
37 TRW

WARHAWK

STRATEGIC PLAN

37trw.af.mil

FIRST EDITION

2023



I am supremely confident this wing will continue to excel and answer our nation's call. I know this because every week without fail, we enthusiastically proclaim, "We Will Not Falter, and We Will Not Fail!"

– Col. Lauren A. Courchaine, Commander,
37th Training Wing



WHAT'S INSIDE?

From the Top
Future Fight
37 TRW Lines of Effort

WARHAWKS ARE A FAMILY

— As such we treat each member of our family with respect and dignity.

WARHAWKS ARE AIRMEN

— Integrity is an indisputable indicator of our character, without it our Air Force will not function with the lethality and precision necessary to maintain our military superiority.

WARHAWKS ARE A TEAM

— Our optimism and passion will change the world, but remember growth involves risk and failures are going to happen ... so when they do, I ask you to learn fast, share widely and re-engage quickly. Our nation deserves it.

INSIDE SCOOP

Our team exists to perform a critical **MISSION**; our greatest strength is our **PEOPLE**, without YOU the mission will not get accomplished; **CULTURE** is the bedrock of every winning team.

CHIEF'S CORNER

Enlisted Perspective **Mutual Accountability**

Mutual accountability is a process where two or more people agree to be held responsible for the commitments they have made to each other. It relies on trust and revolves around shared values, standards, and a sense of purpose, rather than sanctions for non compliance. For the enlisted corps, mutual accountability is a commitment to the standards of Air Force Culture and the specific responsibilities found in the Enlisted Force Structure - it is the cornerstone of enlisted leadership. Mutual accountability creates an environment where we clearly state what we expect and what we will not accept from each other. We must protect the values and standards we live by each and every day.



The Command Team Concept

The command team concept is something I hold dear. SELs provide vital leadership experience, enlisted advocacy, and operational advice. Commanders have the responsibility and authority to execute the mission, lead people, manage resources and improve the unit. More plainly stated, an effective command team combines hard won experience and lawful authority in a potent manner that becomes the nucleus of the organization. When done right, it creates a motivated, highly skilled and highly effective unit.

– *Chief Master Sgt. Michael R. Morgan, Command Chief, 37th Training Wing,
Joint Base San Antonio-Lackland, Texas.*

37TH TRAINING WING

This plan provides Warhawks the Mission and Vision, priorities and goals that drive operations, activities, and investments across the 37th Training Wing training and security cooperation portfolios.

OUR MISSION

*Build and develop
disciplined and dynamic
Airmen, Guardians,
Partners and Allies trusted
to secure tomorrow.*



OUR VISION

*Forging the future force
to excel in a complex
operational environment.*

LINEs OF EFFORT

LOE 1: CULTURE

- Cultivate an environment of excellence
- Foster connectedness to the mission and team
- Empower people at every echelon
- Be a learning organization
- Optimize core mission and business processes
- Develop tailored wellness solutions to foster resiliency
- Promote dignity, respect and inclusiveness

LOE 2: MISSION

- Build the Airmen we need
- Transform the way we learn
- Implement a data strategy
- Capitalize on innovation
- Reimagine technical training
- Seek and foster partnerships
- Modernize infrastructure, technology and operations

LOE 3: PEOPLE

- Employ Airmen competencies for Great Power Competition
- Maximize formal professional development forums
- Evolve workforce development and talent management
- Enhance opportunities for recognition and reward
- Invest in continuous development of future leaders

CULTURE

The foundation of any winning team is a positive culture built upon high levels of trust and clarity of purpose and vision. A strong culture ensures every Warhawk feels connected as a valued member of the team and has a deep connection to the mission. A strong culture can fuel any team in a rough crisis. We challenge you to build a strong rapport, build shared purposes, enable diverse perspectives, and celebrate success.

MISSION

We are truly the only wing of its kind in that we are setting the standard for force generation and executing global defense security cooperation objectives in direct support of the National Defense Strategy. Every member of the wing ... in every detachment, squadron and group is integral to our success. We challenge you to keep pursuing better tomorrows, never give up and always raise up the impossible problems.

PEOPLE

We are a wing Powered by People and people are our greatest strength. Without you the mission does not get accomplished. We are intensely focused on taking care of you and your families. Our pledge to you is to foster an environment of inclusivity that promotes dignity and respect, and where every person feels they are afforded opportunities to help them succeed personally and professionally.

LEADERS AT EVERY LEVEL

You don't have to be in charge to be a leader; the best ideas can come from anywhere. Every Warhawk is a leader and leaders must invest in those in their charge. We challenge you to find leadership opportunities for every Warhawk that is a part of your organization. Growing future leaders is critical to our success and is a responsibility we all share.

WHERE WE ARE HEADED: THE FUTURE FIGHT

“We are living in a ‘decisive decade,’ one stamped by dramatic changes in geopolitics, technology, economics, and our environment.”

- POTUS, 2022 National Defense Strategy

JOINT BASE SAN ANTONIO - LACKLAND, Texas — As outlined in the 2022 National Defense Strategy, in an era of Strategic competition, *“the most pressing strategic challenge we face as we pursue a free, open, prosperous, and secure world are from powers that layer authoritarian governance with a revisionist foreign policy. The People’s Republic of China is the only competitor with both the intent and, increasingly, the capability to reshape the international order, while constraining a dangerous Russia.”*

The 2022 National Defense Strategy clearly makes the case that our security environment is changing. The Gateway Wing is vital to our nation’s ability to deter these growing challenges by training the next generation of Airmen, Guardians, sister-service members and international partners who will confront these challenges.

While we recognize this competition is currently underway, we remain focused on developing and educating Agile Combat Airmen with the mindset and skills required to overcome our adversaries, while simultaneously strengthening our alliances and partners.

We cannot meet these complex and interconnected challenges alone. Mutually beneficial alliances and partnerships are our greatest global strategic advantage, and they are the center of gravity for this strategy.





Team Warhawk



This plan requires commitment and contributions from every Warhawk. We will use our lines of effort and the outcomes derived from them to measure our progress. Our collective talent, expertise and experiences are foundational to making this plan a reality.

As we navigate this plan, I ask every Warhawk to challenge assumptions, ask the tough questions, challenge the status quo and smartly take risk to drive growth and maturation.

Feedback from all levels of the wing is crucial to our collective success. I am confident this plan, coupled with your excitement, will ensure our team continues to make the Air Force better one Airman and one Partnership at a time.

This is the most humbling opportunity of my career. Thank you for your trust and confidence and all that you do.

Lauren A. Courchaine
Commander, 37th Training Wing



WARHAWKS

GATEWAY TO THE AIR FORCE