AETC
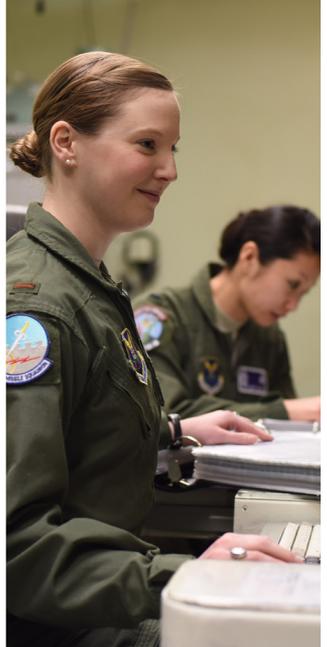# Strategic
Management
Annex

AIR POWER
STARTS HERE

Purpose of Strategic Management Annex (SMA)

The purpose of this annex is to establish a framework for assessing our progress toward meeting the strategic goals set in the 2016 AETC Strategic Plan. The strategic goals are enduring and should change very little (if at all) over time whereas the Commander's Focus Items are subject to change with each new Commander. This annex also presents an overview of the AETC strategic management process, Champion and Office of Coordinating Responsibility (OCR) roles and responsibilities, and outlines objectives to achieve the AETC strategic goals. Finally, this annex details how Champions and OCRs will write and implement their flight plans.

Intended Audience

All AETC personnel should be familiar with the SMA. HQ AETC, AFRS, AU, 2 AF, and 19 AF will allocate personnel and resources as necessary to ensure SMA and Flight Plan implementation.
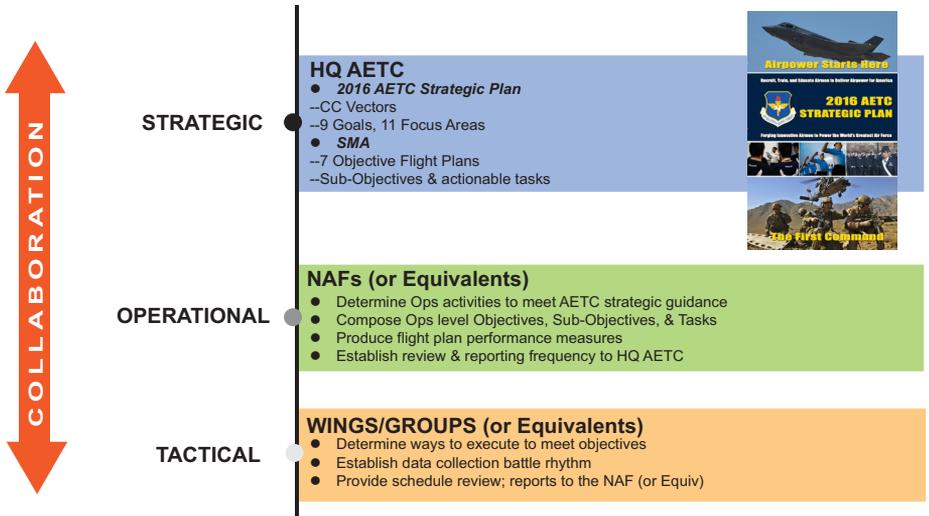
Scope

The AETC mission is to recruit, train, and educate Airmen to deliver airpower for America. To do this AETC must become more agile and inclusive. We will find innovative and targeted approaches to inspire, attract, and recruit the next generation of Airmen. We must also explore precision recruitment techniques to ensure tomorrow's Airmen represent and respect diversity of interests, viewpoints, backgrounds, education, and life experiences.

AIRPOWER - STARTS HERE!

RECRUIT   TRAIN   EDUCATE

FORGING INNOVATIVE AIRMEN TO POWER THE WORLD'S GREATEST AIR FORCE

The command will take a holistic approach to its strategic management process and divide management among strategic, operational, and tactical levels. Engagement and collaboration will occur up and down these different levels to ensure AETC's objectives link to the Air Force Strategic Master Plan (SMP). The levels of responsibility are:

Strategic Management Approach

COLLABORATION

STRATEGIC

HQ AETC
- *2016 AETC Strategic Plan*
--CC Vectors
--9 Goals, 11 Focus Areas
- *SMA*
--7 Objective Flight Plans
--Sub-Objectives & actionable tasks

OPERATIONAL

NAFs (or Equivalents)
- Determine Ops activities to meet AETC strategic guidance
- Compose Ops level Objectives, Sub-Objectives, & Tasks
- Produce flight plan performance measures
- Establish review & reporting frequency to HQ AETC

TACTICAL

WINGS/GROUPS (or Equivalents)
- Determine ways to execute to meet objectives
- Establish data collection battle rhythm
- Provide schedule review; reports to the NAF (or Equiv)

AETC Strategic Goals

As presented in the 2016 AETC Strategic Plan, the AETC Strategic Goals link to the Air Force Strategic Master Plan's goals for agility and inclusiveness.

Commander's Vectors	AETC	Air Force
	Strategic Goals	**Strategic Goals & Objectives**
Motivational Mission Accomplishment	1. Recruit, Train, and educate tomorrow's ready and responsive diverse Airmen and Leaders, adaptable to any environment.	Recruit/access individuals with demonstrated potential for critical thinking, adaptive behavior, character, initiative, innovation and contemporary mission-critical skills. (AG1.1)
	2. Integrate innovative solutions through the application of emerging ideas, tools, and technologies.	Leverage leading-edge education and training practices to ensure education and training programs support emerging mission requirements and efforts to develop innovation, collaboration, and agility in addition to institutionalizing Air Force Core Values. (AG1.2.H1)
	3. Strengthen relationships with Congress, think tanks, academia, industry, the Joint and interagency team, and international partners.	Improved relationships with Congress, think tanks and academia, industry, the joint and interagency team, and alliances and partnerships. (IN3)
	4. Institute Just-in-Time training to meet emerging multi-mission/ multi-skillset requirements.	Implement an individually tailored, generationally appropriate, cutting-edge, live-long approach to education and training. (AG1.2)

Commander's Vectors	AETC Strategic Goals	Air Force Strategic Goals & Objectives
Taking Care of Airmen and Families	5. Create mechanisms for integrating the One Air Force concept into the AETC Mission.	By FY18, review and evaluate the current planning baseline in each Core Function Lead's Total Force Enterprise to further integrate planning and budgeting considerations. This effort should include the following at a minimum: numbers of and types of associations, unit equipped squadrons, and Total Force manpower. (IN1.2.P3)
	6. Infuse Air Force core values and history into everything we do.	An Air Force culture that leverages diversity of thought to provide enhanced mission effects. (IN2)
	7. Support families as holistic military members.	Based upon the assessed impact of each program on talent retention, adjust business models and/or rebalance the prioritization of Airmen and family programs (or, Services total programs) by FY17. (AG1.6.H2.1)
Innovation	8. Explore innovative, adaptable, cost effective options for recruiting, training, and education learning pathways.	Ensure institutional processes and culture value individual initiative, support productive failure in pursuit of innovation, provide latitude to experiment, and instill a cost-conscious mindset in all Airmen. (AG1.3)
Leadership	9. Provide Airmen with lifelong learning and leadership mindset.	By FY21, update the Air Force education system based upon analysis of methods, content, and frequency to achieve optimal education and training for mission accomplishment. Ensure efforts focus on specific skills and general qualities described in the SMP. (AG1.2.H1.2)

Eight of the nine AETC Strategic Goals were refined into seven Strategic Objectives. Wing Commanders will track the ninth goal, Support families as holistic military members, using the AETC Strategic Planning Dashboard (ASPD). The Air Force Services Agency (AFSVA) should track their programs using their existing methods and report issues to the AETC/CC as necessary.

Each AETC Strategic Objective will have a Champion who is responsible for producing a Flight Plan and, along with OCRs, implement the plan. The Flight Plan will further divide the Strategic Objective into sub-objectives and tasks. The Champion, with the help of the OCRs, will also develop a timeline, by fiscal year (FY), delineating when the tasks and sub-objectives are expected to be completed. Completion of all tasks under a sub-objective will close that sub-objective. Completion of all sub-objectives will complete the objective for that particular AETC Strategic Goal.

Agile Airmen (AA) – Supports AETC Strategic Goal #1 and #4

This objective focuses on the agility that enables the Air Force to remain the world's dominant provider of airpower. Agility is a quality exhibited by our Air Force's most valuable resource… its Airmen!

AETC's scope of influence ranges from the motivating event/ad/speech/ act that first inspires an individual to visit a recruiter through the end of that Airman's career.

Things to consider when developing sub-objectives and tasks:

- Execute new programs to target hard-to-fill AFSCs (Battlefield Airmen, Medical, Explosive Ordinance Disposal, etc.)
- Expand capability for flexible career paths to include multiple AFSCs
- Develop new programs to allow prospective recruits to explore all career opportunities prior to signing their enlistment contract
- Establish a foundational budget for Air Force advertising and marketing
- Create a fluid training model that supports diverse learning styles and delivery modes
- Comprise objectives on adaptability and flexibility as it applies to both the

individual and to individual career fields and education paths
- Explore capabilities for providing secure yet accessible training available online anytime, anywhere
- Employ the best faculty/instructors who possess the right academic credentials,level of experience, and passion for communicating those values; then incentivize those selected to increase retention

Goals and Objective Supporting Agile Airmen (AA)
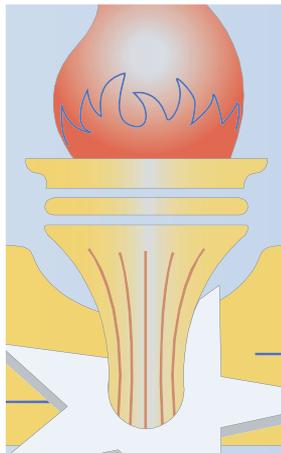
AETC Strategic Goals:
Recruit, train, and educate tomorrow's ready and responsive diverse Airmen and leaders, adaptable to any environment.

Institute Just-in-Time training to meet emerging multi-mission/multi-skillset requirements.

AETC Objective:
AA1. Increase accessibility of recruiting, training, and educational opportunities.

AF SMP Linkage:
AG1.1	AG1.1.H1.2
AG1.2	AG1.6.H1.3
AG1.1.H1.1	

Innovative Solutions (IS) – Supports AETC Strategic Goal #2 and #8

This objective focuses on modernizing archaic systems, trainers, and training aides. The current systems trainers and training aides have served the Air Force well; however, training approaches must be learner-centric and align with advances in technology to develop future Airmen. This requires the ability to retain the millennials (Generation Y) who comprise a growing percentage of the ranks while adapting to learning trends of recruits born in the mid-1990s (Generation Z). Both the Generation Y and Z are fluent in social media, hyper-connected, are incredibly astute, and desire flexibility and opportunity when looking for a career. These generations have little patience for red tape, slow information systems, and antiquated ways of doing business in a world where they can pay bills, watch their favorite shows, or connect with a long-lost friend through social media all with apps on their smartphone or tablet.
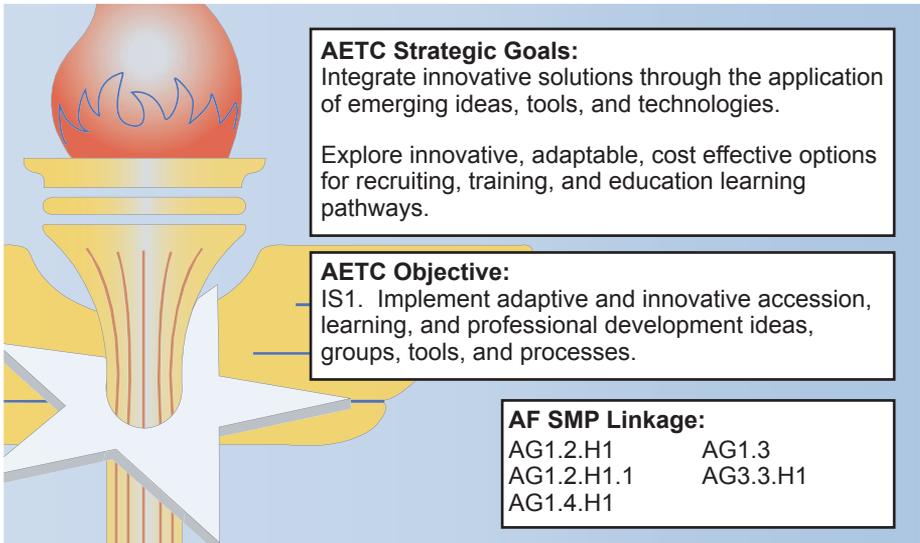
AETC must realign its policies to enable development and support of training and education programs that capitalize upon Generation Y and Z's ability to learn in multiple environments, and develop a method to capture both formal and informal learning.

If we want a force that can operate in a multi-domain environment, we must provide foundational training and education, but we must also develop a method to understand the full capabilities of that force. Therefore, AETC must explore competency based assessments to discover a recruit's character and talents. Understanding this will be a key component of future recruiting efforts.

Things to consider when developing sub-objectives and tasks:
- Complete a clean sheet look for all Air Force learning, consider models and delivery methods that focus on future Air Force needs
- Accelerate paths that allow for adaptive learning and testing
- Explore Live, Virtual, Constructive (LVC) for capstones events for all courses
- Create an IT security environment appropriate for learning and adjust policy to allow easier access from personal electronic devices
- Fund an innovation tool bench
- Develop policy that protects Airmen's time to participate in education and training courses during the duty day
- Implement direct duty placement and proficiency advancement for students who possess recognized/accredited sources of training and can demonstrate the knowledge, skills, aptitude, and behavior
- Offer accelerated learning paths to allow Airmen to complete courses faster and provide incentives to do so
- Develop policy that protects all organization's manpower for innovative programs
- Develop an Air Force "first person shooter" app that can attract recruits

## Goals and Objective Supporting Innovative Solutions (IS)

AETC Strategic Goals:
Integrate innovative solutions through the application of emerging ideas, tools, and technologies.

Explore innovative, adaptable, cost effective options for recruiting, training, and education learning pathways.

AETC Objective:
IS1. Implement adaptive and innovative accession, learning, and professional development ideas, groups, tools, and processes.

AF SMP Linkage:

AG1.2.H1	AG1.3
AG1.2.H1.1	AG3.3.H1
AG1.4.H1	

Force Planning (FP) – Supports AETC Strategic Goal #5

This objective will require continuous evaluation of education and training capabilities to ensure mission capacity remains balanced, sustainable, and efficient. Evaluate and facilitate both interim and long-term human capital solutions. Initiatives can be planning force proposals (PFPs), recommended guidance/policy changes, approved iMatter recommendation changes, enduring Air Reserve Component (ARC) utilization, and new associations sponsored by mission OPRs within each Core Capability. Implementing initiatives will happen via the Core Function Support Plan (CFSP), force mix adjustments, legislation, and enduring ARC utilization, Association Plans, or MAJCOM MOA/MOUs. AETC/A5/8/9 integrates and advocates for initiatives on behalf of the mission proponent and AETC/CC, but is not the initiative "owner."

<u>Things to consider when developing sub-objectives and tasks:</u>
- Implement holistic ARC utilization process that validates and plans enduring education and training requirements, responds to surges and contingencies, and is accessible to staff and command stakeholders
- Implement a process for identifying and utilizing civilian skills resident in the ARC to support core capability development and transformation
- Develop, coordinate, and submit a "One Air Force Recruiting" planning force proposal
- Evaluate institutional processes and guidance, implement changes to improve human capital flexibility and agility, remove structural barriers, and reduce redundancy
- Establish cross-functional personnel billets to utilize the joint, government identities, and international partners
- Expand joint assignments and reduce the restrictions to attain joint credit
- Expand flexibility that allows for temporary fill into mission task billets and mission changes

Goals and Objective Supporting Force Planning (FP)
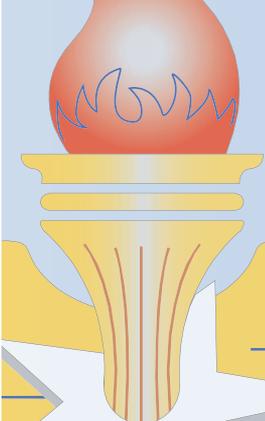
AETC Strategic Goal:
Create mechanisms for integrating the One Air Force concept into the AETC mission.

AETC Objective:
FP1. Evaluate force mix initiatives for sourcing personnel from Active, Guard, Reserves, & civilians. partners.

AF SMP Linkage:
IN1.2.P3
IN1.2.H1.1

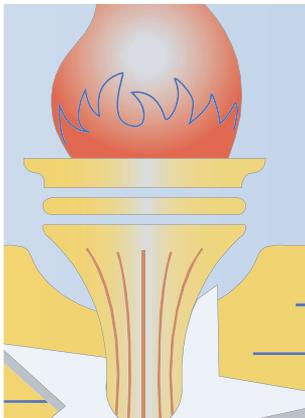**Strengthen Relationships (SR) – Supports AETC Strategic Goal #3**

The purpose of this objective is to expand the Air Force's influence with key partners and improve our ability to innovate by building more active networks for collaboration. AETC must have the ability to adapt and generate new ideas from sharing knowledge, attitudes, and approaches across a wide spectrum of partners. To tap into the expanse of available knowledge, we must cultivate more connections outside the gates and develop our community of supporters. We must actively invest in genuine, mutually beneficial relationships with Congress, think tanks and academia, industry, the joint and interagency team, alliances, and international partnerships to create a sustainable source of external inputs and expand our influence. The aims of these efforts are to create new learning opportunities, gain exposure to different ideas, and earn the trust of partners.

AETC must take every opportunity to increase Congressional engagement. We will strengthen our relationship with Congress by increasing engagements based around continuity, trust, transparency, and an affinity for the Air Force, all building on existing links between Congress and various elements of the Total Force.

Things to consider when developing sub-objectives and tasks:
- Foster relationships to affect policy, funding, support, etc.
- Establish faculty/staff exchanges with joint partners, academia, foreign partners, and internal staff agencies
- Build formal and informal communities of expertise to facilitate innovation
- Utilize AU in DC campus to build relationships with Congress and HAF
- Leverage ROTC and Technical Training detachments to establish relationships with partners across the US
- Establish alumni networks to strengthen relationships with joint and foreign partners

Goals and Objective Supporting Strengthen Relationships (SR)

AETC Strategic Goal:
Strengthen relationships with Congress, think tanks and academia, industry, the Joint and interagency team, and international partners.

AETC Objective:
SR1. Invest in partnerships and formalized staff/faculty exchanges and share outcomes/lessons learned.

AF SMP Linkage:
IN3   AG1.6.H1.1

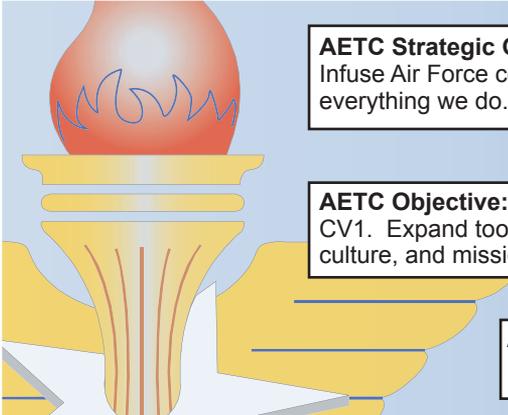**Core Values (CV) – Supports AETC Strategic Goal #6**

Air Force professionalism is a commitment to honorable service. Embracing the Airman's Creed, honoring our history, upholding standards, and being a wingman of conscience establishes a professional climate. Also, an in-depth understanding of the Air Force Core Values is integral to Airmen professional development in order to serve our nation with strong moral character and dignity. Today's Airmen stand on the shoulders of great Airmen who have served before so AETC must start today's Airmen on the right path to honor our Air Force's proud heritage.

This objective enhances the professional climate. It creates the conditions where Airmen are free to share ideas, take prudent risks, and be innovative problem solvers. AETC must remain mindful of its obligation to uphold the vital trust, respect, and confidence of the American public. The American public holds the Armed Forces to a higher ethical standard so Airmen must quickly embrace and internalize the Core Values which form the foundation of good order and discipline. Following a moral compass that points toward integrity, service, and excellence assists Airmen in their ethical decision making process. Additionally, the Air Force grows stronger and more professional when Airmen hold themselves and others to the same ethical standard.

Things to consider when developing sub-objectives and tasks:
- Determine civilian, enlisted, and officer professionalism development gaps
- Create tools to close professionalism development gaps and determine methods of deployment

Goals and Objective Supporting Core Values and History (CV)

AETC Strategic Goal:
Infuse Air Force core values and history into everything we do.

AETC Objective:
CV1. Expand tools for communicating our heritage, culture, and mission.

AF SMP Linkage:
IN2   AG1.2.H1

Leadership Mindset (LM) – Supports AETC Strategic Goal #9

This objective helps faculty and staff remain current with changes in the strategic environment in order to deliver relevant education and training, setting the example for the habits of mind of lifelong learning. A leadership mindset provides a solid foundation for leader attributes and competencies. Competent, ethical leadership cannot be substituted with advanced technology or sophisticated systems. AETC must deliberately develop the competence, character, and commitment of all members.
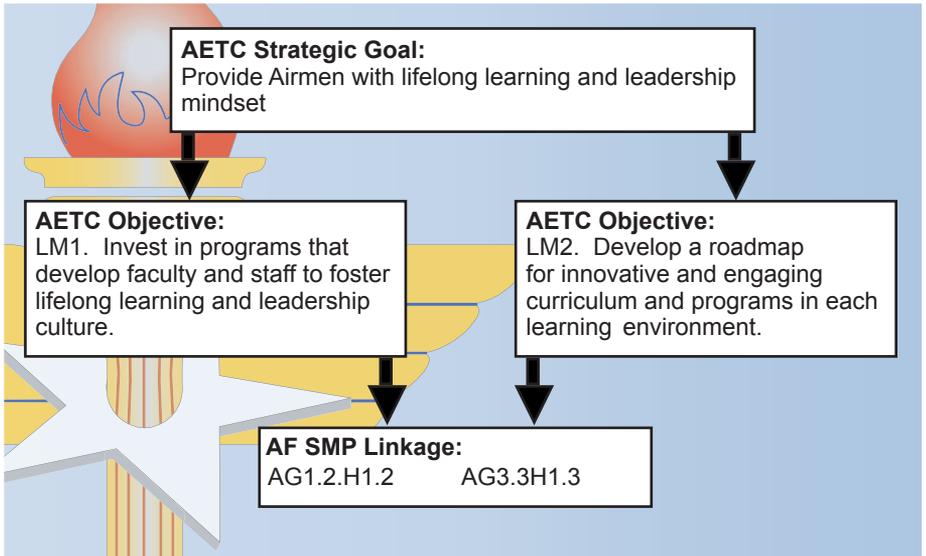
The second objective ensures student experiences in all learning environments are relevant, engaging, fun and rewarding. Ultimately, AETC should promote a lifelong learning desire.

Things to consider when developing sub-objectives and tasks:
- Invest in professional development through conferences, symposia, professional associations, and exchanges
- Inspire, promote, and incentivize faculty and staff to pursue learning opportunities
- Foster a culture that permits faculty and staff to pursue innovation
- Provide funding to attend professional development conferences
- Establish requirements for Individual Development Plans (IDPs) and encourage use of My Vector
- Recognize continuing education through credits for professional development
- Training tools that are engaging and provided just-in-time are more relevant to the learner
- Establish flipped, collaborative, student-centered learning classrooms
- Employ blended learning
- Create a mobile learning campus that enriches content and interactive tools to encourage students to use their own electronic devices

Goals and Objective Supporting Supporting Leadership Mindset (LM)

AETC Strategic Goal:
Provide Airmen with lifelong learning and leadership mindset

AETC Objective:
LM1. Invest in programs that develop faculty and staff to foster lifelong learning and leadership culture.

AETC Objective:
LM2. Develop a roadmap for innovative and engaging curriculum and programs in each learning environment.

AF SMP Linkage:
AG1.2.H1.2   AG3.3H1.3

Support Families (SF) – Supports AETC Strategic Goal #7

This is a tactical level objective that supports SMP Objective AG1.6.H2.1 and speaks to what AETC is doing to support the families of AETC Airmen. It also serves to recognize the contributions and sacrifices of our Airmen's families. Wherever AETC Airmen serve we will ensure they and their families have access to the information and services they deserve.

Wing Commanders will continue to report the health of their family support related programs via the Operational Dashboard. The Air Force Services Agency (AFSVA) will update the Quarterly Inspection Working Group (QIWG) slides for services financial indicators and health of the Morale, Welfare, and Recreation (MWR) Fund. AETC leaders, from the new Senior Airman with supervisory responsibilities to the Command's Senior Leaders, will remain attentive to new and more effective means of support.
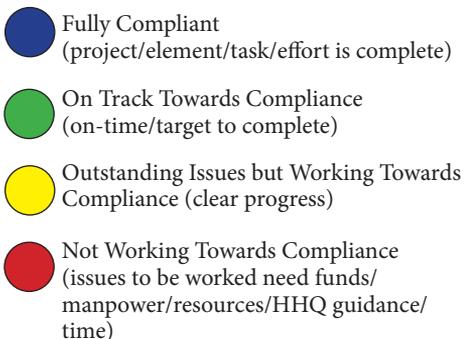
Programs Wing Commanders will continue to reinforce and report:
- Sponsor program
- Key Spouse program
- Other family related programs
- Wingman programs to include permanent party, TDY, and civilian personnel
- Deployed member contact rates

Implementation

AETC Strategic Planning Dashboard (ASPD)
AETC Strategic Dashboard 2.0 will provide a stoplight assessment to measure progress towards completing the Strategic Objectives. Each OCR will independently assess their assigned tasks and sub-objectives and update the stop light chart accordingly. OCRs will assess the tasks and sub-objectives at the completion of a milestone. Champions will independently verify the OCR assessment and update the Dashboard as appropriate. The Dashboard will also have space to allow Champions and OCRs to provide comments.

Champions and OCRs should review the Dashboard at least semi-annually and update to reflect progress as necessary (progress doesn't necessarily mean changing color). Update examples include changes to major impacts such as: a critical stoppage due to funding, Air Force policy changes, or a task is complete. Each Champion will conduct a semi-annual review to ensure the sub-objectives and tasks identified in the Flight Plan remain relevant. Champions should also prepare to brief major accomplishments or hurdles to the AETC/CC.

Fully Compliant
(project/element/task/effort is complete)

On Track Towards Compliance
(on-time/target to complete)

Outstanding Issues but Working Towards Compliance (clear progress)

Not Working Towards Compliance
(issues to be worked need funds/
manpower/resources/HHQ guidance/
time)

Conclusion

We can no longer simply continue with business as usual. AETC must strive to ensure the Air Force recruits the leaders for the 21st Century. Strategic Planning provides us with an excellent forum to develop our innovation skills and ability to change rapidly enough that we can not only adapt to the future—but decide what our future will be and create it!

Appendix

Definitions

Agility: Adapting Air Force capabilities and thinking, strengthen culture of adaptability and innovation with long-term investments.

Airman: In this strategic plan, the term Airman refers to uniformed members of the United States Air Force as well as Department of the Air Force civilians. Uniformed members include officer or enlisted members on active duty or in the Reserve, Guard, and members of the Civil Air Patrol regardless of rank, component, or specialty. Air Force civilians are incorporated within the broader meaning of the term when the need exists to communicate to a larger audience within the service, either for force-development purposes or for clarity and inclusiveness by senior leaders when addressing a larger body of personnel. All Airmen, military and civilian, support and defend the Constitution of the United States and live by the Air Force Core Values. This usage follows that described in Air Force Doctrine, Volume 1, Basic Doctrine, and Volume 2, Leadership.

Education: Appendix D of Air Force Doctrine Annex 1-1, Force Development, distinguishes between education and training. Although education and training are interdependent, they are "fundamentally distinct in application." Education is distinguished from training in several critical areas listed below.
- Education is appropriate when adaptive outcomes are desired. It focuses on the development of critical thought that enables creative solutions.
- Education is process-dependent, not task-dependent. It focuses on combining familiar and unfamiliar information to produce a suggested course of action.
- Education is not dependent on a specific situation. Instead, it attempts to prepare individuals for new experiences and new challenges.
- Education provides knowledge and skills, such as critical thinking, that are useful in unfamiliar or unexpected circumstances. Education is most beneficial during transitions from the known to the unknown.
- The value of education increases with uncertainty and provides long-term benefits.

Flight Plan (Operational Plan): A detailed plan used to provide a clear picture of how a team, section, or department will contribute to the achievement of the organization's goals.

Goals: A set of broad ideas implemented by an organizations to pursue desired future conditions or achievements vision and mission.

Inclusiveness: Leverage the broadest possible set of human resources to produce the maximum number of options. Serves as the power underwriting Air Force agility.

Information Technology (IT): The Information Technology Association of America defines IT as the study, design, development, application, implementation, support, or management of computer-based information systems. IT includes the use of computers and telecommunications to store, retrieve, transmit, and manipulate data.

The term is commonly used as a synonym for computers and computer networks, but it also encompasses other information-distribution technologies such as television and telephones.

Initiative: A strategy intended to resolve an issue or improve processes. A new way of looking at an issue and developing a unique solution.

Innovation: According to the Air Force Vision (The World's Greatest Air Force: Powered by Airmen, Fueled by Innovation), "The story of the Air Force is a story of innovation." AETC highlights the importance of innovation by including it as the fourth core competency, along with recruiting, training, and education. Innovation involves the pursuit of creative, new ways of doing things. While it may include the adoption of new technologies, it is not limited to their application. At the heart of innovation is finding better or smarter ways to approach and solve security problems. As stated in the Air Force Vision, innovation means that "every Airman should constantly look for smarter ways to do business. The person closest to the problem is often the one with the best solution. . . . Airmen at all levels must have the courage to take risks and learn from mistakes." The Air Force portal provides a way for individuals to submit innovative ideas for consideration through the link "Airmen Powered by Innovation," https://www.my.af.mil/gcss-af/USAF/ep/globalTab. do?channelPageId=s0ECF2BB844E64F620144F48AA2DF00BD.

International Partners: Non-US students and/or government officials involved in AETC

Measures: A way of monitoring and tracking the strategic objectives. Measurements can be leading indicators of performance (leads to an end result) or lagging indicators (the end results). Measures communicate the true intent of an objective.

Objective: Manageable, single-focus component of a strategy. A concise statement articulating a specific component of what the strategy must achieve and what is critical to its success, it usually consists of short, action-verb phrases that provide focus. Objectives explain what specifically must be done to execute the strategy and what the organization must do to reach its goals.

Operational Level: The level of internal processes and day-to-day functions that align to the goals of the strategy.

Strategic Level: The level of planning focused on the long-term strategy and aligned to the mission of the organization.

Strategic Planning: The process of systematically evaluating the strategic environment's nature and direction, identifying long-term goals and objectives, and developing strategies to reach the goals and objectives to support resource allocation. Strategic planning embraces a capabilities-based planning methodology and performance planning to cover near-, mid-, and long-term planning horizons as determined by the specific organization's needs.

Strategy Management: Process by which strategy is defined, governed, and communicated to the organization. Strategy management ensures that the organization is aligned to the strategy.

Sub-Objectives: A subset of the main objective broken down into a single action statement. A potential sub-objective for AA1 could be, "Increase accessibility of recruiting opportunities."

Tactical Level: The level of planning focused on ensuring that the organization achieves near-term objectives.

Tasks: Assigned statement of work often to be finished within a certain time.

Total Force: Consists of Regular Air Force, Air National Guard, and Air Force Reserve members as well as Air Force civilians and contractors.

Training: Appendix D of Air Force Doctrine Annex 1-1, Force Development, distinguishes between education and training. Although education and training are interdependent, they are "fundamentally distinct in application." Training is doing—education is thinking. Training is distinguished from education in several critical areas listed below:

- Training is appropriate when standardized outcomes are required. It focuses on building specific skill sets to produce reliable, consistent results. Standardization in training and evaluation ensures that outcomes are predictable.
- The purpose of training is to teach skills associated with desired outcomes.
- Training is task dependent and generally focuses on a specific skill, situation, or tools of a specialty.
- Training is most effective in stable and expected environments; it shows immediate results. Its value diminishes with uncertainty.
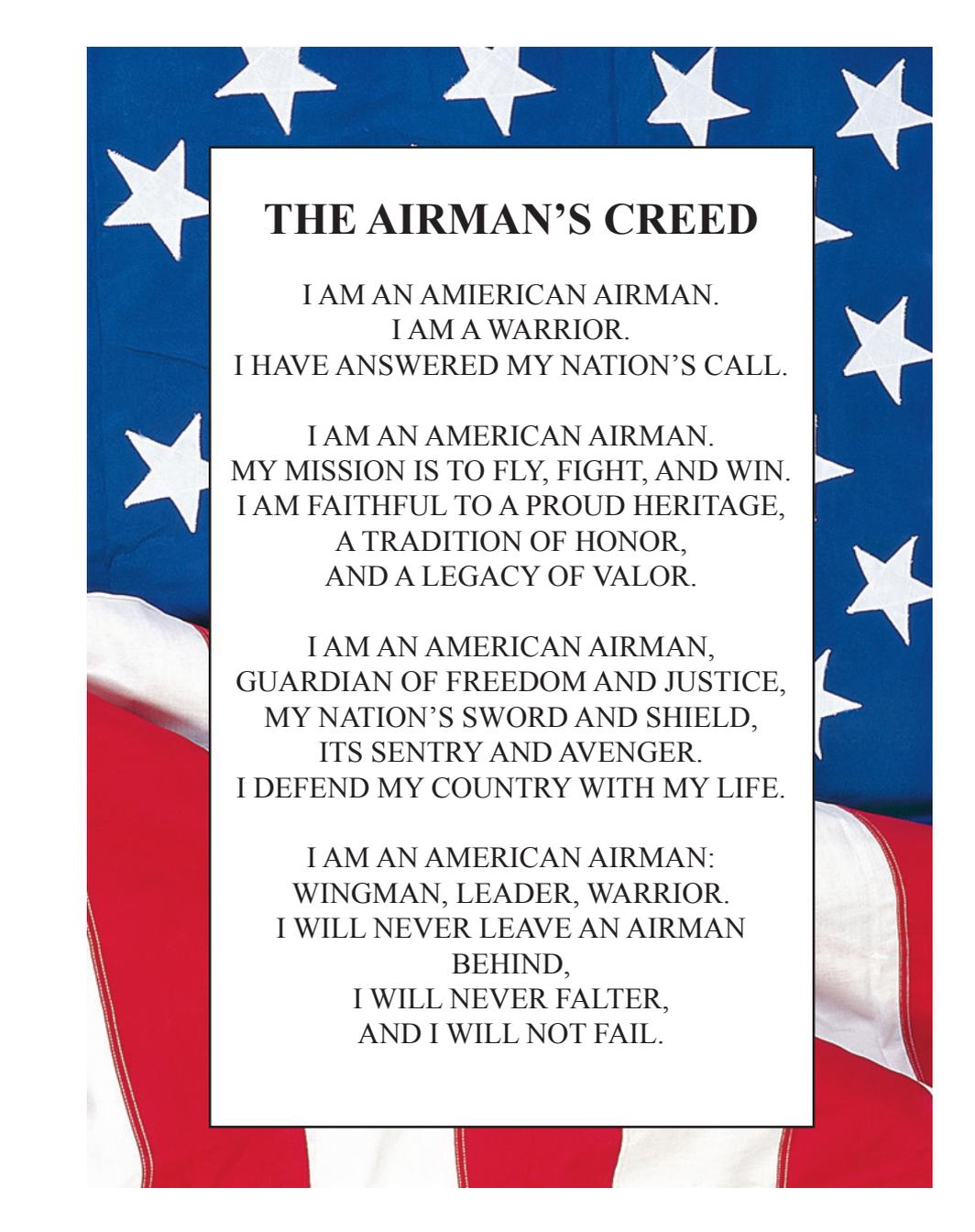
THE AIRMAN'S CREED

I AM AN AMIERICAN AIRMAN.
I AM A WARRIOR.
I HAVE ANSWERED MY NATION'S CALL.

I AM AN AMERICAN AIRMAN.
MY MISSION IS TO FLY, FIGHT, AND WIN.
I AM FAITHFUL TO A PROUD HERITAGE,
A TRADITION OF HONOR,
AND A LEGACY OF VALOR.

I AM AN AMERICAN AIRMAN,
GUARDIAN OF FREEDOM AND JUSTICE,
MY NATION'S SWORD AND SHIELD,
ITS SENTRY AND AVENGER.
I DEFEND MY COUNTRY WITH MY LIFE.

I AM AN AMERICAN AIRMAN:
WINGMAN, LEADER, WARRIOR.
I WILL NEVER LEAVE AN AIRMAN
BEHIND,
I WILL NEVER FALTER,
AND I WILL NOT FAIL.