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DEPARTMENT OF THE AIR FORCE
35TH FIGHTER WING (PACAF)
MISAWA AIR BASE, JAPAN

16 Jul 18

MEMORANDUM FOR ALL MISAWA AIRBASE PERSONNEL

FROM: 35 FW/CC

SUBJECT: Command Philosophy

1. My command philosophy is rooted in **servant leadership** and **followership** to build a **winning team** with focused goals. We will care for our airmen and families while managing our resources to meet the interests of our country, our joint partners, and our Japanese host partners. We will meet America's interests in Northern Japan by:

Mission: Our mission at Misawa is to deter potential enemies through our presence, readiness and ability to project and employ combat air power both locally and worldwide if called upon. We will defend our assets as well as those of our joint and allied partners. We will always strive to accomplish our no-fail mission with excellence and in the best manner possible. Always choose the right path in every action no matter the size of the task. In this regard, the Air Force core values of Integrity First, Service Before Self, and Excellence in All We Do serve as a guide in all our actions to achieve our mission.

People: The personnel and family members of team Misawa are our greatest asset and we must have an inclusive community that cares for and looks out for one another. On and off duty my philosophy as a commander is servant leadership. This means that my job is to ensure you have what you need to accomplish the mission. Your job is to do the same as a leader of subordinates and to be a follower to your leaders. I will tolerate nothing less than a climate of teamwork and pride with dignity and respect for all members no matter rank or position.

Safety: Our daily operations are fraught with risk. We live in a region of numerous threats from nations states, cyber threats, our own operational risks and our day to day risks both on and off-duty. We should always strive to minimize risk when able and choose to deliberately accept risk when needed. Off duty, I expect you to enjoy all that Japan has to offer, but do so with a safety mindset such that we can still accomplish our mission.

2. Intent: Our goal is to achieve our tasked mission. To do so, we will focus on developing and growing leaders and followers competent in their roles. To the leadership, the mission is to ensure the community and people have what is needed to be successful. Everyone at team Misawa must always be prepared for our combat mission both here, at home or deployed abroad.

A handwritten signature in black ink, appearing to read "Kristopher W. Struve". The signature is stylized and includes a large, sweeping flourish at the end.

KRISTOPHER W. STRUVE, Colonel, USAF
Commander