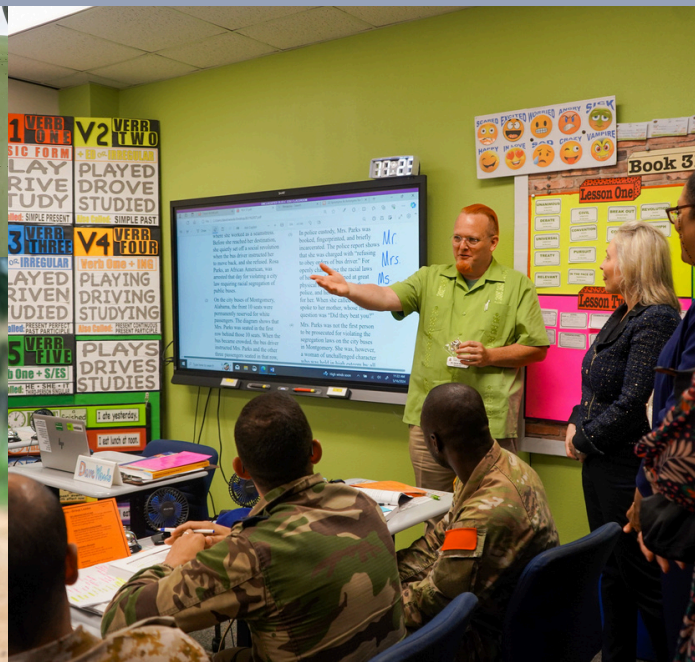




# Warhawk Strategic Plan







# COMMANDER'S PHILOSOPHY

Warhawks,

When we loudly and proudly chant: *We are...Warhawks!* We affirm our commitment to developing and educating U.S. and international civilians and students into disciplined, resilient Department of Defense and international service members that are ready to lead, adapt and excel in an evolving global security environment, *while also developing better citizens for the world.* Guided by the priorities of **People, Culture** and **Mission**, we achieve success through being **Connected**, being **Curious**, being **Better**, being **Ready** and being **Bold**.

Each of you are precious souls. **Being connected is the foundation of trust, understanding and appreciation.** When we thrive, being connected with each other helps us “enjoy the joy” more. When times are bad, being connected helps us endure. All of us face challenges at work and in life. Being connected with each other, knowing each of you have one more person in your life that is there for you, will help you get back up when life knocks you down.

**Being curious is marked by a desire to learn and to have an interest in others.** Asking questions out of curiosity allows each of us to better understand the topic. Curiosity helps us build positive relationships by helping us appreciate what we do and why we do it, to be more empathetic. Finally, by asking the question out of curiosity we will have a greater opportunity to explore new ideas and possibilities.

We are all on a shared journey to become the person we are meant to be -- a better human, a better spouse or partner, a better friend, a better Airman or Guardian, a better Warhawk. None of us are fully developed yet and we must take advantage of the opportunities we are blessed with each day. We should appreciate our fellow Warhawks and the people around us that expect more out of us than we do of ourselves. **We do this by being kind to each other, not being nice; and by teaching, coaching, and mentoring to help us all be the standard and make each other proud.**

Being ready for China is important and we will be ready! We must also be ready for all the challenges life will present between now and then. **To truly be ready, we must know ourselves and our roles.** We must know when we are stressed or overwhelmed, confused or doubtful, happy or joyful. We must understand how our emotions and actions impact the environment we share. We must know our responsibilities, our roles, and the value of airpower so well that regardless of the situation -- hardships at home, deployment, crisis or conflict -- we will succeed.

**We can be bold when all the above behaviors come together.** Being bold allows us to be confident in ourselves and each other. It helps us feel empowered to take decisive action and make difficult decisions. It inspires us to push boundaries and foster innovation and resilience in the face of challenges.



WILL COOPER, COLONEL, USAF  
COMMANDER, 37TH TRAINING WING







# CHIEF'S WARRIOR ETHOS

As a “sweet science” practitioner, I am in awe when two champion prizefighters square off in the ring. I see two individuals who rely on their minds and a well-calculated game plan that often adapts throughout the fight. The best fighters are patient; they read the opponent, they find the holes, and they make the split-second decision under intense pressure. However, in championship boxing, the fight is often won in the 11th or 12th round, commonly called the championship rounds. These rounds are the hardest; the boxers must dig deep into their reserves of endurance, determination, and physical and mental toughness. These rounds will make or break a person. There is little left, the toll is being paid, and quite frankly, it hurts the most. What carries the champions through is grit. Grit is built inch by inch, second by second, and usually during the most challenging times. It isn't about raw talent, luck, or physical strength, but rather the persistence and the unyielding determination to keep going -- there are no shortcuts.

The Department of the Air Force recognizes the need to be socially, physically, spiritually, and mentally resilient. Resilient people bounce back from setbacks and challenges, but what does that mean? I believe those who bounce back have grit; a potent mixture of resilience, ambition, and self-control. The path to becoming an American Airman or Guardian is paved with rigorous training, demanding missions, and high-stakes responsibilities. Some individuals thrive in this environment and possess a unique kind of grit, a resilient spirit allowing them to push beyond their limits, adapt to adversity, and remain steadfast despite overwhelming odds. In the future, we will be challenged as individuals, as a unit, in the Air and Space domains. Your GRIT will be foundational to our success. Here at the 37th Training Wing, we must epitomize grit and develop it in others...***WE ARE THE GATEKEEPERS*** for the Department of the Air Force.



CARLOS DAMIAN, CMSGT, USAF  
COMMAND CHIEF, 37TH TRAINING WING



# MISSION

“Build and develop  
disciplined and  
dynamic Airmen,  
Guardians, Partners  
and Allies trusted to  
secure tomorrow”



# VISION

“To be the training standard of excellence”

# PRIORITIES

People - Culture - Mission



People are precious.

Trust forms the foundation for success in professional and personal growth.

Warhawks set high expectations and hold each other accountable.

We empower individuals to reach their full potential and contribute to our collective achievements.



# PEOPLE

## Objectives

**1.1. Maximize Warhawk Potential:** Develop each Warhawk by focusing on holistic approaches to professional and personal growth, from accession to the 37th Training Wing to reassignment or beyond military service through consistent touch points with the Warhawk Community.

**1.2. Enhance Leadership Development:** Implement a leadership development program that reinforces behaviors and attitudes that leaders at all levels should model.

**1.3. Establish a Robust Mentorship Program:** Connect Airmen and Guardians with experienced mentors, helping agencies and local resources to foster personal and professional development, enhance leadership skills, and promote career progression.

Create a shared environment where every member feels valued, respected, and empowered.

Through open communication, teamwork, and a shared commitment to excellence, we foster a community that strengthens morale and unity.



# CULTURE

**2.1. Cultivate an Environment of Dignity and Respect:** We will foster a resilient, mission-driven culture within the 37th Training Wing, ensuring that every Airman and Guardian embraces the values and ethos of the Warhawk community. By promoting our expected behaviors, we aim to build a cohesive environment where teamwork, curiosity, and personal development thrive.

**2.2. Promote a Culture that Actively Encourages Curiosity and Creativity:** Support an organizational culture by empowering individuals to explore new ideas, take thoughtful risks, and collaborate across perspectives, driving continuous growth and problem-solving excellence.

**2.3. Strengthen Mission-Driven Engagement:** Create mission-centered engagement programs that highlight how each member's role contributes to the broader objectives of the Air Force, reinforcing the importance of teamwork, dedication, and operational success.

## Objectives



Warhawks have a shared mission to transform, develop and train Department of Defense and International service members through a portfolio of programs that includes foundational and technical training, language instruction, and professional military education to develop mission-ready leaders and better citizens for the world.



# MISSION

## Objectives

**3.1. Streamline Processes and Provide Clear Guidance:** We remain committed to fine-tuning processes for more effective and efficient performance output. We strive to provide clear and concise guidance, considering feedback across the enterprise, with the intent to reinforce our expected behaviors.

**3.2. Readiness:** Develop mission-ready Airmen and Guardians. Warhawks are resilient. Warhawk's ingenuity, grit and commitment, paired with modern weapon systems, is our competitive advantage.

**3.3. Modernize Infrastructure, Technology and Operations:** We will redesign our training and education environment, automate processes, and utilize new technologies that enables Airmen and Guardians to progress at their own speed of learning while maintaining mission success.

## 637TH TRAINING GROUP

Known as the Defense Language Institute English Language Center, DLIELC is the leader in English language training for the Department of Defense. Our "Gateway to America," builds security cooperation capability through English language training and cultural immersion for more than 3,500 students annually worldwide.

IAAFA promotes security cooperation principles through the delivery of professional military education, technical training and aircrew training taught in Spanish to more than 30 partner nations. The Academy is dedicated to promoting peace, democratic values, good governance and respect for human rights, effectiveness of joint and inter-agency operation and inclusion into partner nation military and security forces.

## INTER-AMERICAN AIR FORCES ACADEMY

## 37TH TRAINING GROUP

Provides Airmen, Guardians, Soldiers, Sailors, Marines and international students the skills needed to perform their duties worldwide. The group trains 100% of Security Forces personnel, Air Force recruiters and enlisted aircrew.

On any given day, there are nearly 4,000 service members training in initial skills, advanced or supplemental courses. The 341 Training Squadron, as the Executive Agent for the Military Working Dog program, is the sole source of training for all

Department of Defense MWD, kennel trainers, and kennel masters.



Home to Basic Military Training, the 737 TRG, generates nearly 93% of the Air Force... our enlisted corps; to include 100% of the U.S. Space Force.

We are the only location in the Department of the Air Force entrusted with leading and transforming civilians into enlisted members. BMT's 7.5 weeks of intense training focuses on developing professional and resilient Airmen and Guardians with a comprehensive curriculum designed to instill key skills and principles built on the Air Force's foundational competencies.

## 737TH TRAINING GROUP





# We Are Warhawks.

