



DEPARTMENT OF THE AIR FORCE  
AIR EDUCATION AND TRAINING COMMAND

12 December 2011

MEMORANDUM FOR DISTRIBUTION

FROM: AETC/CC

1 F Street, Suite 1  
Randolph AFB TX 78150-4324

SUBJECT: Developing Airmen Today for Tomorrow

1. We are in the business of developing Airmen today for the challenges they will face tomorrow through the continuum of learning. While this is a challenging task in today's environment, we have and will continue to have enough resources to develop Airmen in a world class fashion. However, we will not have a single penny to waste, and we will not have enough resources to continue to develop Airmen in the way we have in the past. As a Command, we have a "once in a generation" opportunity to dramatically improve the way we develop Airmen by rethinking the way we recruit, train and educate.
2. Therefore, our strategy for 2012 is to continue mission excellence while transitioning to a more sustainable future. We will deliver and sustain prepared Airmen as we develop a new paradigm for force development, integrate our Building Partnership efforts and develop a cost consciousness culture to achieve savings. The attached one year transformation map is expected to provide AETC with the desired end states and implementation plans to achieve the strategic objectives.
3. As the headquarters executes the new transformation map, NAF, NAF-equivalents and below will continue to use their existing strategy management programs to guide their efforts. Strategic alignment with the AETC 2012 Transformation Map will be satisfied via the objective intent to "Deliver and sustain prepared Airmen."
4. If you have any questions regarding strategy management or AFSSO21 tools, contact AETC/CCLS at DSN 487-9959.

A handwritten signature in black ink, reading "Edward A. Rice, Jr.", is positioned above the printed name and title.

EDWARD A. RICE, JR.  
General, USAF  
Commander

Attachment:  
AETC 2012 Transformation Map

DISTRIBUTION: (listed on next page)



# AETC 2012 TRANSFORMATION MAP



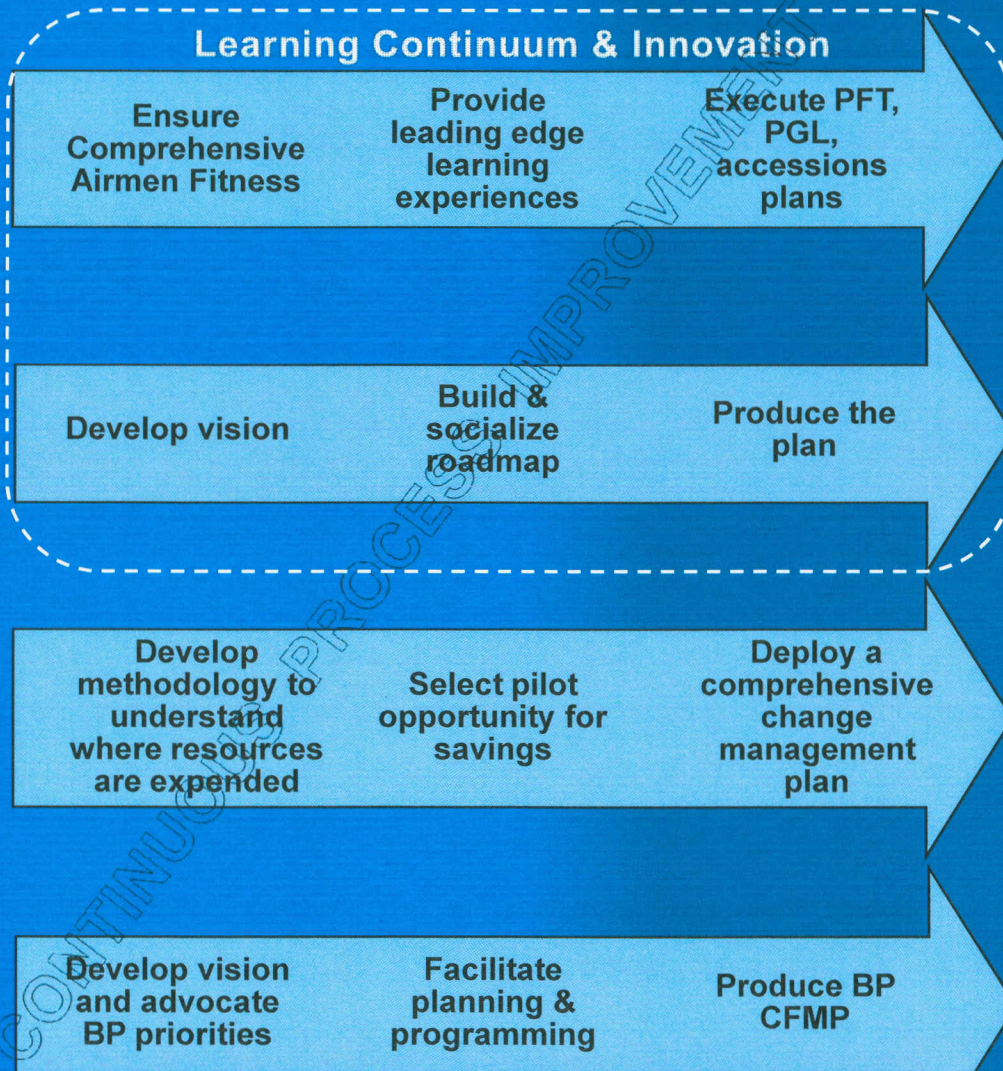
Vision: Deliver Unrivaled Air, Space & Cyberspace Education and Training

## Mission: Develop America's Airmen Today ... for Tomorrow

### Means

- Professional Workforce
- Curriculum
- Equipment / Facilities
- Policy
- Costing Data
- Strategic Communication
- Building Partnerships Governance Structure

### Ways



### Ends

- Deliver and sustain prepared Airmen \***
- Develop a new paradigm for force development  
Obj Champ: CLO
- Develop a cost conscious culture to achieve savings  
Obj Champ: FM
- Integrate Building Partnerships efforts  
Obj Champ: A5/8/9

### Attributes Defining Future Success

- Cost Conscious
  - Money
  - Energy / Resources
  - Airman's Time
- Innovative
- Relevant & Credible
- Enduring & Adaptable
- Synchronized & Integrated

\* Required for alignment by subordinate units