



PRESS KIT

AIR EDUCATION AND TRAINING COMMAND

RECRUIT, TRAIN AND EDUCATE AIRMEN TO DELIVER 21ST CENTURY AIRPOWER

AIRPOWER STARTS HERE



WHO WE ARE

The Air Education and Training Command (AETC) was established January 23, 1942. Members of AETC recruit, train and educate the world's greatest Airmen for the world's greatest Air Force. Most Airmen begin their Air Force career right here in AETC, which is why we proudly claim the title, "The First Command." We are responsible for providing our Airmen with the foundation of professionalism. It is the mission of AETC to produce Airmen who embody that professionalism. Following basic, technical or flying training, Airmen are equipped with the technical skill to overcome any obstacle.



PERSONNEL SNAPSHOT

Total Force 61,538

Active Duty	29,843
Guard	6,000
Reserve	1,800
Civilian	14,314
Contractor	9,581

**Current as of 2018*

AETC is headquartered at Joint Base San Antonio – Randolph, Texas, and is responsible for 23 wings at 10 major installations. With an annual budget of \$9.6 billion and assets spread across the globe, AETC includes more than 60,000 active duty, Air National Guard and reserve members, civilians and contractors who deliver training programs tailored to meet the strategic needs of today's Air Force.

Our training mission makes AETC the first command to touch the lives of nearly every Air Force member. More than 31,000 enlisted Airmen begin their military training at Joint Base San Antonio - Lackland, Texas, each year. Additionally, the Air University oversees two of the three commissioning sources, Officer Training School (OTS) and Reserve Officer Training Corps (ROTC), and produces 80 percent of Air Force officers.



MISSION

Recruit, train and educate Airmen to deliver 21st century Airpower.

VISION

Inspire and Develop MACH-21 Airmen.

LEADERSHIP





LIEUTENANT GENERAL STEVEN L. KWAST

Lt. Gen. Steven L. Kwast is the Commander, Air Education and Training Command, Joint Base San Antonio-Randolph, Texas. He is responsible for the recruiting, training and education of Air Force personnel. His command includes Air Force Recruiting Service, two numbered air forces and Air University. The command operates more than 1,400 trainer, fighter and mobility aircraft, 23 wings, 10 bases and five geographically separated groups. It trains more than 293,000 students per year with approximately 60,000 active-duty, Reserve, Guard, civilian and contractor personnel.

General Kwast was commissioned upon graduation from the U.S. Air Force Academy in 1986. After completing a master's degree in public policy from Harvard's Kennedy School of Government, he was assigned to undergraduate pilot training where he earned his pilot wings in June 1989. General Kwast has served as military aide to the vice president and completed a National Defense Fellowship with the Institute for the Study of Conflict, Ideology and Policy at Boston University, Massachusetts.



The general has commanded at the squadron, group and wing levels, including the 47th Operations Group at Laughlin Air Force Base, Texas, and the 4th Fighter Wing at Seymour Johnson AFB, North Carolina. He also served as the deputy director for Colonel Matters, Air Force Senior Leader Management Office, Washington, D.C., and as the commander, 455th Air Expeditionary Wing, Bagram Airfield, Afghanistan. General Kwast was the deputy director for Politico-Military Affairs for Europe, NATO and Russia, Strategic Plans and Policy Directorate, Joint Staff, the Pentagon, Arlington, Va. Prior to his current assignment, General Kwast was the Commander and President, Air University, Maxwell AFB, Alabama. He has more than 3,300 flying hours, including more than 650 combat hours during operations Desert Shield, Desert Storm, Southern Watch, Allied Force and Enduring Freedom.

EDUCATION

1986 Bachelor's degree in astronautical engineering, U.S. Air Force Academy, Colorado Springs, Colo.
1988 Master's degree in public policy, John F. Kennedy School of Government, Harvard University, Cambridge Mass.
1993 Squadron Officer School, Maxwell AFB, Ala.
1994 Fighter Weapons School, Nellis AFB, Nev.
1997 Air Command and Staff College, Maxwell AFB, Ala.
1999 Air War College, by correspondence
2003 National Defense Fellowship, Boston University, Mass.
2006 Seminar XXI, Massachusetts Institute of Technology, Cambridge
2008 Air Force Enterprise Leadership Seminar, University of North Carolina at Chapel Hill

ASSIGNMENTS

1. August 1986 - June 1988, student, Air Force Institute of Technology, John F. Kennedy School of Government, Harvard University, Cambridge, Mass.
2. June 1988 - June 1989, student, undergraduate pilot training, Williams AFB, Ariz.
3. June 1989 - May 1990, student, F-15E Fighter Training Unit, Luke AFB, Ariz.
4. May 1990 - August 1996, war plans officer, weapons officer, and Chief of Weapons, 336th Fighter Squadron, Seymour Johnson AFB, N.C.
5. August 1996 - June 1997, student, Air Command and Staff College, Maxwell AFB, Ala.



6. June 1997 - August 1999, military aide to the Vice President of the United States, the White House, Washington D.C.
7. August 1999 - June 2002, assistant operations officer, Director of Operations, and Commander, 492nd Fighter Squadron, RAF Lakenheath, England
8. June 2002 - June 2003, National Defense Fellow, Institute for the Study of Conflict, Ideology, and Policy, Boston University, Mass.
9. September 2003 - February 2005, Commander, 47th Operations Group, Laughlin AFB, Texas
10. February 2005 - September 2006, Deputy Director for Colonel Matters, Air Force Senior Leader Management Office, Washington, D.C.
11. September 2006 - September 2008, Commander, 4th Fighter Wing, Seymour Johnson AFB, N.C.
12. September 2008 - April 2009, Deputy Director of Requirements, Headquarters Air Combat Command, Langley AFB, Va.
13. April 2009 - April 2010, Commander, 455th Air Expeditionary Wing, Bagram Airfield, Afghanistan
14. June 2010 - March 2012, Deputy Director for Politico-Military Affairs for Europe, NATO and Russia, Strategic Plans and Policy Directorate, Joint Staff, the Pentagon, Arlington, Va.
15. March 2012 - January 2013, Director of Requirements, Air Combat Command, JB Langley-Eustis, Va.
16. January 2013 – January 2014, Director, Air Force Quadrennial Defense Review, Office of the Air Force Assistant Vice Chief of Staff, Headquarters U.S. Air Force, Washington, D.C.
17. February 2014 – November 2014, Commander, Curtis E. LeMay Center for Doctrine Development and Education and Vice Commander, Air University, Maxwell AFB, Ala.
18. November 2014 – November 2017, Commander and President, Air University, Maxwell AFB, Ala.
19. November 2017 – present, Commander, Air Education and Training Command, JB San Antonio-Randolph, Texas

SUMMARY OF JOINT ASSIGNMENTS

1. June 1997 - August 1999, military aide to the Vice President of the United States, the White House, Washington, D.C., as a major
2. April 2009 - April 2010, Commander, 455th Air Expeditionary Wing, Bagram Airfield, Afghanistan, as a brigadier general
3. June 2010 - March 2012, Deputy Director for Politico-Military Affairs for Europe, NATO and Russia, Strategic Plans and Policy Directorate, Joint Staff, the Pentagon, Arlington, Va., as a brigadier general

FLIGHT INFORMATION

Rating: command pilot

Flight hours: more than 3,300, including over 650 combat hours

Aircraft: flown: F-15E, T-6, T-37 and T-38



MAJOR AWARDS AND DECORATIONS

Defense Superior Service Medal
Legion of Merit with oak leaf cluster
Distinguished Flying Cross
Bronze Star Medal
Meritorious Service Medal with two oak leaf clusters
Air Medal with two silver oak leaf clusters
Aerial Achievement Medal with three oak leaf clusters
Air Force Achievement Medal

OTHER ACHIEVEMENTS

1989 Commander's Trophy, Air Training Command
1994 Outstanding Graduate, USAF Fighter Weapons School
1995 Robbie Risner Award

EFFECTIVE DATES OF PROMOTION

Second Lieutenant	May 28, 1986
First Lieutenant	May 28, 1988
Captain	May 28, 1990
Major	Aug. 1, 1996
Lieutenant Colonel	July 1, 1999
Colonel	Aug. 1, 2003
Brigadier General	July 31, 2009
Major General	May 4, 2012
Lieutenant General	Nov. 10, 2014

(Current as of November 2017)



U.S. Air Force Lt. Gen. Steve Kwast, commander of Air Education and Training Command, speaks to attendees of the 2018 Air Force Association Air Warfare Symposium in Orlando, Fla., Feb. 22. During his speech, the general explained the importance of innovation for the future of the Air Force and how to develop innovators. (Photo by Staff Sgt. Kenneth W. Norman)

SENIOR LEADER QUOTES

"We must be masters at this game of innovation, and we better be world class at developing a culture of innovation."

— LT. GEN. STEVE KWAST, COMMANDER, AETC

"We teach the next generation of Airmen how to learn more rapidly than their adversaries. We teach them how to innovate more broadly across a series of networks to see more ideas. And, we teach them how to network and build trust with other human beings. This is the great promise of this command. This is why it is the First Command. This is why we are the most powerful guardian of our constitution."

— LT. GEN. STEVE KWAST, COMMANDER, AETC



MAJOR GENERAL MARK E. WEATHERINGTON

Maj. Gen. Mark E. Weatherington is the Deputy Commander, Air Education and Training Command, Joint Base San Antonio-Randolph, Texas. The command is responsible for the recruiting, training and education of Air Force personnel and includes Air Force Recruiting Service, two numbered air forces and Air University. AETC operates more than 1,400 trainer, fighter and mobility aircraft, 23 wings, 10 bases and five geographically separated groups. Its approximately 60,000 active-duty, Reserve, Guard, civilian and contractor personnel train more than 293,000 students per year.

General Weatherington earned his commission in 1990 following graduation from the U.S. Air Force Academy. He has served in a variety of operational assignments, including command of the 28th Bomb Wing, Ellsworth Air Force Base, South Dakota, where he led all aspects of B-1 and MQ-9 operations and installation support activities. His staff experience includes various doctrine, strategy, and warfighting requirements positions within Air Forces Central Command, the Joint Staff, and the Office of the Secretary of Defense. Prior to this assignment, General Weatherington served as the Director, Cyberspace Operations, North American Aerospace Defense Command and U.S. Northern Command.



General Weatherington is a command pilot with more than 2,400 flying hours, including combat over Afghanistan.

EDUCATION

1990 Bachelor of Science degree in history, U.S. Air Force Academy, Colorado Springs, Colo.
1994 Squadron Officer School, Maxwell AFB, Ala.
2000 U.S. Air Force Weapons School, Nellis AFB, Nev.
2002 Master of Arts degree in history, Hardin-Simmons University, Abilene, Texas
2003 Air Command and Staff College, Maxwell AFB, Ala.
2004 School of Advanced Air and Space Studies, Maxwell AFB, Ala.
2005 Joint and Combined Warfighting School, JPME II, Joint Forces Staff College, Norfolk, Va.
2009 National Security Management Course, the Maxwell School, Syracuse, N.Y.
2009 Foreign Policy fellow, The Brookings Institution, Washington, D.C.
2009 U.S. Air Force Enterprise Leadership Seminar, Darden School of Business, Charlottesville, Va.
2009 Leadership Development Program, Center for Creative Leadership, San Diego
2015 Cyberspace Operations Executive Course, Maxwell AFB, Ala.
2016 Joint Flag Officer Warfighting Course, Maxwell AFB, Ala.
2016 Cybersecurity Leadership seminar, Georgia Institute of Technology, Atlanta, Ga.
2017 U.S.-U.K. Rising Leader Forum, London
2017 Executive seminar, Kellogg School of Management, Northwestern University, Chicago
2018 Chief Information Security Officer Certificate, College of Information and Cyberspace, National Defense University, Washington, D.C.



ASSIGNMENTS

1. August 1990 - October 1991, student, undergraduate pilot training, Reese AFB, Texas
2. November 1991 - June 1994, Flight Commander, 22nd Security Police Squadron, McConnell AFB, Kan.
3. June 1994 - February 1997, B-1 pilot, 9th Bomb Squadron, Dyess AFB, Texas
4. February 1997 - October 1999, assistant Operations Officer, 34th Bomb Squadron; Wing Scheduler, 366th Operational Support Squadron, Mountain Home AFB, Idaho
5. October 1999 - June 2002, Wing Weapons Officer, 28th Operational Support Squadron; assistant Operations Officer and Chief of Weapons and Tactics, 77th Bomb Squadron, Ellsworth AFB, S.D.
6. July 2002 - June 2003, student, Air Command and Staff College, Air University, Maxwell AFB, Ala.
7. July 2003 - June 2004, student, School of Advanced Air and Space Studies, Air University, Maxwell AFB, Ala.
8. June 2004 - November 2006, Chairman's Action Group Strategist, Office of the Chairman of the Joint Chiefs of Staff; Joint Doctrine Planner, Joint Staff, J7, the Pentagon, Arlington, Va.
9. November 2006 - July 2008, B-1 requalification student, then Commander, 28th Bomb Squadron, Dyess AFB, Texas
10. July 2008 - July 2009, Foreign Policy fellow, The Brookings Institution, Washington, D.C.
11. July 2009 - August 2010, Chief of Staff of the Air Force fellow, with duties as Chief of Naval Operations fellow, Strategic Studies Group XXIX, Newport, R.I.
12. August 2010 - April 2011, Chief of Staff of the Air Force fellow, with duties as Special Assistant to the Commander, United States Air Forces Central Command, Southwest Asia
13. May 2011 - April 2013, Commander, 28th Bomb Wing, Ellsworth AFB, S.D.
14. April 2013 - May 2014, Military Assistant to the Deputy Secretary of Defense, Office of the Secretary of Defense, the Pentagon, Arlington, Va.
15. May 2014 - June 2016, Deputy Director for Command, Control, Communications and Computers (C4)/Cyber, Joint Staff, J6, the Pentagon, Arlington, Va.
16. July 2016 - Mar 2018, Director, Cyberspace Operations (J6/J3D), North American Aerospace Defense Command and United States Northern Command, Peterson AFB, Colo.
17. Apr 2018 - present, Deputy Commander, Air Education and Training Command, Joint Base San Antonio-Randolph, Texas

SUMMARY OF JOINT ASSIGNMENTS

1. June 2004 - November 2006, Chairman's Action Group Strategist, Office of the Chairman of the Joint Chiefs of Staff; and Joint Doctrine Planner, Joint Staff, J7, the Pentagon, Arlington, Va., as a major and lieutenant colonel
2. April 2013 - May 2014, Military Assistant to the Deputy Secretary of Defense, Office of the Secretary of Defense, the Pentagon, Arlington, Va., as a colonel
3. May 2014 - June 2016, Deputy Director for Command, Control, Communications and Computers (C4)/Cyber, Joint Staff, J6, the Pentagon, Arlington, Va., as a brigadier general
4. July 2016 - March 2018, Director, Cyberspace Operations (J6/J3D), North American Aerospace Defense Command and United States Northern Command, Peterson AFB, Colo. as a brigadier general and major general

FLIGHT INFORMATION

Rating: command pilot

Flight hours: more than 2,400

Aircraft flown: B-1 and MQ-9



MAJOR AWARDS AND DECORATIONS

Defense Superior Service Medal with two oak leaf clusters
Legion of Merit
Defense Meritorious Service Medal
Meritorious Service Medal with three oak leaf clusters
Air Medal with oak leaf cluster
Aerial Achievement Medal

EFFECTIVE DATES OF PROMOTION

Second Lieutenant	May 30, 1990
First Lieutenant	May 30, 1992
Captain	May 30, 1994
Major	June 1, 2001
Lieutenant Colonel	May 1, 2005
Colonel	Oct. 1, 2008
Brigadier General	Oct. 2, 2014
Major General	Frosted

(Current as of April 2018)



CHIEF MASTER SERGEANT JULIET C. GUDGEL

Chief Master Sergeant Juliet C. Gudgel is the Command Chief Master Sergeant, Headquarters Air Education and Training Command, Joint Base San Antonio-Randolph, Texas. The command includes the Air Force Recruiting Service, two numbered air forces and Air University. AETC operates 1,396 trainer, fighter and mobility aircraft, 23 wings, 12 bases, and five geographically separated groups. The command trains more than 293,000 Airmen per year with approximately 62,000 active-duty, Reserve, Guard, civilian and contractor personnel. The chief is a key advisor in the development and education of the Air Force's enlisted corps across their entire career.

Chief Gudgel has served in roles such as squadron superintendent, flight superintendent, technical school instructor, career assistance advisor, supply chain management action officer, Air Force Materiel Command's materiel management functional manager and noncommissioned officer academy commandant. Before assuming her current position, she served as the command chief master sergeant for Air University. She has deployed in support of Operation Northern Watch, Operation Iraqi Freedom and Operation New Dawn.



EDUCATION

1998 Airman Leadership School, Royal Air Force Feltwell, England
2000 Associate degree, Applied Science Logistics, Community College of the Air Force
2000 Teaching Practicum, Community College of the Air Force, Maxwell Air Force Base, Ala.
2001 Associate degree, Instructor of Technology and Military Science, Community College of the Air Force
2002 Bachelor of Science, Occupational Education, Wayland Baptist University
2003 Awarded Master Instructor Certification, Community College of the Air Force
2003 Occupational Instructor Certification, Community College of the Air Force
2005 Noncommissioned Officer Academy, Lackland AFB, Texas
2005 Master's, Education and Instructional Technology, American Intercontinental University
2008 Senior Enlisted Joint Professional Military Education Course
2011 Senior Noncommissioned Officer Academy, Maxwell-Gunter AFB, Ala.
2012 Professional Manager Certification, Community College of the Air Force
2016 Enterprise Perspective Seminar, Washington, D.C.

ASSIGNMENTS

1. June 1992 - July 1992, Basic Trainee, Lackland AFB, Texas
2. July 1992 - September 1992, Technical Training Student, Lowry AFB, Colo.
3. September 1992 - February 1994, Document Control Apprentice & Receiving Clerk, 7276th Air Base Wing, Iraklion Air Station, Greece
4. February 1994 - February 1995, Repair Cycle Support Journeyman, 86th Supply Squadron, Ramstein AB, Germany
5. February 1995 - February 1998, Procedures and Analysis, 48th Supply Squadron, RAF Lakenheath, England
6. May 1998 - December 1999, NCOIC, Materiel Control, 668th Logistics Squadron, Air Intelligence Agency, Kelly AFB, Texas



7. January 2000 - July 2002, Supply Instructor, 345th Training Squadron, Lackland AFB, Texas
8. August 2002 - July 2004, Facility Development Instructor, 37th Training Support Squadron, Lackland AFB, Texas
9. July 2004- July 2005, NCOIC, MICAP, 37th Logistics Readiness Squadron, Lackland AFB, Texas
10. July 2005 - October 2006, NCOIC, F-22 Parts Store, 99th Logistics Readiness Squadron, Nellis AFB, Nev.
11. October 2006 - July 2009, Installation Career Advisor, 99th Mission Support Squadron, Nellis/Creech AFB, Nev.
12. August 2009 - April 2012, Superintendent, Operations and Compliance, 354th Logistics Readiness Squadron, Eielson AFB, Alaska
13. May 2012 - July 2012, Superintendent, 354th LRS, Eielson AFB, Alaska
14. August 2012 - March 2013, Supply Chain Management Action Officer, Headquarters AFMC, Wright-Patterson AFB, Ohio
15. April 2013 - September 2014, Headquarters AFMC, Materiel Management Functional Manager, A4/Logistics and Sustainment, Wright-Patterson AFB, Ohio
16. September 2014 - November 2015, Commandant, Airey Noncommissioned Officer Academy, Tyndall AFB, Fla.
17. November 2015 - October 2016, Command Chief, 59th Medical Wing, Joint Base San Antonio-Lackland, Texas
18. October 2016 - August 2017, Command Chief, Air University, Maxwell AFB, Ala.
19. August 2017 - Present, Command Chief, Air Education and Training Command, Joint Base San Antonio-Randolph, Texas

MAJOR AWARDS AND DECORATIONS

Bronze Star Medal

Meritorious Service Medal with four oak leaf clusters

Air Force Commendation Medal with two oak leaf clusters

Air Force Achievement Medal with four oak leaf clusters

Joint Meritorious Unit Award

Meritorious Unit Award

Air Force Outstanding Unit Award with three oak leaf clusters

EFFECTIVE DATE OF PROMOTION

Chief Master Sergeant November 2013

(Current as of August 2017)



COMMUNITY IMPACT

The installations under Air Education and Training Command, like all Air Force bases, have synergistic relationships with their communities. Divided into two categories, basic military and technical training, and flying training, these installations recruit, train and educate Airmen year-round. Take a look at the locations of our units and the communities that support them. Click [here](#) to find out more.

BASIC MILITARY & TECHNICAL TRAINING

2nd Air Force, Keesler AFB, Miss.

- 17th Training Wing, Goodfellow AFB, Texas
- 517th Training Group, Presidio of Monterey, Calif.
- 37th Training Wing, JBSA-Lackland, Texas
- 81st Training Wing, Keesler AFB, Miss.
- 82nd Training Wing, Sheppard AFB, Texas
- 381st Training Group, Vandenberg AFB, Calif.
- 602nd Training Group Provisional, Keesler AFB, Miss.
- Technical Training Ops Center, Keesler AFB, Miss.

Air Force Recruiting Service, JBSA-Randolph, Texas

- 360th Recruiting Group, New Cumberland, Pa.
- 369th Recruiting Group, JBSA-Lackland, Texas
- 372nd Recruiting Group, Hill AFB, Utah

Air University, Maxwell AFB, Ala.

- Carl A. Spaatz Center for Officer Education
- Jeanne M. Holm Center for Officer Accessions & Citizen Development
- Curtis E. LeMay Center for Doctrine Development & Education
- Ira C. Eaker Center for Professional Development
- Thomas N. Barnes Center for Enlisted Education
- Air Force Research Institute
- 42nd Air Base Wing
- School of Advanced Air and Space Studies
- Air Force Institute of Technology, Wright-Patterson AFB, Ohio
- Muir S. Fairchild Research Information Library

FLYING TRAINING

19th Air Force, JBSA-Randolph, Texas

- 12th Flying Training Wing, JBSA-Randolph, Texas
- 306th Flying Training Group, USAF Academy, Colo.
- 479th Flying Training Group, Pensacola NAS, Fla.
- 14th Flying Training Wing, Columbus AFB, Miss.
- 33rd Fighter Wing, Eglin AFB, Fla.
- 47th Flying Training Wing, Laughlin AFB, Texas
- 56th Fighter Wing, Luke AFB, Ariz.
- 54th Fighter Group, Holloman AFB, N.M.
- 58th Special Operations Wing, Kirtland AFB, N.M.
- 336th Training Group, Fairchild AFB, Wash.
- 71st Flying Training Wing, Vance AFB, Okla.
- 80th Flying Training Wing, Sheppard AFB, Texas
- 97th Air Mobility Wing, Altus AFB, Okla.
- 314th Airlift Wing, Little Rock AFB, Ark.

AETC-associated Guard Component Units

- 149th Fighter Wing, JBSA-Kelly Field Annex, Texas
- 150th Special Operations Wing, Kirtland AFB, N.M.
- 162nd Fighter Wing, Tucson IAP, Ariz.
- 189th Airlift Wing, Little Rock AFB, Ark.
- 173rd Fighter Wing, Kingsley Field, Ore.

AETC-associated Reserve Component Units

- 340th Flying Training Group, JBSA-Randolph, Texas
- 944th Fighter Wing, Luke AFB, Ariz.

Other AETC-associated Units

502nd Air Base Wing, JBSA-Fort Sam Houston, Texas
59th Medical Wing, JBSA-Lackland, Texas
Air Force Profession of Arms Center of Excellence,
JBSA-Randolph, Texas



AIR UNIVERSITY

Air University, with headquarters at Maxwell Air Force Base, Alabama, provides the full spectrum of Air Force education, from pre-commissioning to the highest levels of professional military education, including degree-granting and professional continuing education for officers, enlisted members, and civilians throughout their careers. AU, which is accredited by the Commission of Colleges of the Southern Association of Colleges and Schools, conducts courses both in-residence and via distance learning.

AU has responsibility for the Jeanne M. Holm Center for Officer Accessions and Citizen Development. The Holm Center Commander provides direction for two of the Air Force's three commissioning programs – the Air Force Reserve Officer Training Corps and Officer Training School. AFROTC commissions about 1,700 officers annually through programs located at 145 detachments at colleges and universities across the country.

Air University also includes the Carl A. Spaatz Center for Officer Education, Squadron Officer College, Air Command and Staff College, Air War College, School of Advanced Air and Space Studies, the Thomas N. Barnes Center for Enlisted Education, Airman Leadership School, Noncommissioned and Senior Noncommissioned Officer Academies, Community College of the Air Force, Air Force Institute of Technology, the Ira C. Eaker College for Professional Development, the Curtis E. Lemay Center for Doctrine Development and Education and the Air Force Research Institute.



Cadets complete the Maxwell Air Force Base IV ROTC summer field training encampment by taking part in a Prop and Wings ceremony in front of Air University Headquarters. The ceremony signifies the cadets' acceptance into the 'long blue line of the Air Force.' The cadets wear the prop and wings emblem after completing the arduous first phase of officer training. Following the ceremony, the cadets pass in review during a parade at Officer Training School's Welch Field. (Air Force photo by Melanie Rodgers Cox)

SENIOR LEADER QUOTES

"I want us to take full advantage of innovation, doing things differently ... If there is something that you don't think makes sense, then change it, but be compliant when doing it."

— LT. GEN. ANTHONY COTTON, COMMANDER AND PRESIDENT, AIR UNIVERSITY



AIR UNIVERSITY GATHERS CYBER EXPERTS TO STRENGTHEN U.S. SECURITY

By Lt. Col. Mae-Li Allison, Air University Public Affairs / Published March 21, 2018



Joe Greene (far right), Montgomery Area Chamber of Commerce vice president of military and governmental affairs, points out architectural features of the chamber of commerce building during a tour for Maxwell Air Force Base and Defensewerx officials March 16, 2018, Montgomery, Alabama. Maxwell's Air University recently signed a partnership agreement with Defensewerx to establish MGMWERX in the Montgomery Chamber building. MGMWERX is a joint venture, in collaboration with the City of Montgomery, Montgomery County, and the Montgomery Area Chamber of Commerce, to encourage innovation. (Air Force photo by Airman 1st Class Charles Welty)

MAXWELL AIR FORCE BASE, Ala. –

Air University has long been considered the leadership-development center for the Air Force, and it continues its 72-year-long legacy with a new joint venture, named MGMWERX, in collaboration with the City of Montgomery, Montgomery County, and the Montgomery Area Chamber of Commerce, to encourage innovation.

“The dream of MGMWERX is to harken back to our legacy as the Air Corps Tactical School and once again deliver ground-breaking solutions to the warfighter and become the breeding ground of innovative thought to the Air Force,” said Michael Gray, Air University’s Chief Financial Officer and lead AU representative for the initiative.

In the spirit of partnership, and in line with the effort to create a robust tech and innovation ecosystem in the region, the Montgomery Area Chamber of Commerce has offered office space in downtown Montgomery, close to Maxwell Air Force Base. This will serve as a convenient and easily accessible meeting spot for military and civilians alike for groundbreaking research and dynamic collaboration.

According to Gray, the idea for MGMWERX emerged in 2016 as AU sought creative ways to meet the Office of the Secretary of Defense’s challenge to find cost-effective means of bettering military capabilities through technical excellence and innovation. Following a diligent search of many different options, AU determined that working with the Air Force Research Laboratory to establish a Partnership



Intermediary Agreement (PIA) would best serve AU's interest to create and grow a physical and cultural environment to serve such a purpose, while harnessing the brainpower of its students and faculty.

The PIA, formally signed with the non-profit corporation Defensewerx Feb. 13, gives AU the latitude to collaborate with local and state government, higher education institutions, and intergovernmental agencies. Air University has committed about \$2 million to Defensewerx to establish MGMWERX and to serve as its partner over the next five years.

"In short, MGMWERX will provide AU an 'outside-the-fence' environment to enable AU members, academia, industry, and other government organizations to experience innovation and collaboration in unique ways through facilitated experimentation with emerging tools, processes, and methods to solve real Air Force problems," explained Gray. "This initiative will be money well-spent; this has already been done successfully with similar models like Special Operations Command's 'SOFWERX' and the U.S. Air Force Academy's 'CyberWorx.'"

One important difference between MGMWERX and other "WERX" programs is that it will not necessarily be generating technical prototypes. Rather, the idea is that MGMWERX will allow AU to be more than a thesis-producing organization, providing a vibrant ecosystem shaping successful collaborations.

Ultimately, AU's goal through MGMWERX is to develop more well-rounded leaders who, through a process of deliberate exposure to a cross-section of industry, academia, and non-traditional commercial partners, are better prepared to deal with an uncertain future. MGMWERX would innovate and commercialize thoughts and technologies, serving as the connective tissue between academia, industry, and military leaders.

"This is an exciting time for both AU and the River Region," said Lt. Gen. Anthony Cotton, who took the helm as commander and president of AU just two days after AU signed the partnership agreement with Defensewerx. "We are at the beginning stages of establishing a new type of collaboration with other government organizations and industry, which I expect will prove to be fruitful and enduring."

At this time Defensewerx is hiring a handful of personnel to administer the program in Montgomery, and AU is refining its plans and expectations, while determining what topics to first present for collaboration. MGMWERX is expected to begin working on Air Force topics by late summer of this year.



SECOND AIR FORCE

Second Air Force, with headquarters at Keesler Air Force Base, Mississippi, is the numbered air force responsible for conducting basic military and non-flying technical training for Air Force. They provide this service with the support of joint and coalition enlisted members and officers. Second Air Force also oversees Airmen training for Joint Sourcing Solutions taskings. The commander of Second Air Force is responsible for providing all basic, technical and expeditionary training for Air Education and Training Command.



An aircraft from each of the 14th Flying Training Wing flying squadrons were represented in a dissimilar formation above Columbus Air Force Base, Mississippi Oct. 1, 2015. The T-1A Jayhawk from the 48th Flying Training Squadron led the formation with two T-38C Talons, one from the 50th Flying Training Squadron (SUPT) and one from the 49th Fighter Training Squadron (IFF), two T-6A Texan II from the 37th Flying Training Squadron and the 41st Flying Training Squadron, and the 14th FTW's newest addition, the A-29 Super Tucano from the 81st Fighter Squadron at Moody Air Force Base, Georgia, Columbus AFB's geographically separated flying squadron. The formation flight was performed to showcase the capability of Columbus' aircraft to incorporate the A-29 into a formation of six aircraft. (U.S. Air Force photo by Airman 1st Class Daniel Lile)



Second Lts. Nicholas Taylor and Michael Kowpak, 333rd Training Squadron undergraduate cyber students, receive an equipment demonstration from U.S. Navy Petty Officer 2nd Class Jacob Yates, Joint Communications Support Element information systems technician, MacDill Air Force Base, Fla., during an equipment capabilities presentation at Stennis Hall Feb. 2, 2016, Keesler Air Force Base, Miss. Joint Communications Support Element provides rapidly deployable, scalable, en-route and early entry communications capabilities across the full spectrum of operations in order to enable rapid action of the joint force. (U.S. Air Force photo by Kemberly Groue)

NINETEENTH AIR FORCE

Nineteenth Air Force, with headquarters at Joint Base San Antonio - Randolph, is responsible for flying training execution, mentoring, safety, advocacy for subordinate units and security of operating environments. The 19th AF provides operational control and administrative authority to support training world-class aircrews, air battle managers, weapons directors, Air Force Academy Airmanship programs and survival, escape, resistance and evasion specialists to sustain the combat capability of the Air Force, other services and our nation's allies.



AIR FORCE RECRUITING SERVICE

Air Education and Training Command's mission begins with the Air Force Recruiting Service, with headquarters at JBSA-Randolph, Texas. Air Force Recruiting Service comprises three regional groups and 27 squadrons with more than 1,200 recruiters assigned throughout the United States, England, Germany, Japan, Puerto Rico and Guam.

People are the single most valuable asset we have as an Air Force. That is why Airmen are most important part of the recruiting mission. Each day, our recruiters across the country connect with people from every walk of life to share the Air Force story and bring up the next generation of fighting Airmen.

The Air Force continues to find high-quality people to serve by showing them all the Air Force offers: service to their country, responsibility and trust, professional and leadership development, technical training and educational opportunities.



Staff Sgt. Claudia Zarate, 341st Recruiting Squadron, shares information about Air Force job opportunities with a recruiting office visitor. The first organization to touch the lives of Airmen is the Air Force Recruiting Service, headquartered at Randolph Air Force Base, Texas. AFRS's mission is to recruit quality men and women with the right skills, at the right time, in the right numbers to sustain the combat capability of America's Air Force. Emphasis is on recruiting people with no prior military service into one of more than 150 enlisted career opportunities. AFRS also recruits prior and non-prior service officer candidates for Officer Training School at Maxwell Air Force Base, Ala. (U.S. Air Force photo)

FY16 RECRUITING

Enlisted	31,295
Line Officers*	1,178
Health Professionals	717
Chaplains	37
Total	33,227

*Figures do not include the Air Force Academy or AFROTC

SENIOR LEADER QUOTES

"When you pair somebody who's passionate about doing something with a job that you teach them to be successful at doing, magic happens."

— LT. GEN. STEVE KWAST, COMMANDER, AETC



TRAINING & EDUCATION

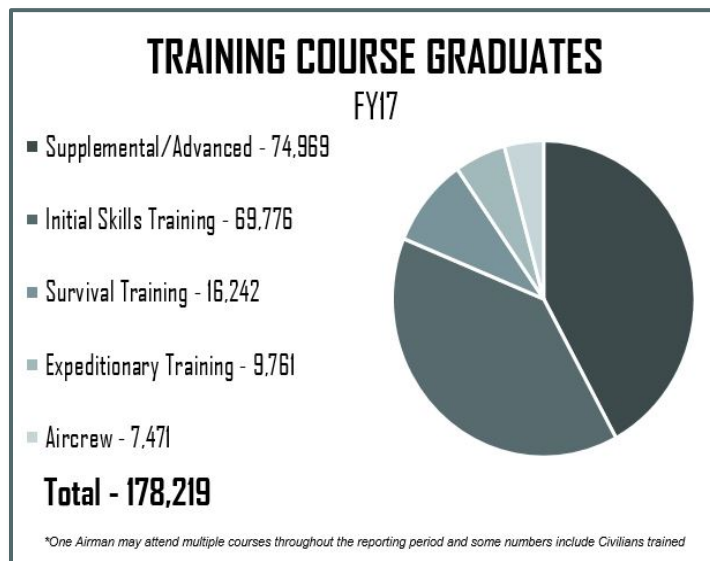
BASIC MILITARY TRAINING

Every enlisted Airman's journey begins at Joint Base San Antonio – Lackland, Texas, where professional military training instructors transform civilians into motivated, disciplined warrior Airmen with the foundation to serve in the world's greatest Air Force. Because we are entrusted with the care of our nation's sons and daughters, we are committed to a culture that promotes a safe, secure and productive training environment, while creating and sustaining an atmosphere that maximizes trainees' potential to serve as Airmen.



Graduation events conclude with a parade. Airmen carry all 50 US state flags each week during basic military training graduation parades. (U.S. Air Force Photo/Melinda Mueller)

Last year, the 737th Training Group, a part of the 37th Training Wing, graduated 31,295 enlisted Airmen – that's more than 600 graduates per week!



CONTINUING EDUCATION

Throughout their careers, Airmen are afforded additional training opportunities. More than 166,000 students graduated from these AETC courses during fiscal year 2015.

After completing basic training, Airmen begin technical training to learn the skills needed to perform in their career field specialties. Technical training is conducted primarily at six installations: JBSA-Lackland, JBSA-Fort Sam Houston, Goodfellow and Sheppard Air Force Bases in Texas; Keesler AFB, Miss., and

Vandenberg AFB, Calif. Members at each base are responsible for specific portions of the formal technical training that Airmen require to accomplish the Air Force mission. Highly trained instructors conduct technical training in specialties such as aircraft maintenance, missile maintenance, civil engineering, medical services, computer systems, security forces, air traffic control, weather, personnel, cyberspace support, intelligence, firefighting and space and missile operations.



FLYING TRAINING

Members of Air Education and Training Command conduct flying training and are responsible for training aircrews and air battle managers. Air Force pilots, remotely piloted aircraft pilots, and combat systems officer candidates begin with initial flight screening and RPA flight screening at Pueblo, Colo., to gauge aptitude for flying and to introduce candidates to the rigors of military aviation and training.

Pilot candidates then attend either Euro-NATO Joint Jet Pilot Training at Sheppard Air Force Base, Texas, or Specialized Undergraduate Pilot Training at Columbus AFB, Miss., Laughlin AFB, Texas, or Vance AFB, Okla.

After the primary phase of specialized training, student pilots are selected for one of three advanced training tracks based on needs of the Air Force and their class standing. Prospective airlift and tanker pilots are assigned to the airlift/tanker track and train in the T-1 Jayhawk. Student pilots headed for bomber or fighter assignments are assigned to the bomber/fighter track and train in the T-38. Both airlift/tanker track and fighter/bomber track training continues at Columbus, Laughlin, or Vance Air Force Bases. Students selected to fly helicopters train in the TH-1H. About 400 students per year will be selected for duty flying remotely piloted aircraft.



Instructor pilots from Air Education and Training Command use the T-38C to prepare pilots for front-line fighter and bomber aircraft such as the F-15E Strike Eagle, F-15C Eagle, F-16 Fighting Falcon, B-1B Lancer, A-10 Thunderbolt and F-22 Raptor. The Talon first flew in 1959. More than 1,100 Talons were delivered to the Air Force between 1961 and 1972 when production ended. (U.S. Air Force photo by Tech. Sgt. Samuel Bendet)

ENLISTED FLYING TRAINING

Members of Air Education and Training Command also provide enlisted aircrew training for a wide variety of aircrew specialties including flight engineers, air-to-air refueling boom operators, loadmasters, aerial gunners, airborne communications specialists, as well as the newest career enlisted aviator specialty – RPA sensor operator. Flight engineers train at Little Rock Air Force Base, boom operators train at Altus AFB, and loadmasters train at Altus, Little Rock or Joint Base San Antonio - Lackland. Helicopter and tilt-rotor special mission aviators train at Kirtland AFB, and airborne communications specialists train at Keesler AFB. The RPA sensor operators complete the three-skill level awarding course at JBSA-Randolph over a six-week period, learning the basic concepts of full motion video, communications, different types of sensors and RPA crew duties before heading to a formal training unit. Air Force officials announced Dec. 17, 2015, the initiative to train enlisted RPA pilots for RQ-4 Global Hawk flying operations.



AIR FRAMES BY THE NUMBERS

AIRCRAFT TYPES & TOTALS

T-6A	444	T-53A	24	MC-130J	4
T-38C	428	KC-135R	18	T-41D	4
T-1A	178	C-17A	17	T-51A	3
F-16C/D	135	C-130J	14	UV-18B	3
F-35A	82	HH-60G	12	HC-130J	3
TH-1H	28	UH-1N	10		
Gliders	24	CV-22B	8	TOTAL	1,439



The T-6A Texan II is a single-engine, two-seat primary trainer designed to train Joint Primary Pilot Training, or JPPT, students in basic flying skills common to U.S. Air Force and Navy pilots. The trainer is phasing out the aging T-37 fleet throughout Air Education and Training Command. (U.S. Air Force photo by Master Sgt. David Richards)



A T-1A Jayhawk flies over downtown San Antonio. The aircraft is assigned to the 99th Flying Training Squadron at Randolph Air Force Base, Texas. (U.S. Air Force photo by Lt. Col. Russell Hopkinson)

AIRCRAFT MISSIONS

With 1,439 aircraft operating within Air Education and Training Command, flying training touches many different missions. The T-1A, T-6A and T-38C are training mission aircraft and make up the majority of the aircraft owned by AETC. The F-16 and F-35A accomplish the fighter/attack mission. Combat search and rescue are accomplished by the HH-60G and HC-130. The KC-135 fits the tanker mission. C-17 aircraft accomplish the strategic airlift mission. The MC-130 and CV-22 are a part of the special operations mission. The theater airlift mission is accomplished by the C-130. Support and special airlift missions are accomplished with the UH-1N.



AETC EXPLORES LEARNING POSSIBILITIES THROUGH NEW PILOT TRAINING PROGRAM

By Master Sgt. Joshua Strang, AETC Public Affairs / Published December 7, 2017



Air Education and Training Command is looking to explore how people learn and making a more efficient path to pilots earning their wings by revolutionizing training through the Pilot Training Next initiative. (U.S. Air Force graphic by Staff Sgt. Chip Pons)

JOINT BASE SAN ANTONIO-RANDOLPH, Texas -- Air Education and Training Command is taking a different look at how people learn and hopes to make a more efficient path for pilots to earn their wings through the Pilot Training Next initiative.

Scheduled to begin February 2018, the program's goal exemplifies the command's concepts of the Continuum of Learning, including blended learning and data-centric facets by using existing and emerging technologies that can decrease the time and cost of training without sacrificing the depth of learning.

"This is student-centric learning," said Lt. Col. Robert Vicars, Pilot Training Next initiative director. "We are going to use immersive technology to see how we can help people learn more effectively. This is an initiative to explore whether or not these technologies can help us learn deeper and faster."

Lt. Gen. Steven Kwast, AETC commander, said the PTN initiative is one way AETC helps make the Air Force more agile, adaptive and lethal.

"AETC is creating a new learning paradigm," said Kwast. "It is vital we exceed the Air Force's expectations with action. Creating Pilot Training Next is one step, one milestone, to ensuring America's Air Force is fueled with the best pilots in the world. We owe it to them to get it right and we will rise to that challenge."



“AETC chose to focus on flying training because of the urgency involved with the enterprise,” he continued. “However, our focus is on how Airmen learn, not necessarily what they learn, exploring technology and how that technology can produce better and faster learning.”

PTN will lean on a variety of technologies, to include virtual and augmented reality, advanced biometrics, artificial intelligence and data analytics, all of which can be used to tailor the training environment to the individual student. The knowledge gained will be used to refine scientific measuring capabilities and teaching techniques in order to produce the world’s greatest military aviators.

“The next generation of technology is emerging so we will rely on current as well as future technologies,” said Vicars. “We are looking at building an intelligent tutor to monitor the students. It will track their biometrics and understand their stress level to optimize the learning environment for the individual and put them under the right amount of stress to create learning.”

The PTN class, beginning in February, will consist of both Air Force enlisted members and officers. In order to be successful, AETC officials are seeking students from different learning backgrounds. The officers for the class are slated to start undergraduate pilot training between January and February. The enlisted Airmen will be selected from a pool of Airmen who have recently completed basic training and are not college graduates.

Vicars said there is a pilot candidate selection method as well as an enlisted candidate selection method that will allow for the best possible participants in the program.

“We want to select top-caliber students and give them the tools, objectives and teachers needed to structure a quality learning environment,” said Vicars. “Selecting enlisted members to fill the non-college student role is not intended to develop enlisted aviators. In this selection model, we can pool the data to determine what qualities, habits of mind and patterns of thought equal success in the flying training environment. We are then able to filter that data to develop simulators, apps and testing tools to pull in the very best talent.”

If the results of the initiative do not meet or exceed our current training standards, officer students will be placed in the traditional specialized undergraduate pilot training course, and the enlisted members will continue on to technical training.

“If we do this right, and the students learn all the functional competency sets, as well as key and critical learning objectives and skills, then we would expect to be able to pin wings on them,” said Vicars. “Part of the challenge is to demonstrate that the necessary knowledge and skillsets have been created at the end of the program. Using the software we are integrating, we will be able to prove and demonstrate that learning more objectively than we can right now in legacy pilot training.

“Our enlisted Airmen are an important part of this program and will help us evaluate these learning methods across ranks, education background and learning styles,” he continued. “If they are successful in this program, creative options for them abound. We want to ask ‘what ifs’ without predetermining



the outcome. If the results of this program put us in the position to have to answer these types of questions, we are moving in the right direction.”

The training will be located at the Reserve Center at the Austin-Bergstrom International Airport, Austin, Texas.

“We wanted to give the training its own environment and Austin has a very good growing technology ecosystem,” said Vicars. “Austin currently has the second-largest virtual reality ecosystem in the country. There is an energy there that we can tap into that will allow us to iterate this technology. It is also close enough to Joint Base San Antonio-Randolph to have access to Air Force resources.”

Instructor cadre and AETC officials must remain fluid and adapt to failures as this new training program rolls out and evolves, said Vicars.

“This only fails if we don’t learn in the moment,” he said. “We are driving and pushing for things to fail, which in turn will create a safer training environment. Our intent is quality training and if the benefit is that we can do it faster and cheaper, so be it. We are striving for deeper and more meaningful learning.”



SURVIVAL TRAINING

The 336th Training Group at the U.S. Air Force Survival School, Fairchild Air Force Base, Wash., provides Survival, Evasion, Resistance and Escape (SERE) training for personnel who are at risk of isolation. Instruction concentrates on the principles, techniques and skills necessary to survive with confidence in any environment and return with honor. In addition, the 336th TRG provides initial and follow-on training to all U.S. Air Force SERE specialists.

SERE specialists assigned to the survival school teach 15 different courses to about 17,000 students annually. Nine courses are taught at Fairchild. The other six courses are conducted at 336th TRG detachments at Eielson AFB, Alaska, Naval Air Station, Fla., and JBSA-Lackland, Texas.



A water survival student braves the turbulent waters before getting hoisted into the fuselage during a training scenario Dec. 8, 2015, at Fairchild Air Force Base, Wash. The survival gear available to Airmen depends on what aircraft they are flying in and under what command the aircraft is flying. Different commands pack different items, but as a standard, aircraft have a raft, raft canopy, canopy poles, rations, medical supplies, radio, signaling devices and a form of water or a way of procuring fresh water. (U.S. Air Force photo by Airman 1st Class Sean Campbell)

EXPEDITIONARY TRAINING

Increased mission requirements have strained the U.S. Army's available manpower to meet combatant commander requirements. To meet these force requirements, the Army solicited Air Force and Navy support in the execution of ground operations – called joint sourcing solutions taskings – to include performing entire missions in lieu of Army units.

Second Air Force provides centralized management and overarching command and control structure to oversee, prepare and equip Airmen for JSS expeditionary training in a sister service environment. Training is conducted at Army locations called mobilization force generation installations. The 602nd Training Group (Provisional) establishes detachments at each mobilization force generation installation and acts as the Air Force liaison while providing location command and control. JSS training is the means by which the Air Force will ensure each JSS Airman receives required combat skills training. About 2,500-4,000 Airmen per year are trained at MSGIs and are sourced to fill JSS taskings; they are trained and equipped to fill any of 32 different mission sets.



IMAGE GALLERY (Click to download hi-resolution photos)





An F-35 Lightning II assigned to the 61st Fighter Squadron at Luke Air Force Base, Arizona takes off July 29, 2015. Since 2010, the F-35 has flown more than 30,000 hours. (U.S. Air Force photo by Staff Sgt. Staci Miller)



Maj. Todd Salzwedel (left), 559th Flying Training Squadron director of staff, demonstrates final check procedures to a 558th Flying Training Squadron remotely piloted aircraft instrument qualification student, prior to his first orientation flight in a T-6 Texas II May 12 at Joint Base San Antonio-Randolph, Texas. This is the first class to get a real world feel of what manned pilots experience in a combat environment, offers validation of their training and provides a different perspective than what they receive in a simulator. (U.S. Air Force photo by Melissa Peterson)



Tactical Air Control Party specialists provide overwatch of friendly forces utilizing a PSN-13 global positioning system and an AN/PRC-117F multiband manpack radio. TACPs use a variety of equipment to call in close air support for ground forces. The TACP modernization program office at Hanscom Air Force Base, Mass., is charged with equipping TACP Airmen with the necessary communication tools. (Courtesy photo)



Military training instructor, Tech. Sgt. Chananyah Stuart, inspects Flight 552's guidon bearer, Airman Calvin Kim, before the graduation ceremony at Joint Base San Antonio-Lackland. (U.S. Air Force photo by Master Sgt. Jeffrey Allen)



Airman 1st Class Steven and Airman 1st Class Taylor prepare an MQ-9 Reaper for flight during Combat Hammer May 15, 2014, at Creech Air Force Base, Nev. Fighter, bomber and remotely piloted aircraft units around the Air Force are evaluated four times a year and provided weapons, airspace and targets from Hill AFB, Utah, or Eglin AFB, Fla. Steven and Taylor are MQ-9 crew chiefs with the 432nd Aircraft Maintenance Squadron. (U.S. Air Force photo/Staff Sgt. N.B.)



United Arab Emirates air force Capt. Abdulla Almhrezi, C-17 Globemaster III cargo aircraft instructor pilot trainee, operates a C-17 training simulator with United Arab Emirates Air Force Lt. Col. Hamdan Alnaqbi, C-17 instructor pilot trainee, Altus Air Force Base, Okla., Feb. 2, 2016. Training international students helps improve joint nation missions with uniformed knowledge and operations. (U.S. Air Force photo by Airman 1st Class Kirby Turbak/Released)

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CONTACT US

AETC Public Affairs

100 H Street East, Suite 4

JB SA – Randolph, TX 78150

(210) 652-4400

aetc.pao@us.af.mil

