDFs/8thAFfacts.pdf.
4. The Department of the Navy's History and Heritage Command puts the Marine death toll at over 19,000. United States Marines were engaged in some of the most brutal, bloodiest fighting in the war, earning 82 Medals of Honor, according to the United States Marine Corps History Division. The comparison is presented not to diminish the tremendous courage and sacrifice made by the Marines but to highlight the fact that Airmen also served with tremendous courage and sacrifice.
5. William H. Tunner, *Over the Hump* (Washington, DC: Office of Air Force History, 1964), 55.
6. Ibid.
7. Ibid., 134. For the Hump operation's tonnage totals by month, see "Table 211—ATC Operations from Assam, India, to China (Over the Hump): Jan 1943 to Aug 1945," Army Air Forces Statistical Digest, World War II, accessed 17 October 2014, http://www.usaaf.net/digest/t211.htm. William Tunner's success in the Hump operation set the stage for his command of the Berlin airlift in 1948–49, another superb example of resilient airpower with strategic effect.

8. "Airman's Creed," US Air Force, accessed 21 November 2014, http://www.airforce.com/learn-about/airmans-creed/.

9. Air Force Instruction 90-506, *Comprehensive Airmen Fitness (CAF)*, 2 April 2014, 14, http://static.e-publishing.af.mil/production/1/saf_mr/publication/afi90-506/afi90-506.pdf.

10. Gen Lori Robinson (roundtable discussion with Secretary of the Air Force Debra James, Pearl Harbor–Hickam, HI, 17 November 2014).

11. Ibid.

12. PACAF's five LOOs include integrated air and missile defense; agile, flexible command and control; power projection; theater security cooperation; and resilient Airmen.

13. Joint Publication 5-0, *Joint Operation Planning*, 11 August 2011, IV-1, http://www.dtic.mil/doctrine/new_pubs/jp5_0.pdf.

14. "Resilient Airmen."

15. "Pacific Air Forces Mission," Pacific Air Forces, accessed 24 November 2014, http://www.pacaf.af.mil/main/welcome.asp.

16. PACAF, *Pacific Air Forces Command Strategy: Projecting Airpower in the Pacific* (Joint Base Pearl Harbor–Hickam, HI: PACAF, [11 June 2013]), 10, http://www.pacaf.af.mil/shared/media/document/AFD-130611-122.pdf.

17. Dr. Angela Simmons and Dr. Linda Yoder, "Military Resilience: A Concept Analysis," *Nursing Forum* 48, no. 1 (January–March 2013): 18.

18. SSgt Carlin Leslie, "Comprehensive Airman Fitness: A Lifestyle and Culture," US Air Force, 19 August 2014, http://www.af.mil/News/ArticleDisplay/tabid/223/Article/494434/comprehensive-airman-fitness-a-lifestyle-and-culture.aspx.

19. Sun Tzu, *The Art of War* (Calgary, Alberta: Theophania Publishing, 2011), 42.

20. Gen Charles C. Krulak, "Strategic Corporal: Leadership in the Three Block War," *Marines* 28, no. 1 (January 1999): 26.

21. Robinson, roundtable discussion.

22. Colin S. Gray, "The American Way of War: Critique and Implications," in *Rethinking the Principles of War*, ed. Anthony D. McIvor (Annapolis, MD: Naval Institute Press, 2005), 29.

23. For example, theater security cooperation depends upon stronger relationships in the name of shared security interests. If we demonstrate cross-cultural competence, it enhances our ability to work with partners and allies, increasing our ability to meet this objective. In another example, power projection depends largely upon access. If we demonstrate respect for and understanding of other cultures, they are more likely to invite us in and support us rather than turn us away.

24. Gen Herbert J. Carlisle, commander, Pacific Air Forces (address, Air Force Association Air and Space Technology Exposition, Washington, DC, 18 September 2013).

25. Ibid.

26. Kunsan Air Base, South Korea, has an outreach initiative called the "Good Neighbor" program whereby service members visit local orphanages and schools, exposing Korean students to the Air Force while enjoying cultural events hosted by the local community. Kunsan also designates "Resilience Days" to focus on the importance of community service and encourage Airmen to help out at local libraries, women's shelters, elementary schools, kimchee farms, and retirement homes. In Japan, Misawa Airmen recently organized efforts to remove heavy snow from around the homes of elderly citizens in the local community.

27. For example, the Korean War never officially ended; instead, it is in a cease-fire status, and tensions between the Democratic People's Republic of Korea (DPRK) and the Republic

of Korea (ROK) regularly run high. The DPRK leadership continues to pursue a disruptive and destabilizing nuclear weapon program, regularly threatens the ROK and its other neighbors, and routinely commits acts of aggression. In another example, the South China Sea, Senkaku Islands, Paracel Islands, Spratly Islands, and other areas are under dispute.

28. Teddy Roosevelt famously popularized the saying, "Speak softly, but carry a big stick." This sentiment reflects the US belief in diplomacy from a position of strength, and in an AOR mostly dominated by air, airpower is "the big stick."

29. Department of Defense, *Sustaining U.S. Global Leadership: Priorities for 21st Century Defense* (Washington, DC: Department of Defense, January 2012), 8, http://www.defense.gov/news/defense_strategic_guidance.pdf.

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Capt Greg Long, USAF

Captain Long (BA, University of Colorado; MA, Gonzaga University) is a personnelist currently participating in the Education with Industry program by working at FedEx headquarters in Memphis, Tennessee. Captain Long has held a variety of positions in the force support squadron, Headquarters Allied Air Component Command, Izmir, Turkey, and in Headquarters Pacific Air Forces, Joint Base Pearl Harbor–Hickam, Hawaii.

Command Chief Harold L. Hutchison, USAF
Chief Hutchison (BS, Arizona State University) is the command chief master sergeant for Pacific Air Forces, Joint Base Pearl Harbor–Hickam, Hawaii. His background includes various duties in security forces at wing, major command, and joint command levels. Chief Hutchison also served as an operations group superintendent before becoming a command chief master sergeant at the wing, air expeditionary wing, and numbered air force level. He has deployed numerous times supporting various missions throughout the Middle East. Before assuming his current position, Chief Hutchison was chief of the Air Force Chiefs' Group, Pentagon, Washington DC.

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