

37TH TRAINING WING

OPERATIONALIZING THE WARHAWK WAY

STRATEGIC PLAN



CALL TO ACTION

Today's Department of the Air Force is the most capable and lethal airpower in the world... and it is our charge to develop, educate and inspire the men and women who volunteer to serve in the Air and Space Forces. We are the Gateway to the Air and Space Forces.

As members of the 37th Training Wing we must not just execute the day-to-day mission, but we must also think forward and chart the path for tomorrow. The Wing Strategic Plan operationalizes the "Warhawk Way" and clearly outlines specific goals and objectives aligned with the 37th Training Wing's priorities of **People, Modernization and Partnerships**.

The framework for this plan is clearly reflected in the Department of Defense's and the Air Education and Training Command's overarching strategy documents, the National Defense Strategy (NDS) and the AETC Strategic Action Plan (SAP). It is also echoed in the Air Force Chief of Staff's Action Orders and the recent call to action titled, Accelerate Change or Lose. These documents portend a return to great power competition and the need to change the way we fight, present forces and most importantly, develop our Airmen.

To meet those challenges, Warhawks must: 1) Employ strong programs that support the safety, well-being, inclusiveness, readiness and development of every member of the wing; 2) Invest in infrastructure, evolve training platforms and adopt innovative concepts that increases capability and meets the needs of Airmen; and 3) Develop and enhance domestic and international partnerships to create synergy and advance wing and mission partner needs.

Every member of the wing has a stake in this plan and the outcomes produced. I challenge each of you to read and absorb the details– the plan purposeful and specific in order to help you understand your role in our mission. Then, get involved. It takes a collective effort and involvement to attain our vision of becoming the *DoD Training Standard of Excellence*. I implore you to take ownership in seeing this plan come to fruition. By adjusting our daily actions and accelerating change through all levels, the wing will invest in those responsible for shaping the force, producing the world's finest professionals, and building partnerships that set the framework for our Defense.

People, Modernization and Partnerships... together we will shape the future.

Rockie K Wilson, Colonel, USAF
Commander, 37th Training Wing

The Warhawk Way is to Trust our Resilient Airmen to Innovate and Nurture.
Warhawks TRAIN to Win!



37TH TRAINING WING

OVERVIEW

MISSION

Train, educate, develop, and inspire Airmen and strengthen US and international partnerships to compete, deter, and win

VISION

To be the DoD training standard of excellence

PRIORITIES

People

- Increase personal & family resilience
- Increase airmen & organizational readiness
- Foster development for every member of the wing
- Actively listen & communicate to support our people

Modernization

- Invest in infrastructure
- Evolve training platforms
- Optimize continuum of learning

Partnerships

- Grow internal partnerships within the wing
- Enhance JBSA cohesion
- Strengthen external relationships and training pipeline stakeholder network
- Advance relationships with academia, industry, community & international partners

GROUP MISSIONS



Founded in 1943, the **Inter-American Air Forces Academy (IAAFA)** is the U.S. Air Force's premier institution for strengthening U.S. partnerships with Latin American and Caribbean nations. IAAFA advances USSOUTHCOM and USNORTHCOM strategic objectives and builds partner capacity through education and training. The Academy is dedicated to promoting peace, democratic values, good governance, and respect for human rights, effectiveness of joint and inter-agency operations, and gender integration into partner nation military and security forces. U.S. and partner nation students attend a variety of courses ranging from Professional Military Education to technical training and pilot instrument training. IAAFA courses are offered in-residence, via Mobile Training Teams, or through distance learning. The relationships built at IAAFA ensure the United States has access and influence in a geopolitical and strategically competitive region - America's backyard. The Academy is a gateway to strong alliances, inter-agency, and multi-national partnerships in the Western Hemisphere. **MISSION: Provide military education and training to military personnel of the Americas and other eligible Partner Nations.**

The **37th Training Group**, Joint Base San Antonio-Lackland, Texas, is the largest, most diverse Technical Training Group in the United States Air Force! A cadre of over 950 personnel from all four military Services and Components delivers professional development and technical training to 26,500 Service members and civilians annually. The group operates schools at five geographically separated locations throughout the U.S., encompassing a total of 24 AFSC-awarding courses (22 enlisted and 2 officer). The group is home to the DoD Military Working Dog (MWD) School that procures MWDs, and trains them and their handlers, manages the global U.S. military canine inventory, and provides support services to the DoD Transportation Security Administration Canine Training Center. **MISSION: We build the force.**

The **Defense Language Institute English Language Center** is a world-renowned institution in the field of English Language Training and security cooperation. DLIELC teaches, monitors, and conducts the Defense English Language Program while providing a look into American culture. This includes all programs for U.S. Army Echo Company, joint forces International Military Students, and civilians. DLIELC is a gateway to the United States of America. Each year, up to 12% of the international military students who come to the states for training start their journey at DLIELC. An average of 80 Partner Nations are in residence every day represented by a student body that can exceed 1,000 students. Around the world, approximately 3,000 military students are in classrooms studying the DLIELC American Language Course. **MISSION: Provide world-wide English language training and resident cultural immersion to enable U.S. military and international partners to communicate in support of Department of Defense and Security Cooperation objectives.**

The **737th Training Group**, Joint Base San Antonio-Lackland, Texas, is the largest training group in the Air Force, comprised of more than 7,000 trainees and permanent party Airmen on a daily basis. As the Air and Space Forces' only Basic Military Training organization, the group consists of ten operational squadrons that conduct all aspects of enlisted recruit training for approximately 40,000 active-duty, Air National Guard, and Air Force Reserve accessions annually. As the United States of America has entered a new era of great power competition, the mission of 737 TRG has never been more important. The group builds the foundation for more than 80 percent of American Airmen and the next generation must be more ready and more lethal to compete, deter, and win in an unpredictable global security environment. **MISSION: Motivate, train, and inspire the next generation of Airmen with the foundation to deliver 21st century airpower.**

The **Wing Staff Agency** provides critical support and expertise to senior leadership and wing personnel. **MISSION: Deliver sustained and innovative support to the Warhawk Wing through a diverse network of specialties to enable mission success.**

STRATEGIC FRAMEWORK

MAP KEY



DEPARTMENT OF DEFENSE (DOD)

- Provide military forces needed to deter war and ensure our nation's security



UNITED STATES AIR FORCE (USAF)

- Fly, fight, and win... in air, space, and cyberspace
- World's greatest Air Force powered by Airmen, fueled by innovation



AIR EDUCATION AND TRAINING COMMAND (AETC)

- We recruit, train, and educate exceptional Airmen.
- The First Command: Developing Airmen of character – the foundation of a lethal force



SECOND AIR FORCE (2 AF)

- Build the Airmen we need for America's Air Force
- Second to None – Delivering exceptional Airmen of character who power the world's greatest Air Force



37TH TRAINING WING (37 TRW)

- Train, educate, develop, and inspire Airmen and strengthen US and international partnerships to compete, deter, and win
- To be the DoD training standard of excellence

HOW DO I
FIT INTO
THE BIG
PICTURE?

PEOPLE

“Leaders owe Airmen and their families the Quality of Service and Quality of Life where all can reach their full potential. Ultimately, Airmen must be resilient and ready to operate and succeed in the future high-end fight.”

– General Charles Q. Brown Jr., CSAF, Action Order A: Airmen

The 37th Training Wing is responsible for executing its primary mission(s), Air Expeditionary Force readiness, and mission assurance command and control. Proper execution of these responsibilities enables the Gateway Wing to generate ready and lethal personnel to meet the requirements of the National Defense Strategy.

To ensure mission accomplishment, the 37th Training Wing will:

- 1) Increase personal and family resilience:** We must employ, enhance and support resiliency programs that give Airmen and their families’ unfiltered access to resources and tools needed for their personal and professional readiness – the safety and well-being of our Airmen and their families are essential to mission success.
- 2) Increase Airmen and organizational readiness:** The 37 TRW will renew its focus on readiness, preparation and compliance to implement additional rigor into processes aimed to prepare Airmen to meet the demands of a complex security environment; and maintain a healthy and sustainable workload for Airmen and their families.
- 3) Foster development for every member of the wing:** The 2018 National Defense Strategy calls for a more competitive approach to Force Development. To meet this end we are committed to supporting the developmental needs of each of our wing members; and providing them developmental opportunities that help unlock their potential. This also means ensuring our programs integrate diversity and inclusion initiatives as diversity in all forms makes our Air Force stronger.
- 4) Actively listen and communicate to support our people:** Open communication is critical to advancing the wing’s priorities and maintaining mission effectiveness. Wing leadership will implement communication tools, channels, platforms and personal engagements to enhance the flow of information. This includes ensuring every member’s voice is heard and concerns are addressed.

PRIORITY: PEOPLE

INCREASE PERSONAL & FAMILY RESILIENCE

Ensure key spouses are assigned to each unit and training is accomplished
 OPR: IG | ECD: 6 months
 MGAs: Executing the Mission & Leading People

Establish PoAM for True North and assign a program manager
 OPR: ED | ECD: 6 months
 MGA: Leading People

Execute P2/UNITE funds spend plan for unit resiliency initiatives
 OPR: FM | ECD: 6 months
 MGA: Leading People

Develop social calendar/process and marketing plan to provide event awareness to Amn & families
 OPR: CAG/PA | ECD: 6 months
 MGA: Leading People

Establish resiliency program manager to lead quarterly forum
 OPR: ED | ECD: 6 months
 MGA: Leading People

Establish TT policy on CAF and monitor implementation
 OPR: 37 TRG | ECD: 6 months
 MGA: Leading People

Establish quarterly Warhawk Family Fun Days
 OPR: CCC | ECD: 6 months
 MGA: Leading People

INCREASE AIRMEN & ORGANIZATIONAL READINESS

Ensure compliance with personal readiness requirements with quarterly updates
 OPR: XP | ECD: 6 months
 MGA: Executing the Mission

Track PT/PFA statistics and installation of unit fitness equipment
 OPR: CCEA | ECD: 6 months
 MGA: Managing Resources

Analyze make-up of wing and assign functional leads by AFSC to ensure continued career-specific growth of staff during and post-specialty tour

MGAs: Leading People & Managing Resources

Develop/codify and exercise wing COOP and surge operations quarterly. Complete unit-specific checklists for EM Plan 10-2.
 OPR: IG/XP | ECD: 12 months
 MGA: Executing the Mission

Fund and award contract for case study on COVID and capture lessons learned
 OPR: ACO/HO/PA | ECD: 6 months
 MGA: Improving the Unit

Establish criteria for surge operations
 OPR: XP | ECD: 6 months
 MGA: Executing the Mission

FOSTER DEVELOPMENT FOR EVERY MEMBER OF THE WING

Formalize Training and Development Council with strategic event calendar and fiscal execution plan
 OPR: ED | ECD: 6 months
 MGAs: Leading People & Managing Resources

Prioritize Diversity & Inclusion into fabric of personnel development/growth. Establish wing-led quarterly D&I council meetings with all command teams
 OPR: D&I Council | ECD: 6 months
 MGA: Leading People

Develop Total Force talent management plan focused on recruitment & retention. Endorse developmental templates for each demographic.
 OPR: T&D Council | ECD: 6 months
 MGA: Managing Resources

ACTIVELY LISTEN & COMMUNICATE TO SUPPORT OUR PEOPLE

Conduct quarterly CC Calls with targeted audiences
 OPR: CC/CCC/CCE | ECD: 6 months
 MGA: Leading People

Continue wing leadership weekly work center engagements
 OPR: CC/CCC/CCE | ECD: 6 months
 MGA: Leading People

Formalize calendar of events for discussions across diverse audiences
 OPR: CCE/CCS/CSS | ECD: 6 months
 MGA: Leading People

Evolve Warhawk Solutions to close communication loop
 OPR: CAG | ECD: 6 months
 MGA: Leading People

Ensure compliance with feedback, evaluation and decoration milestones
 OPR: CCEA | ECD: 6 months
 MGA: Improving the Unit

Publish wing Recognition & Writing Guide with annual review schedule
 OPR: CAG/CCE/CCEA | ECD: 6 months
 MGA: Managing Resources

Conduct Freeform Fridays across the wing
 OPR: CAG/CCE/CCEA | ECD: 6 months
 MGA: Leading People

MODERNIZATION

Americans have had to compete with adversarial forces to preserve and advance our security, prosperity, and the principles we hold dear.

- National Security Strategy, 2

Today's dynamic environment demands continued modernization of our capabilities and the need for continuous process improvements that yield safe, effective and efficient outcomes. A community focused on modernizing the way we train and develop our forces, joint personnel, and those of partner nations, effectively manages resources to improve the unit. We must rise to the challenges tomorrow brings in order to "Train, educate, develop and inspire Airmen and strengthen partnerships to compete, deter and win."

To advance and modernize, the 37th Training Wing will:

- 1) Invest in infrastructure:** The 37th Training Wing will advocate for funding of critical infrastructure as well as the sustainment and maintenance of suitable warfighting platforms to assure the continued lethality of the Air Force.
- 2) Evolve training platforms:** Increasing capability enables Warhawks to more effectively train and operate. For this reason, the wing will incorporate technological advances into training operations and plan for a practical and sustainable evolution.
- 3) Optimize the continuum of learning:** We must align our training and education methods to support HHQ directives; and then deliberately carry them out using innovative concepts that not only optimize the continuum of learning but elevate its use throughout every aspect of the wing. The way Airmen learn continues to change and we must integrate new methods that more rapidly increase our warfighting capability.

PRIORITY: MODERNIZATION

INVEST IN INFRASTRUCTURE

Complete construction on ATCs 5-8, DFCs 3+4
 OPR: XP | ECD: 60 months
 MGA: Managing Resources

Complete renovation of TT dorms
 OPR: XP | ECD: 24 months
 MGA: Managing Resources

Renovate DLIELC Country Liaison Office and provide temporary facilities
 OPR: XP | ECD: 24 months
 MGA: Managing Resources

Advocate for funding and design contract for IAAFA Project X and ITC
 OPR: XP | ECD: 6 months
 MGA: Managing Resources

Create/utilize acquisition status platform for requirement holder visibility
 OPR: ACQ | ECD: 6 months
 MGA: Improving the Unit

EVOLVE TRAINING PLATFORMS

Enable 100% Wi-Fi access across all operational facilities
 OPR: ACQ | ECD: 24 months
 MGA: Managing Resources

Standardization of streaming services across BMT campus
 OPR: 737 TRG | ECD: 12 months
 MGA: Managing Resources

Create data warehouses for 100% digitized training material
 OPR: CPI | ECD: 12 months
 MGA: Improving the Unit

Complete comprehensive review of the .edu network
 OPR: 637 TRG | ECD: 12 months
 MGAs: Managing Resources & Improving the Unit

Upgrade/replace hands-on Aircraft training aids
 OPR: IAAFA/37 TRG | ECD: 12 months
 MGA: Managing Resources

Establish life cycle management plan for training gear
 OPR: 37 TRG | ECD: 6 months
 MGA: Managing Resources

Standardize MTI workload management platform and reporting process
 OPR: 737 TRG | ECD: 6 months
 MGA: Improving the Unit

OPTIMIZE CONTINUUM OF LEARNING

Ensure compliance & strategic alignment to AF/COCOM requirements (NDS)
 OPR: ALL GROUPS | ECD: 12 months
 MGA: Improving the Unit

Complete comprehensive review of modularized training delivery across TT portfolio by AFSC
 OPR: 37 TRG | ECD: 12 months
 MGA: Improving the Unit

Establish external AF Training Wing Working Group and corporate structure
 OPR: CV | ECD: 6 months
 MGA: Improving the Unit

Formalize/establish feedback forum for BMT/TT and AFRS
 OPR: CCC | ECD: 12 months
 MGA: Improving the Unit

Formalize/establish feedback for TT, CFMs, and operational units to validate training objectives and effectiveness
 OPR: 37 TRG | ECD: 12 months
 MGA: Improving the Unit

Ensure no trainee is in a hold status longer than 30 days
 OPR: 737 TRG/37 TRG | ECD: 12 months
 MGAs: Executing the Mission

Formalize/standardize course development cost and modernization through SCP and CRB
 OPR: IAAFA | ECD: 12 months
 MGA: Improving the Unit

Finalize 100% review of task-based English learning and testing strategy
 OPR: 637 TRG | ECD: 12 months
 MGAs: Executing the Mission

Validate 100% review of curriculum
 OPR: ALL GROUPS | ECD: 12 months
 MGA: Improving the Unit

PARTNERSHIPS

"By nature, our mission requires partnership at all levels. Warhawks must work to not only maintain, but strengthen existing partnerships and foster future ones. The task of defeating the adversaries' way of war will become manageable only if we can work to avoid the failures of our teammates and allies, and implement only their successful endeavors."

- Col. Rockie K Wilson, 37 TRW Commander

As the Gateway Wing, our mission sets rely on, and fuel, missions across the force and of international partners; therefore, operational success is dependent on the continued relationships with mission partners.

The Gateway Wing affects domestic and international defense operations by supporting Security Cooperation in Combatant Commands via the development of international military leaders, and through critical assistance mechanisms for various U.S. Departments, joint base partners, and internal and community stakeholders.

It is for this reason the 37th Training Wing is committed to:

- 1) Grow internal partnerships within the wing:** The 37th Training Wing is stronger when all units work in tandem to accomplish the mission. All members must drive meaningful improvement within their units and across the organization, sharing lessons learned, challenges and successes.
- 2) Enhance Joint Base San Antonio cohesion:** Joint-basing provides a dynamic and robust environment in which to access and learn from its many mission sets. Wing personnel will operate with agility through a complex environment while harnessing the benefits of partnerships.
- 3) Strengthen external relationships and training pipeline stakeholder networks:** The far-reaching impacts of the wing makes it a perfect candidate for nurturing stakeholder and external relationships. Codifying relationships with stakeholders creates a synergy that assists the Wing in advancing its objectives while simultaneously supporting mission partner needs.
- 4) Advance relationships with academia, industry, community and international partners:** With rapidly evolving technologies, processes and emerging issues, it is imperative the 37th Training Wing collaborate with external partners. These relationships provide outside perspectives needed to further our mission needs, and bridges the gap between the force we currently are, and the force we need to operate in the future.

PRIORITY: PARTNERSHIPS

GROW INTERNAL PARTNERSHIPS WITHIN THE WING

Build charter for cross-organizational corporate structure (Executive Council)
 OPR: CAG | ECD: 6 months
 MGA: Leading People

Develop strategic calendar/process to facilitate organizational white space. Publicize intra-wing opportunities
 OPR: CAG | ECD: 6 months
 MGA: Improving the Unit

Initiate recurring tactical immersions program
 OPR: CCC | ECD: 6 months
 MGA: Leading People

Develop wing CGOC
 OPR: CCE | ECD: 6 months
 MGA: Leading People

ENHANCE JBSA COHESION

Capture and share evolving wing requirements for 502 ABW on a monthly basis
 OPR: CAG | ECD: 6 months
 MGA: Improving the Unit

Develop immersion plan for wing personnel to operate in JBSA environment
 OPR: CV | ECD: 12 months
 MGA: Leading People

ID & collect mission descriptions for each org on base
 OPR: CCE | ECD: 6 months
 MGA: Leading People

Finalize Welcome Packages
 OPR: CAG | ECD: 6 months
 MGA: Leading People

STRENGTHEN EXTERNAL RELATIONSHIPS & TRAINING PIPELINE STAKEHOLDER NETWORK

Codify relationship with 32 Med Brigade for DLIELC & TT
 OPR: 637 TRG | ECD: 6 months
 MGA: Managing Resources

Create mapping process for external stakeholder capabilities & authorities
 OPR: D&I Council | ECD: 6 months
 MGA: Improving the Unit

Drive agility and insight through international and external stakeholders
 OPR: ED | ECD: 6 months
 MGA: Improving the Unit

Explore inter-governmental support agreements with local universities
 OPR: 37 TRG | ECD: 12 months
 MGA: Improving the Unit

ADVANCE RELATIONSHIPS WITH ACADEMIA, INDUSTRY, COMMUNITY, & INTERNATIONAL PARTNERS

Host quarterly forum with representatives/ experts to collaborate and learn from one another
 OPR: PA | ECD: 6 months
 MGA: Improving the Unit

Formalize Innovation Cell process/charter and leverage integration with AFWERX
 OPR: XP | ECD: 6 months
 MGA: Improving the Unit

Formalize calendar of events for discussions across diverse audiences
 OPR: CCE/CCS/CSS | ECD: 6 months
 MGAs: Managing Resources & Improving the Unit

Formalize engagement strategy for international partners
 OPR: IAAFA/637 TRG | ECD: 6 months
 MGAs: Managing Resources & Improving the Unit

Develop wing strategic communications plan
 OPR: PA | ECD: 6 months
 MGA: Leading People

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