



# ***Letter to Airmen***

***Michael B. Donley***  
***Secretary of the Air Force***

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Monday, June 30, 2008

## **Recommitting to Our Own High Standards**

I am honored to be back serving with you in the world's finest Air Force. You deliver Global Vigilance, Global Reach, and Global Power, defending and protecting the United States and its global interests. You excel in the domains of air and space, and you are growing a critical capability in cyberspace.

My immediate focus has been on gaining a clear sight picture on key Air Force issues and meeting with the Headquarters Air Force staff. I have also visited with our wounded comrades at Walter Reed Army Medical Center. Their personal courage and determination to return to active duty is inspirational.

Right now, we need to direct much of our attention to the Air Force nuclear enterprise, which is facing cultural, systemic and institutional challenges. To begin restoring our inner confidence and credibility, I have directed the establishment of a Nuclear Task Force to examine the nuclear enterprise through the lens of Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities. We will deliver a clear vision and strengthened performance - as an Air Force and as Airmen - to the President, Secretary of Defense, and the American people.

Recommitting to our own high standards is the foundation for our success in every mission area, not just our nuclear enterprise. To this end, I charge the Air Force to:

- Continue leaning forward in every respect in support of Joint operations
- Ensure that our core values of Integrity First, Service before Self, and Excellence in All We Do underpin every action, by every Airman, at all times
- Commit to individual and organizational accountability
- Critically examine our internal processes, restore discipline, identify weaknesses, and aggressively solve problems
- Overcome any challenge that impinges on our credibility, readiness, or the trust placed in us by others
- Do our mission for the Nation, and do it well

America's Airmen are known the world over for upholding high standards of excellence. From the Berlin Airlift to Operations Enduring Freedom and Iraqi Freedom, our Air Force has served with distinction and honor. I am absolutely confident in your ability to strengthen our performance, rebuild our nuclear enterprise, win today's fight, and prepare for tomorrow's challenges. Integrity, Service, and Excellence are our hallmarks - past, present, and always.

  
**Michael B. Donley**  
**Acting**