



**A HISTORY OF**

**AIR EDUCATION &  
TRAINING COMMAND**

**“THE FIRST COMMAND”**

**80 YEARS STRONG, 1942-2022**



Front Cover: In December 1942 Lt Gen Henry “Hap” Arnold addressed a staggering 10 acres of cadets, about 10,000 Airmen in training at the San Antonio Aviation Cadet Center, today’s Joint Base San Antonio-Lackland AFB, Texas. These Airmen were part of a wave of trainees who would turn the tide in World War II and make the coming US Air Force a juggernaut of unimaginable capability. The “10 Acres” photo was seen around the world, and America’s enemies learned they would soon face a tsunami of aerial might.

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**Office of History and Research**  
**Headquarters, Air Education & Training Command**  
**JBSA-Randolph AFB, Texas**  
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## **FOREWORD**

As the 34th Commander of Air Education and Training Command (AETC), it is my pleasure to present the story of the First Command's 80 years of service to our nation. AETC has always been the foundational part of the Air Force, centered on Airmen, building the skills and expertise necessary for national defense and air and space dominance. I am especially proud of the diverse and wonderful Airmen who preceded our part of the story and the wonderful Airmen keeping our torch burning brightly today. We look to the next 80 years with anticipation and confidence that we will continue to provide the people needed to keep our nation strong and free.

LT GEN MARSHALL "BRAD" WEBB  
COMMANDER

## PREFACE

Air Education and Training Command is the most complex operation in the Air Force as it encompasses all of the Air Force's skills and touches every person in the Air Force throughout their career. It is the force development command and it requires a professionalism, expertise, and commitment of its commander and assigned personnel seldom encountered elsewhere. Being a historian at the headquarters is among the most challenging assignments in the Air Force history program based on the breadth of the command's responsibilities. We are therefore very pleased and humbled to convey this extensive volume to readers and researchers everywhere.

A work of this scope, covering such a long span of years, can be done only with the help of a great many people. This history rests squarely on the foundational work of our predecessors in the Air Education and Training Command (AETC) History and Museums Program. Special contributions came from Dr Bruce Ashcroft, Mr Lawrence R. Benson, Mr Dick Burkhard, Dr Dennis F. Casey, Mr Lloyd H. Cornett, Mr Richard Emmons, Mr Jerome A. Ennels, Mr Jay E. Hines, Dr J. Dillard Hunley, Ms Ann Hussey, Mr Thomas A. Manning, Dr Joseph Mason, Dr Karl D. Preuss, Mr David W. Shircliffe, Mr Edgar P. Sneed, Mr Warren A. Trest, and Dr Dwight Tuttle in the monographs and studies they wrote while in the AETC history program. Our field historians, past and present, also provided photographs and other information.

Two of us in the AETC History and Museum program were part of the Air Training Command History Office when this latest project began as a 50th anniversary project we called the "Green Book." I was assigned to Sheppard Technical Training Center and Pat Parrish to Keesler Technical Training Center. She moved to HQ AETC to help assemble and edit the progenitor study which we have greatly expanded in this edition. Pat deserves tremendous credit for her ceaseless efforts to get this generational product to the reader.

Finding the right photographs was a continuing challenge. We received help from scores of sources, ranging from the *San Antonio Express-News* to the public library in Fort Worth, Texas, the historical society in Boca Raton, Florida, the Eighth Air Force history office at Barksdale AFB, Louisiana, the Library of Congress, and the Franklin D. Roosevelt Presidential Library. The Air Force Historical Research Agency was especially helpful in providing photographs of the Tuskegee Airmen in training. The majority of the pictures in this book came from US Army Air Corps and US Air Force sources.

This 80th anniversary history was a collaborative effort by the staff of the AETC History and Research Office. With the help of all of our predecessors, we did our best to get it right. Any errors of fact or interpretation are ours alone.

GARY W. BOYD, DIRECTOR  
AETC HISTORY & MUSEUM PROGRAM

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# PROLOGUE

## ORIGIN OF FLYING TRAINING

Air Education and Training Command (AETC) traces its lineage back to 23 January 1942 when the War Department established the Army Air Corps Flying Training Command. While the purpose of this volume is to recount and commemorate the first 80 years of AETC history, it also provides an overview of early aviation training.

After winning the Army contract to produce a heavier than air flying machine that could carry two passengers and fly 40 miles per hour, the Wright brothers began tests at Fort Myer, Virginia, on 20 August 1908. Their first flight with an Army passenger, Lt Frank P. Lahm, took



place on 9 September. Tragedy struck on 17 September 1908 when Orville Wright and Lieutenant Thomas E. Selfridge crashed. Both men sustained serious injuries and were rushed to the hospital. Wright recovered; however, Lieutenant Selfridge never regained consciousness. He became the first US military member killed in a powered air crash.

**Wright and Selfridge as they were about to take off.**

The Army Signal Corps created an aeronautical board to conduct the official tests of the 1909 flyer. Members included Lt Frank Lahm, Lt George Sweet, Maj Charles Salzman, Maj George Squier, Capt Charles Chandler, Lt Benjamin Foulois, and Lt Frederick Humphreys. Finally on 2 August 1909, the Army purchased the improved Wright Flyer and named it Airplane No. 1. As part of the contract, Wilbur Wright agreed to provide pilot training for two officers, Lieutenants Frank Lahm and Frederic E. Humphreys. Each of the men received a little over three hours of instruction before soloing on 26 October 1909.

**2 August 1909: A crowd watches Airplane No. 1 fly over Fort Myer, Virginia.**



Later in the year, the Army moved its single aircraft to Fort Sam Houston, Texas, for the winter. Leading the effort was Lt Benjamin D. Foulois. While at the fort, Foulois said he taught himself how to fly with “mail order” assistance from the Wright brothers.

**1918 - Flying Cadets wore hats with white bands. Above, students gather around an instructor on the flight line at Kelly Field.**



Flying training in the Army remained on this small scale until the outbreak of World War I. During the course of the war, approximately 23,000 volunteers entered flying cadet training. Eight private and state universities offered preflight (ground school) training. Primary and advanced training were more of a problem because, in April 1917 when the United States entered the war, the Army had fewer than 100 flying officers and only three flying fields, Mineola, New York; San Diego, California; and Essington, Pennsylvania, a seaplane camp. Because it took a long time to construct adequate training facilities in the United States, Canada provided flying bases during the summer of 1917 so that several hundred American cadets could begin primary flying training. By Christmas Day, the US had 15 training bases available; and by the end of the war, that number had jumped to 27 in the US and 16 in Europe. At the time, cadets underwent six to eight weeks of primary pilot training, including 40-50 hours in the air, usually in a Curtiss JN-4 “Jenny”.

Of the 23,000 who began preflight training during World War I, over 11,000 received their wings and were commissioned before entering four weeks of advanced training held either in the United States or Europe. Bombing instruction occurred primarily at Ellington Field, Texas. Taliaferro Field, Texas, among other locations, provided observation training, while pursuit (fighter) courses were restricted to France because of a lack of necessary equipment in the United States. Brooks Field, Texas, contained as the principal instructor's school.



**The Curtiss JN-4 “Jenny” most often was the aircraft flown by student pilots in primary training.**





Because the United States was in World War I only for a year and a half and entered it so unprepared, only about 1,000 of the 11,000 aviators trained during the war actually took part in operations against the enemy. Most consisted of artillery observation or air-to-air combat. American Airmen confirmed 491 "kills" of German aircraft; the Army Air Service credited 462 to 63 pilots officially classified as aces. In addition, there were 57 confirmed losses of enemy balloons as the result of American action. Although there were some criticisms of pilot training during World War I, on balance it appeared the program was no mean achievement.

**At left, a World War I recruiting poster.**

during most of the interwar period; however, there was a five-year expansion program after 1926 in response to the outspoken agitation of airpower advocates. Meanwhile, after a hiatus in training during 1919, primary pilot instruction resumed on a small scale at March Field, California, and Carlstrom Field, Florida, in January 1920. Advanced training at that time included the Observation School at Post Field, Fort Sill, Oklahoma, and both pursuit and bombardment instruction at Kelly Field, Texas. However, the administrative difficulties of training about 200 flying cadets concurrently at such widely separated locations prompted a decision in 1921-1922 to centralize all flying training in San Antonio, Texas, because of its climate and other factors.

**The Air Corps Training Center established its first headquarters at Duncan Field in San Antonio. In October 1931 the center moved across town to the new Randolph Field and established its headquarters in today's Building 900, HQ AETC.**



Brooks Field became the center for primary training and Kelly for advanced training. Each phase of instruction lasted about six months initially, with advanced training later divided into three months each of basic and advanced instruction. Basic moved out of the advanced phase and



combined with primary in 1927. At that point, primary-basic changed to eight months in length and advanced to four months.

With the beginning of the five-year expansion program in 1926, the Army Air Corps<sup>1</sup> eliminated one defect in its training arrangement, the fact that the two fields operated as separate commands. Now there was a single command, the Air Corps Training Center, in San Antonio lead by one of the Army's early pilots, Brig Gen (later Maj Gen) Frank P. Lahm. It included the primary and advanced schools plus the School of Aviation Medicine at Brooks Field. As the center began to carry out its mission of improving supervision of flying training, it soon became clear that facilities in the San Antonio area were insufficient to accommodate the number of cadets entering primary training. Hence, in violation of the principle of geographical concentration, primary pilot training resumed at March Field from 1927 to 1931.

Another problem for the training center was the growth of the City of San Antonio, which created hazards for training. Consequently, in June 1927 Brigadier General Lahm suggested the construction of a single large field outside of the city to house all flying training. Congress funded the construction of the new field, but not the purchase of the land, so the City of San Antonio borrowed \$546,000 to purchase the site selected for what became Randolph Field.

**1930: Lieutenant (later Brig Gen) Harold Clark developed the unique design of Randolph Field. Grouped at the top middle of this photo are some of the buildings making up the classrooms, offices, and living quarters used by the Flying Cadets. Nine decades later those buildings housed the majority of the staff of Headquarters Air Education and Training Command.**



By the fall of 1931 with construction almost complete, the Air Corps Training Center and the primary schools at Brooks and March moved to the new Randolph Field named in memory of Capt William M. Randolph, who died at Gorman, Texas, on 17 February 1928, while taking off for a return flight to Kelly. Randolph Field constituted the largest construction project for the Army

<sup>1</sup> On 1 August 1907, the Army created an organization within the Signal Corps, the Aeronautical Division, responsible for aerial matters like military ballooning and air machines. On 18 July 1914, the division became subordinate to the Aviation Section of the Signal Corps. Four years later, on 24 May 1918, the Air Service came into existence. Then, as the result of the passage of the Air Corps Act of 1926, the Army Air Corps replaced the Air Service.

Corps of Engineers since the Panama Canal. Initially, it was known as the "West Point of the Air" and then, following establishment of the United States Air Force Academy in 1955, as the "Showplace of the Air Force."

**1930s: Consolidated PT-3 "Huskies" lined the ramp on Randolph Field, remaining the primary Air Corps trainer until Stearman PT-13/17 "Kaydets" began replacing them in 1937. A few PT-3s lingered in service until 1943 at contract schools.**



Advanced training remained at Kelly to lessen the likelihood of congestion at Randolph Field, home to primary and basic flying training. After the 5-year expansion, the number of pilots in training declined until only 184 graduated in 1937, compared to an average of 257 per year during the expansion. When Germany emerged as a major threat, the Air Corps proposed training 4,500 pilots over a 2-year period. To make that possible, the Air Corps contracted with nine civilian schools<sup>2</sup> to provide all primary flying training beginning in 1939.

Randolph continued the basic phase. Kelly Field, with Brooks as a sub-post, took care of advanced flying training.



**Consolidated's PT-3 "Husky" was among the first post-World War I trainers acquired to replace the Jenny. In the early to mid-1930s, it was Randolph's primary trainer along with a few limited production types.**

In July 1939 the Air Corps Training Center shortened the full course of flying instruction from a year to nine months, three for each phase. Primary training included 65 hours of flying instruction; basic and advanced comprised 75 hours each, a total of 215 hours instead of the 279 under the year-long program. Subsequently, the center reduced each phase to 10 and then 9 weeks before climbing back to 10 weeks in 1944.

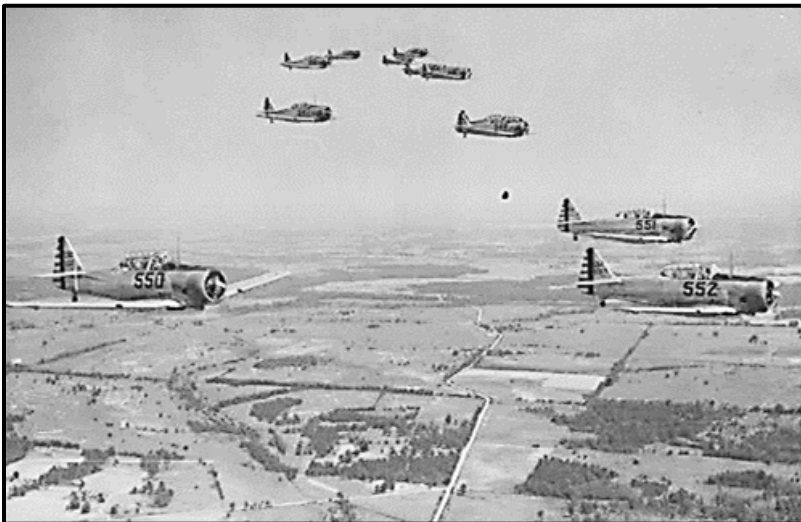
Meanwhile, the number of primary contract schools grew to 41 by the time the Japanese attacked Pearl Harbor and to 60 at various times in 1943, the peak year for numbers of pilots

<sup>2</sup> Contract schools - Tuscaloosa, Alabama; Santa Maria, San Diego, and Glendale, California; East St Louis and Glenview, Illinois; Lincoln, Nebraska; Tulsa, Oklahoma; and Dallas, Texas.

trained, although not all were open at one time. Contract schools also existed for glider pilot training (23) and basic training (4). Active duty flying units generally taught the basic course.

As the flow of students from these primary schools to basic training at Randolph increased from 257 in the first class in 1939 to over 2,000 per class at the end of 1941, basic training expanded to other fields. Instruction began at Maxwell Field in Alabama in September 1940. By January 1944 there were 31 fields involved in basic flying training. Advanced training also expanded, adding twin-engine instruction to the prewar single-engine format. The first to offer single-engine training was Craig Field, Alabama, in August 1940. Soon after, Brooks and Kelly Fields began twin-engine training.

Upon graduation from advanced training, students received their wings and lieutenant bars and then went on to transition training in fighters, bombers, or transports. The continental air forces conducted the latter training in the early years of World War II, but it became the responsibility of the new Army Air Corps Flying Training Command in 1942. The organization of the rapidly expanding pilot training program also evolved. At the beginning of 1939, Brigadier General Yount was still Commanding General, Air Corps Training Center, and he held the title of Assistant Chief of the Air Corps for Training. The expansion of the Air Corps led to the transfer of Brigadier General Yount to Washington, D.C. where he led the Training Group, later renamed the Training and Operations Division.



**Cadets practice formation flying in the AT-6 “Texas” over Maxwell Field in Alabama. This was part of the single-engine advanced training program.**

On 8 July 1940, the Air Corps replaced its training center at Randolph with three geographical centers in order to handle the expected increase in training requirements. The Gulf Coast Air Corps Training Center at Randolph had oversight of flying training in the center of the nation. The Southeast Air Corps Training Center at Maxwell Field in Alabama provided oversight of the eastern tier, and the West Coast Air Corps Training Center at Moffett Field in California (later moved to Santa Ana) managed training operations in the west. Each of the centers were subordinate to the Air Corps.

This arrangement worked until 23 January 1942, when the Air Corps established a single command responsible for flying training. The Air Corps Flying Training Command was under the jurisdiction of the Chief of the Air Corps.” At the same time, the three centers became subordinate

to Flying Training Command. Major General Yount<sup>3</sup> arrived in Washington, D.C. a few days later to take command. Prior to this assignment, he was the Commanding General of the West Coast Air Corps Training Center.

## **CONTRACT PRIMARY TRAINING**

In the late 1930s, the Air Corps conducted all pilot training in and around San Antonio, Texas. This basing structure was sufficient for the small training program that graduated only 301 pilots in fiscal year 1938.

Though Europe was on the verge of war, the prevailing viewpoint in the United States was isolationism. The American public (and many in government) did not want to get involved. In the absence of a firm political commitment to shore up the nation's defenses, military planners had to look for alternative ways to get the job done. That caused Maj Gen Henry H. Arnold to investigate the possibility of using civilian flying schools to supplement the Air Corps' few flying training schools. In September 1938 he opened preliminary talks with three prominent flying school operators. General Arnold then appointed a board of officers to examine the issue. Two months later the board recommended contracting with civilian schools to provide primary pilot training for 4,500 trainees in two years at a projected cost of \$20 per flying hour.

Following the board's recommendation, the Air Corps established criteria for the contract primary schools, and the search began. It limited consideration to schools certified by the Civil Aeronautics Authority to conduct advanced private pilot training roughly equivalent to Air Corps primary training. During the winter of 1938-1939, officials inspected 14 schools and chose nine to begin training on 1 July 1939.

**1942 - Ryan PT-22s line the runway at Sequoia Field, California, as pilot trainees march down the flight line. Sequoia was home to one of the many contract flying training schools established prior to and during World War II.**



<sup>3</sup> Ltr, Adjutant General's Office to Commanding General Air Corps Flying Training Command et al, "Establishment of the Air Corps Flying Training Command," 23 Jan 42 (AG 322.2 dtd 14 Jan 42); General Order No. 1, [Yount, Commanding General of Air Corps Flying Training Command], 28 Jan 42.

According to the contract, the government supplied students with training aircraft, flying clothes, textbooks, and equipment. The Air Corps (later Flying Training Command) also put a detachment at each school to supervise training. Schools provided instructors, training sites and facilities, aircraft maintenance, quarters, and mess halls. From the Air Corps, schools received a flat fee of \$1,170 for each graduate and \$18 per flying hour for students eliminated from training.

After the fall of France in 1940, the Air Corps upped its pilot production goal to 7,000 per year, too much for the nine contract schools to handle. To meet that goal, the Air Corps increased the capacity of its schools and added more contract primary schools. At one time or another during World War II, 64 contract schools conducted primary training, with a maximum of 56 schools operating at any one time. By the end of the war, the schools had graduated about 250,000 student pilots.

## NAVIGATOR TRAINING

Until the early 1930s, pilots had been their own navigators. Then as airlines began to make long-distance flights, they added a navigator to the flight crew. The Air Corps, however, continued to treat navigation training as part of pilot training. Consequently, when it, too, began to see a need for specialized navigators, the Air Corps signed a contract with Pan American Airways, Incorporated, in July 1940 to provide training in navigation and meteorology to flying cadets, an arrangement that continued until 1944. The school was in Coral Gables, Florida. However, it was soon obvious the need was much greater, so in November 1940 the Air Corps opened its first

navigator school at Barksdale Field, Louisiana. Cadres soon went out from Barksdale to establish seven other schools across the country.



**The Beechcraft AT-7 was a flying classroom for navigator students learning to chart the course of giant bombers in flight. Note the blister above the cabin that had a porthole in the revolving turret to permit readings of the sun and stars.**

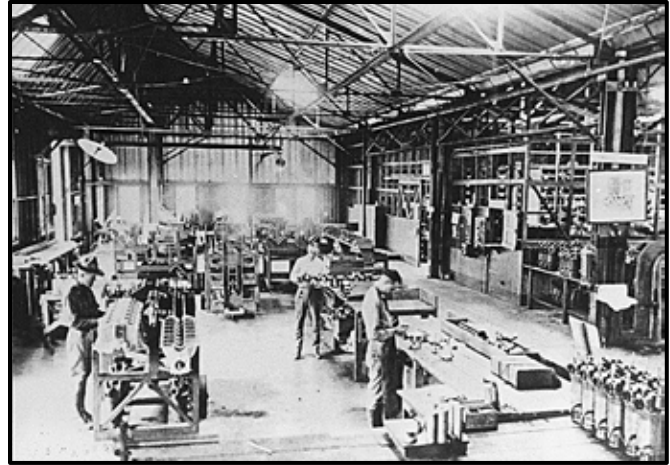
## TECHNICAL TRAINING

Technical training developed almost as soon as flying training. The Army air arm saw a need for skilled aviation mechanics and other technicians as it prepared for World War I. At first men who possessed some mechanical experience received training at civilian trade schools and state universities. The policy proved expensive and unsatisfactory due to a lack of proper equipment and competent instructors. The next expedient was to send the men to flying fields for on-the-job training. Costly mistakes showed that this arrangement was also unsatisfactory. Finally,



the Army set up two aviation mechanic schools, one at Kelly Field and another in St Paul, Minnesota.

Major Walter R. Weaver took charge of the St Paul school on 12 February 1918. By the end of World War I, his organization had graduated about 5,000 men, nearly one-third of all mechanics trained during 1918 (including those trained in 34 civilian institutions). The school at Kelly Field began operation in October 1917, but did not function effectively until June 1918 when 1,000 students entered training. By 11 November 1918, Kelly had trained over 2,000 mechanics.



**To the right, the upper photo shows the Kelly school, and the lower shot is of the machine shop in the St Paul aviation mechanics school.**

Though the school in St Paul closed after the war, the Kelly school remained in operation, graduating almost 5,000 aircraft mechanics before January 1921. Soon after, the Air Service moved its Dallas repair depot to San Antonio and consolidated it with the Kelly supply depot. To make room for the larger depot, the aircraft mechanics school relocated to Chanute Field in Illinois.

Training in aerial photography for both officers and enlisted men began at Langley Field, Virginia, in 1917. The following year, the school sent students to Cornell University or the Eastman Kodak Company in Rochester, New York, for preliminary instruction before continuing with advanced training at Langley. Instruction in radio communication took place at an aviation instruction center near Tours, France, in 1918, and an Air Service Communications School went into operation at Fort Sill, Oklahoma, the following year.

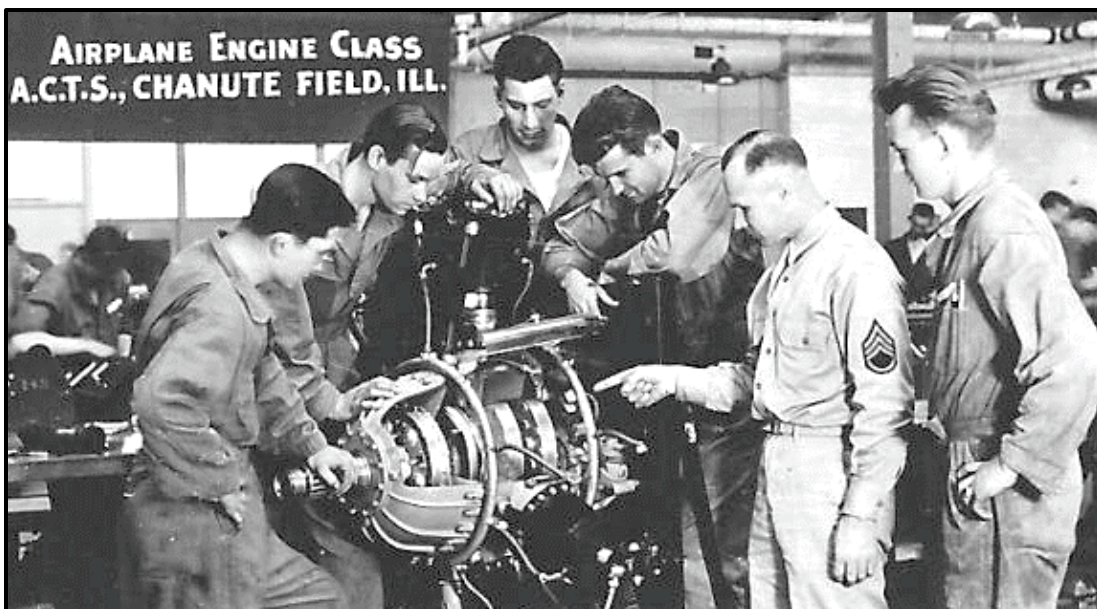


**1917: The School of Aerial Photography in session on Langley Field in Virginia.**



**1935: The entrance to Chanute Field, Illinois, home of the Air Corps Technical School. It began operation late in World War I providing flying training. Technical training became the primary mission in 1921 and it continued until the base closed in October 1993.**

The number of students in technical training declined after the war. The Air Service prepared about 15,000 technicians from 1920 to 1940, compared to roughly the same number of aircraft mechanics trained in a single year during World War II. In 1922 the schools of photography and communications joined the mechanics course at Chanute, congregating all technical training in the Air Service at one location.





The three previously autonomous schools, aircraft mechanics, photography, and communications, consolidated to form the Air Service Technical School (renamed the Air Corps Technical School in 1926). The former schools became departments, joined in 1930 by a Department of Armament and three years later by a Department of Clerical Instruction. In February 1938 the Air Corps Technical School gained Lowry Field, Colorado, and the Departments of Photography and Armament moved to Lowry. In September 1938 the Air Corps Technical School also transferred the Department of Clerical Instruction to Lowry.



Scott Field, Illinois, came under the jurisdiction of the Chanute school in 1939. The Department of Basic Instruction, inaugurated in 1935 at Chanute, relocated to Scott. The department returned to Chanute in 1940, when Scott gained a radio school. Chanute incorporated subject matter from Basic Instruction into its various specialized programs for officers and enlisted personnel in mechanics, photography, communications, and armament.

By mid-1940 technical training started to expand more rapidly. Officer training came to include orientation for people directly commissioned from civilian life, administrative officer candidate training, and instruction in a variety of specialties including air intelligence, bombsight maintenance, engineering, and meteorology, in addition to the four mentioned above. Training for enlisted personnel also expanded to include such subjects as welding, Link training, parachute

rigging, weather observation and forecasting, bombsight maintenance, and the maintenance of a variety of other technical equipment such as gunsights and power turrets.



By early November 1941, students entered technical training at the rate of 110,000 per year; and after the Japanese attack on Pearl Harbor, the student flow rose sharply: 13,000 men entered technical training schools in January 1942 and 55,000 in December 1942. The peak occurred in



March 1943 with 62,000 entrants. To accommodate the trainees, the Army Air Forces (AAF) pressed civilian mechanics and factory schools into service, and many colleges and universities offered training in a variety of specialties.



**Keesler Field, Mississippi, in early 1941, just a few months before its aircraft mechanics school opened.**

The number of military installations kept pace with the rapid increase in personnel. Limited airspace and flying facilities restricted flying training fields to between 2,000 to 5,000 people. Technical training bases, by contrast, ranged in size from 5,000 to as many as 30,000 people and required much more housing than flying training installations. Fortunately, many were located in or near urban areas where hotels and other housing facilities were available.

From February to October 1942 in addition to hotels, the Army Air Forces took over warehouses, theaters, convention halls, parking lots, athletic fields, and various other structures. At the peak of training, the AAF had 452 hotels in use: 337 in Miami Beach, Florida; 62 in St Petersburg, Florida; 46 in Atlantic City, New Jersey; 3 in Chicago, Illinois; 2 in Grand Rapids, Michigan; and 2 in Knollwood, North Carolina.

New technical training bases opened at Keesler Field in Mississippi and Sheppard Field in Texas in 1941. Thereafter, the number of stations increased at a rapid pace. Already by October 1942, the Army Air Forces had 15 technical schools, 34 civilian contract aircraft mechanics schools, 7 basic training centers, 5 university schools, 5 commercial airline contract schools, and about 50 factory training schools providing a variety of technical training programs. Other small,



specialized schools operated at various AAF Flying Training Command and Second Air Force bases. Weather was not a factor in locating technical training so many were in the northern part of the country. Flying training fields tended to be in the south and along the west coast.

**1941: Work progressed quickly on the building of a technical training school at Wichita Falls, Texas. In April the base was designated as Sheppard Field.**

The Commandant of the Air Corps Technical School at Chanute Field had final authority for curricular development and supervised technical training in all Air Corps schools; however, he lacked command authority over the schools and the installations where they were located. To fix the problem, the War Department established the Air Corps Technical Training Command on 26 March 1941 (redesignated Army Air Forces Technical Training Command in March 1942). The new command was responsible for orientation, classification, and basic and technical training of enlisted men, as well as the training of nonrated officers at officer candidate and officer training schools and in technical subjects like armament, communications, engineering, and photography.

The headquarters of the new command moved successively from Chanute to Tulsa, Oklahoma, in 1941, and then in 1942 to Knollwood Field, North Carolina. The first commander of Technical Training Command was Brig Gen (soon Maj Gen) Rush B. Lincoln. He had served as Commandant of the Air Corps Technical School since October 1940. Major General Lincoln relinquished command to Maj Gen Walter R. Weaver on 18 February 1942, and Weaver remained the commander until 31 August 1943 when the War Department disbanded Army Air Forces Technical Training Command, and basic and technical training merged with flying training under a single command, Army Air Forces Training Command.



1935: Army men talk to a group of prospective recruits about the advantages of military life. (Photo courtesy of the St Louis Post-Dispatch)

## BASIC MILITARY TRAINING

Basic military training was a major mission of the Air Corps Technical School and, later, Technical Training Command. In the early days of technical training, there was little emphasis on

military instruction. Mechanic schools at St Paul and Kelly Field emphasized technical training, and for the following two decades, the amount of military training provided to new enlisted personnel undergoing technical instruction varied with their unit commanders, who had sole responsibility for the program. In 1935 efforts to change this arrangement began, but the real change occurred in 1939 when the Army proposed that each component arm and service set up their own enlisted replacement centers. Air Corps policy had been to furnish initial basic training for recruits at established stations, followed by about a month's preparatory training at Scott Field, before they went to Chanute for specialized training. Then in 1940, the War Department

authorized the establishment of Air Corps enlisted replacement centers for the initial training of recruits.



**January 1941: An aerial view of Jefferson Barracks, Missouri.**

The Air Corps established the first of these centers at Jefferson Barracks, Missouri, in the summer of 1940, though formal activation did not occur until 21 February

1941. That fall Technical Training Command put two more centers into operations, one at Keesler Field and the other at Sheppard Field where the command already had technical schools. A group of officers and enlisted men from Scott Field became the initial staff for Jefferson Barracks. In turn, Jefferson Barracks provided cadres to staff the replacement training centers at Keesler and Sheppard.

By the time the Japanese attacked Pearl Harbor, the Air Corps had 21,000 recruits at the three replacement training centers. The subsequently phenomenal growth of technical school

quotas made these centers inadequate to supply recruits for technical training, so the number of centers grew to 12 (plus a provisional center) by the spring of 1943, including those at St Petersburg, Miami Beach, and Atlantic City. Shortly thereafter, the basic training mission began declining, and some of the centers closed, while others moved to places like Amarillo Field, Texas.



**Basic military training in Miami Beach on the sand with an ocean view.**



The length of basic training varied over time. For more than a year after Pearl Harbor, it remained at four weeks, but then it increased to two months, with some exceptions. In 1944 and 1945, there were further fluctuations in length from six to nine weeks. Sometimes, however, quotas for technical training caused enlisted men to depart basic training before graduation. As a result, continental air forces and commands had to provide basic training until overseas replacement training centers went into operation.

The number of trainees at basic training centers increased to its peak of 135,795 in February 1943. By December 1944 the number had declined to 16,509, about 4,500 below the level on 7 December 1941. Because of the rapid expansion and then the almost equally rapid contraction of the program, its quality varied considerably, but given the numerous problems with facilities, qualified instructors, changes in curriculum, and the like, the centers made as much of a contribution to the war effort as could be expected under the circumstances.

## **OFFICER CANDIDATE SCHOOL**

Another responsibility of AAF Technical Training Command was to provide basic military training for nonrated officers needed to relieve flying officers of their nonflying duties during the wartime expansion of the Air Corps and the Army Air Forces<sup>4</sup>. To provide this training, on 17 February 1942, General Arnold directed Technical Training Command to establish an Officer Candidate School (OCS). General Weaver located it at Miami Beach, where it activated on



21 February 1942 and continued to operate until June 1944, when it moved to the San Antonio Aviation Cadet Center at the site of what later became Lackland Air Force Base. In June 1945 the Officer Candidate School again transferred to Maxwell Field, Alabama.

**1943: Officer training at Miami Beach. (Photo courtesy of the Miami Herald)**

The Officer Candidate School began as a 12-week course, but it expanded to 16 weeks in 1943. It was a uniform program for all officer candidates, but after 1943, the last phase of training was divided into specialized training for adjutants and personnel officers, as well as supply, mess, intelligence, training, and guard company officers. Later, it expanded to include technical officers,

<sup>4</sup> The Army Air Forces came into existence on 20 June 1941. On 2 March 1942, the Army Air Forces became a subordinate but autonomous arm of the US Army.

and physical training became part of the program. In October 1944 as enrollment declined, the school dropped the specialized training. Through the end of the war, the school graduated 29,106 officers. They had entered the school from a variety of backgrounds. Some were warrant officers or enlisted men who met the standards for admission to officer training. These sources were not adequate to meet all of the needs of the Army air arm, however, so it commissioned some individuals with special qualifications directly from civilian life. These people required some military training, so Technical Training Command also set up an Officer Training School (OTS) at Miami Beach to provide six weeks of military instruction. It became an integral but separate part of the Officer Candidate School in June 1942.

Most OTS students were in their 30s or 40s and came from teaching, business, and professional backgrounds. The majority went into administrative or instructional duties in the Army Air Forces; others became ferry pilots. Beginning in the winter of 1942, Medical, Dental, and Sanitary Corps officers also attended OTS courses, but these were separate from those for other officers. On 26 June 1943, the Officer Training School terminated its activities. By that date, OTS had trained 13,898 students, but only 13,284 graduated.

## FOREIGN FLYING TRAINING

In World War I, partially trained American pilots arrived in Europe unprepared to fight the Germans. They completed their training in French, British, and Italian schools in aircraft not available in the US. The British and French also helped train US ground crews at their airfields and in their factories. Based on that foundation, the air arm of the US Army grew quickly and compiled a credible combat record during World War I.

**Royal Air Force flight cadets return to their bar racks after their graduation from the advanced flying school at Maxwell Field, Alabama.**



Two decades later, with World War II looming, the US had a chance to reciprocate. When the Lend-Lease Act became law on 11 March 1941, the British were isolated, facing a hostile continent. France had fallen in 1940, the British had retreated from Dunkirk at the same time, and the Germans had not yet reneged on the Hitler-Stalin non-aggression pact of 1939. Only the Royal Air Force (RAF), by denying air superiority to the *Luftwaffe*, had prevented a German invasion of the British Isles.

Aware of the RAF's urgent need for additional training facilities, General Arnold offered the British over 500 aircraft for use in the training of their pilots in the United States. Arnold also

arranged for civilian contractors to set up schools exclusively for training British pilots. The schools accepted 50 RAF students every 5 weeks for a 20-week course in order to produce 3,000 pilots a year.

Known as the British Flying Training School program, it was unique among the programs the Air Corps offered to Allied nations inasmuch as the British dealt directly with the contractors and controlled all aspects of the flying training process. The Army Air Corps helped their contractors and the Royal Air Force select school sites and then supervised their construction. Schools opened at Mesa, Arizona; Lancaster, California; Clewiston, Florida; Miami and Ponca City, Oklahoma; Terrell, Texas; and, briefly, Sweetwater, Texas.

Additionally, the Army Air Corps offered to devote one-third of its pilot training capacity to meet the British need for more pilots. Known as the Arnold Plan, this program provided RAF

students with the same training the Air Corps gave its own students, and it had the potential to produce 4,000 pilots a year. The program involved 12 schools, 4 of them operated by contractors and 8 by the Air Corps. Together the two programs produced 11,291 pilots for the Royal Air Force during World War II. The British Flying Training School program graduated 6,921 pilots and the Arnold Plan 4,370.



**The American and French flags rise over the contract primary school at Tuscaloosa, Alabama. Free French cadets trained here during World War II.**

A third example of cooperation was the training program for navigators. In August 1940 Pan American Airways opened a school at Coral Gables, Florida. The airline taught long-range navigation techniques, many of which it had originated, to Air Corps students until Flying Training Command created a navigator school. As it had done with the programs noted above, the Air Corps soon made this training available to the British. For a while, as many as 150 of the 200 spaces in each class were taken by the British. In all, 1,225 British students completed the program.

Perhaps the most surprising problem in training the British was one of communication. Although in theory the British and Americans spoke the same language, some trouble with colloquial expressions occasionally surfaced.

The Air Corps also developed a pilot training program for the Free French, many of whom had joined the Allies in North Africa in late 1942. It was considerably smaller than the programs for British aviators. Because of its size, the Air Corps concentrated each phase of training at a single base. Thus, French students received primary training at the civilian contract school at

Tuscaloosa (and for a while at Orangeburg, South Carolina); basic training at Gunter Field in Alabama; and advanced single-engine training and P-40 transition training at Craig Field in Alabama. By the end of October 1945, the program had graduated 1,165 Free French pilots. Other programs produced navigators, bombardiers, gunners, and maintenance personnel.

**Thunderbird Field at Mesa, Arizona, provided flying training for the Chinese.**



The United States also assisted the Chinese Air Force. The Air Corps conducted most of the pilot training for the Chinese at three Arizona installations: Luke, Williams, and Thunderbird Fields. Training the Chinese presented some special challenges. Because of their small stature, some students could not reach all the controls. Usually the school solved that problem by adding extra cushions or occasionally by switching a student to another type of airplane. A bigger problem was the language barrier. It took all the interpreters the Air Corps could muster to support the training programs. In the end, 3,553 Chinese received flying and technical training, including 866 pilots.

While most of the foreign training in the US during World War II involved the British, French, or Chinese, over 20 other nations also sent students (for example, Brazil, Mexico, Australia, Turkey, The Netherlands, and the Soviet Union). Altogether, the Army Air Forces trained approximately 23,000 foreign students in the war years.



**Mexico's 201 Squadron, the Aztec Eagles, sent many of its cadets to Randolph Field to polish their flying skills.**



# 1942

Just weeks after the Japanese attack on Pearl Harbor and the subsequent declaration of war on the Axis nations by Congress, the Chief of the Army Air Forces Lt Gen Henry “Hap” Arnold directed the establishment of the Air Corps Flying Training Command effective 23 January 1942. This was the beginning of today’s Air Education and Training Command (AETC). Flying Training Command’s mission was to train pilots, flying specialists, and combat crews to support the war effort. The command designation changed to the Army Air Forces Flying Training Command (AAFFTC) on or about 15 March 1942, shortly after the Army Air Forces became a subordinate but autonomous arm of the United States Army. Throughout 1942 the need for combat crew personnel far exceeded the current and contemplated production of the command’s flying training schools. The rate of expansion of housing and training facilities, instructors, as well as the procurement of aircraft and other equipment, though at a breakneck pace, constrained the rate at which production could increase. Facilities went into use as soon as they were up. In some cases, schools expanded while still under construction.

## ASSIGNED RESOURCES

(As of 31 December 1942)

**PRIMARY INSTALLATIONS:** 85

**PERSONNEL ASSIGNED:** 220,000 (20,000 officer, 160,000 enlisted, 40,000 civilians)

**AIRCRAFT ASSIGNED:** 19,000 (A-17, A-20, A-25, A-26/B-26, A-29, A-35, A-36, AT-6, AT-7, AT-8, AT-9, AT-10, AT-11, AT-12, AT-17, AT-18, AT-21, AT-22, AT-23, AT-24, B-17, B-18, B-24, B-25, B-40, BC-1, BT-9, BT-12, BT-13, BT-14, BT-15, C-32, C-45, C-50, C-56, C-60, C-64, CG-4, L-1, L-2, L-3, L-4, L-5, O-46, O-47, O-52, OA-9, OA-10, OA-14, P-35, P-36, P-38, P-39, P-40, P-47, PT-13, PT-15, PT-18, PT-19, PT-22, PT-23, PT-27, RA-24, RA-28, RA-33, RP-322, UC-36, UC-40, UC-61, UC-67, UC-78)

**MAJOR SUBORDINATE UNITS:** 3 Army Air Forces (AAF) training centers

**Southeast,** Maxwell Field, Alabama

**Gulf Coast,** Randolph Field, Texas

**West Coast,** Santa Ana Army Air Base, California

**COMMAND LEADERSHIP:** Maj Gen Barton K. Yount



## ORGANIZATION

### HEADQUARTERS

**Establishment.** On 23 January 1942, the War Department established the Air Corps Flying Training Command and assigned it to the Chief of the Air Corps. The new command, known today as Air Education and Training Command, had the responsibility to provide training for pilots, combat crews, and flying specialists. Barely a month later, on 2 March 1942, the name of the command changed to Army Air Forces Flying Training Command (generally referred to as Flying Training Command).

**Headquarters Relocated.** When first established, Flying Training Command headquarters sat in Washington, D.C.; however, wartime expansion of government agencies overcrowded the area, and Maj Gen Barton K. Yount chose to move his headquarters to Fort Worth, Texas, a more central location from which to manage flying training. Space was available in the Texas and Pacific Railway Building, and a nearby AAF station was there to provide support. The Washington office closed 30 June 1942 and opened in Fort Worth the next day. By year's end, 204 uniformed personnel worked in the headquarters.

### SUBORDINATE UNITS

**AAF Training Centers.** The three previously independent Air Corps training centers that had reported to the Chief of the Air Corps became subordinate to Flying Training Command on 23 January 1942. In March 1942 all were redesignated as AAF training centers. The Southeast had its headquarters at Maxwell Field, Alabama, where it oversaw operation of a classification center in Nashville, Tennessee; a



pre-flight<sup>1</sup> school at Maxwell; a fixed gunnery operation at Eglin Field in Florida; flexible gunnery schools at Tyndall and Buckingham in Florida; and 17 contract primary schools scattered across Alabama, Florida, Georgia, Mississippi, South Carolina, and Tennessee.

**1941-1944: Dorr Field, Florida, was one of the 56 contract flying training schools used to train young men as pilots in World War II.**



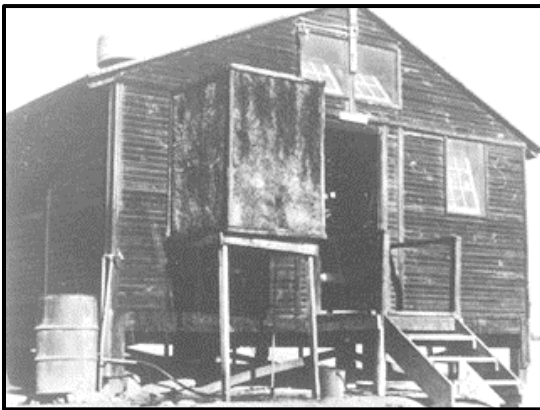
**The Texas and Pacific Railway Building in 1942 – still in use today. Flying Training Command used the top four (later five) floors as its headquarters.**

<sup>1</sup> On 30 April 1942, the AAF inactivated replacement centers at Kelly, Ellington, Maxwell, and Santa Ana. In their place, Pre-Flight schools activated at the same locations. On 4 July 1942, the San Antonio Aviation Cadet Center (today's Joint Base San Antonio-Lackland) activated. A number of Kelly units received assigned to the Aviation Cadet Center (GO-33, GCTC, 4 Jul 42).

From Randolph Field, Texas, the Gulf Coast AAF Training Center ended the year providing oversight of the classification center on Kelly Field; a pre-flight school at Ellington Field, Texas; the San Antonio Aviation Cadet Center; fixed gunnery training at Matagorda Island and Peninsula in Texas; flexible gunnery schools at Harlingen and Laredo, Texas; and 23 contract primary schools located in Arkansas, Illinois, Missouri, Oklahoma, and Texas. The West Coast AAF Training Center operated from its Santa Ana, California headquarters. It had oversight of a pre-flight school also at Santa Ana, fixed gunnery at Ajo and Gila Bend in Arizona, a flexible gunnery school at Las Vegas in Nevada, and 11 contract primary schools in California and Arizona.

***Flying Training Wings.*** The rapid expansion of training increased the number of stations attached to each training center. Geographic dispersion and diversity of training made close supervision by the center commanders impossible. Major General Yount proposed organizing not more than four flying training wings in each of the three training centers. The command would

furnish the personnel to staff each wing with a commanding brigadier general and a small staff to supervise and coordinate actual training operations. On 19 October 1942, General Arnold approved the proposal, but Flying Training Command did not activate the wings until the following year.



**At left is one of the barracks on Kingman Field in Arizona. Kingman was one of the more austere sites used by the West Coast Training Center. It provided flexible gunnery instruction.**

## INSTALLATIONS

***Air Field Construction.*** During 1942 Army Air Forces Flying Training Command selected locations for more than 50 additional airfields necessary to implement the 75,000-pilot program. Local civic groups and congressmen "gave the site boards no respite," said an AAF Flying Training Command historian, as they lobbied for new bases in their jurisdiction. New airfields went into areas with sufficient flying space free of other air traffic. The West Coast Training Center faced the extraordinary requirement to avoid sites near the internment camps for Japanese-Americans. Some locations were austere while others offered more amenities because they were closer to larger communities.

**Flying Training Command dedicated Bryan Field, Texas, on 6 June 1943. Note the P-51A, mid-right, named the Spirit of Bryan Field.**



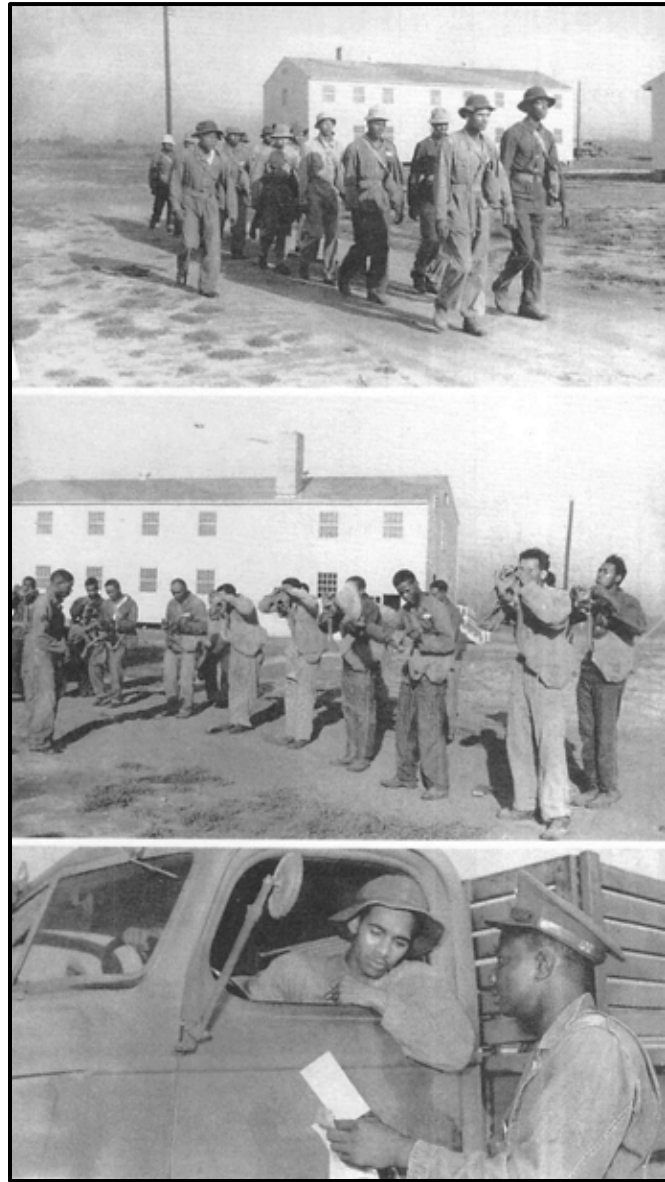
## TRAINING

### FLYING TRAINING

**75,000-Pilot Program.** The command based its planning for facilities and personnel on programs for a certain annual production rate of pilots. These programs changed rapidly as the war in Europe progressed, and they accelerated again after the United States formally entered the war. Training targets began in 1940 at an annual rate of 7,000 pilots and peaked briefly in 1942 at a plan for 102,000 pilots per year. The command based training expansion in 1942 primarily on the 75,000-pilot program. Acute shortages in housing, classroom facilities, trained personnel, and trainer aircraft plagued the command. Students in flying training shared classroom facilities with technical trainees, combat aircraft substituted for advanced trainers, and all aircraft flew seven days a week. Primary pilot production peaked in November 1943, with facilities designed for the 75,000-pilot program operating above capacity, before gradually declining in 1944.

#### ***Transition Training and the B-26.***

In May 1942 General Arnold announced that Flying Training Command would set up two-engine schools to train combat crews (pilots, co-pilots, bombardiers, navigators, radio operators, gunner-engineers, and gunner-armors). Three months later the plan changed to cover pilot training only for medium and light bombardment. The Gulf Coast Training Center gained responsibility for B-26 "Marauder" instruction; the first course began in November 1942 at Tarrant Field in Texas. Training moved to Laughlin Field, Texas, in February 1943 and also opened at the Dodge City Army Air Field in Kansas, in April 1943.



**Cochran Field, Georgia, opened in 1941 as a school for training British Royal Air Force pilots. In early 1943 that school closed, and Flying Training Command established a basic flying training school for its Aviation Cadets. A school could not operate without the support of units like the 27th Squadron (above). These photos show the members of the squadron marching, going through a gas mask drill, and receiving orders for a supply delivery.**

**B-25 “Mitchell” Transition Training.** The West Coast Training Center learned that it was to establish a B-25 course at Mather Field, California, and start training in March 1943. A second program went into effect at La Junta Army Air Field, Colorado, at about the same time.

**To the right, a B-25 sits on the runway at Mather Field.**



**Four-Engine Pilot Transition Training.** In May 1942 the Southeast Training Center established a combat crew school at Hendricks Field, Sebring, Florida, for the purpose of providing B-17 “Flying Fortress” instruction. A month later a B-24 “Liberator” school program went into operation at Smyrna Army Air Field in Tennessee.



**At the B-17 combat crew school, an instructor gives direction to a student pilot, co-pilot, bombardier, and navigator. Engineer-gunners follow the team.**

**Centralized Instructor Schools.** A lack of trained instructors hampered the expansion of training. Though many graduates of training programs remained at their station to instruct subsequent classes, an acute instructor shortage persisted. A lack of training instructors was the most serious bottleneck in the production pipeline. To solve this problem, as well as to standardize instruction, the training center commanders urged Major General Yount to establish a Central Instructor School to serve all three centers. He did; and on 4 January 1943, Headquarters AAF approved the request, and Flying Training Command moved forward with plans to establish centralized schools for pilot, bombardier, navigator, and flexible gunnery instructors. Flying Training Command set up a single school at Randolph Field to train instructors for elementary, basic, and advanced flying schools.

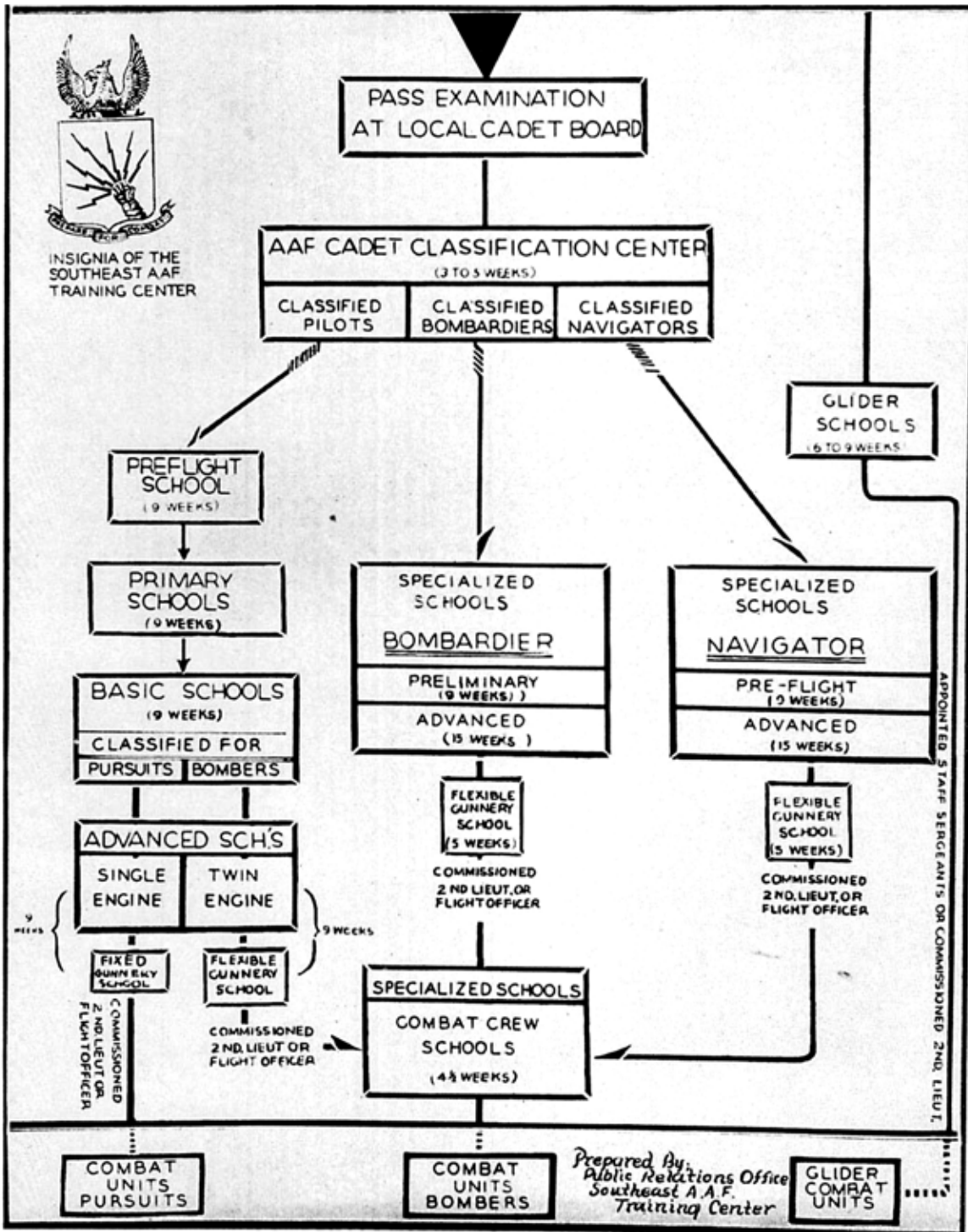


**At left, Capt Clark Gable just finished flexible gunnery training and stopped by Columbus Field, Mississippi, November 1942.**

**At right, flight instructor Capt James Stewart at Kirtland Field, New Mexico, 1942-1943. Stewart earned his wings at Moffett Field, California, in 1942.**







The best training in the world was what America's young men received when they were accepted in the Army Air Forces for training as pilots, bombardiers, and navigators. The above chart showed the progressive stages of training Army aviation cadets underwent from the time they passed the physical and mental examinations at a local board or Army post, until they emerged as second lieutenants or with the newly created grade of Flight Officer. Upon graduation these officers received an assignment to a combat unit.

## FLYING TRAINING BASE EXPANSION IN 1942

New Location	Type of Training	Notes
<b>West Coast Training Center<sup>2</sup></b>		
Twenty-Nine Palms CA	Elementary	Previous glider school; trng began Mar 43
Wickenburg AZ	Elementary	Previous glider school; trng began Mar 43
Yuma AZ	Single-engine	Construction began 1 Jun 42; trng Jan 43
Douglas AZ	Twin-engine	Construction began Jun 42; trng 7 Oct 42
Marfa TX	Adv twin-engine	Construction began Jun 42; trng 7 Dec 42
Kingman AZ	Flexible gunnery	Construction began 27 May 42; trng Jan 43
La Junta CO	Adv twin-engine	Trng began Nov 42
<b>Gulf Coast Training Center</b>		
Brady TX	Elementary	WPA construction began Nov 40; trng Jan 42
El Reno OK	Elementary	
Miami OK	Elementary	
Ponca City OK	Elementary	Converted from British trng Nov 42
Sweetwater OK	Elementary	Converted to women's flying trng Apr 43
Terrell TX	Elementary	Converted from British trng Nov 42
Waxahachie TX	Elementary	Planned site abandoned
Garden City KS	Basic	Construction began summer 1942; trng Jan 43
Independence KS	Basic	Construction began Jun 42; trng Jan 43
Winfield KS	Basic	Construction began 1942; trng Dec 42
Bryan TX	Single-engine	AAF Instructor's School (Instrument Pilot)
Aloe TX (Victoria Fld #2)	Single-engine	Established Jul 42; trng began Dec 42/Jan 43
Altus OK	Twin-engine	Also advanced (adv) twin-engine
Dodge City AAF KS	Twin-engine	Construction begun Aug 42; trng Apr 43
Frederick OK	Twin-engine	Opened Sep 42
Pampa TX	Twin-engine	Construction began Jun 42; trng fall 42
Everman TX	Adv single-engine	
Plainview TX	Adv twin-engine	Planned site abandoned; congested airspace
Lamesa TX	Adv twin-engine	Established in 1942; elementary & adv glider
Vernon TX	Adv twin-engine	Established Jul 41; trng began Oct 41 - primary
Dodge City KS	Elementary	Converted from British trng 28 Jun 42
Garden City KS	Elementary	Converted from British trng 28 Jun 42
Liberal KS	Elementary	Converted from British trng 2 Sep 42
<b>Southeast Training Center</b>		
Cape Girardeau MO	Elementary	Training began 31 Dec 42
McBride MO	Elementary	Training began 1 May 43
Malden MO	Elementary	Construction began fall 44; trng Apr 43

<sup>2</sup> The West Coast Training Center abandoned proposed Elementary flying training sites at Holtville, Inyokern, Mojave, and Needles, California, in favor of converting its glider schools at Twenty Nine Palms, California, and Wickenburg, Arizona, into Elementary schools. In addition, the center dropped a Winslow, Arizona, site in favor of La Junta, Colorado.

***Flexible Gunnery Training.*** Two days after the Japanese attack on Pearl Harbor, the Southeast, Gulf Coast, and West Coast Training Centers received instructions to increase aerial gunnery training using equipment already available. At the time, Tyndall Field, Florida, operated the only school. By the end of the year, classes had begun at Las Vegas Field, Nevada, and Harlingen Field, Texas; and, as of December 1943, AAF Training Command had added Buckingham, Florida; Laredo, Texas; and Kingman and Yuma, Arizona, for a total of seven schools.



**Students at Buckingham Field used trucks fitted with turret mockups to drive across the gunnery range and practice firing their machine guns at moving targets.**

***Glider Pilot Training.*** The Army Air Corps began glider pilot training in June 1941 at Elmira, New York, and Lockport, Illinois. However eastern winter weather caused this training program to relocate to California under the West Coast Training Center. A contractor provided primary glider training at Twenty-Nine Palms, California. By 31 December 1942, other training sites included Wickenburg, Arizona; Victorville, California; Plainview, Texas; Clovis and Fort Sumner, New Mexico; and Fort Morgan, Colorado. All of this training moved to South Plains Army Air Base, Lubbock, Texas, in April 1943. At the end of January 1944, Sheppard Field, Texas, began a basic course. Two years later all glider training had ended. One of the more famous students to become a glider pilot, also known as a Flight Officer, was actor and comedian Jackie Coogan.

***Women Airforce Service Pilots (WASP).*** This experimental program was meant to determine if women could be successful pilots. Female trainees entered through the Civil Service Commission employed as civil servants. Howard Hughes Airport in Houston, Texas, became the first WASP training site. Classes started in November 1942 and ended in May 1943. Then the school moved to Avenger Field, Sweetwater, Texas. Army Air Forces Training Command graduated the last class 7 December 1944.



**At Avenger Field, Sweetwater, Texas, WASP students receive instruction from their group commander.**

## THE TUSKEGEE AIRMEN

On 7 March 1942, the first African-Americans to become military pilots received their wings at Tuskegee Field, Alabama. For many this event marked 25 years of determined effort to include blacks in military aviation. As early as 1917, Walter White, Director of the National Association for the Advancement of Colored People (NAACP), had called for the inclusion of blacks in the Air Corps only to be told that “no colored squadrons were being formed at the present time.” Finally, on 21 March 1941, the Air Corps activated the 99th Pursuit Squadron, which became the first squadron of what become the renowned Tuskegee Airmen.

**Secretary of War Henry L. Stinson (right), skeptical about training black men as pilots, nevertheless visited Tuskegee Field in Alabama. Lt Gen Barton K. Yount, Commander, Army Air Forces Flying Training Command, greeted Stinson.**



Tuskegee Field was established on 23 July 1941, and training began on 1 November. Also in July, the War Department announced that the 99th Pursuit Squadron was to consist of 33 pilots, 27 planes, and 400 enlisted men. Moreover, over 270 enlisted men were already training at Chanute Field, Illinois, to serve as airplane mechanics, supply clerks, armorers, and weather forecasters at Tuskegee. Additionally, the War Department announced plans to train about 100 pilots each year at Tuskegee, a clear indication that more black squadrons were in the offing. During the war, Tuskegee trained 650 single-engine, 217 twin-engine, and 60 auxiliary pilots, plus 5 from Haiti.



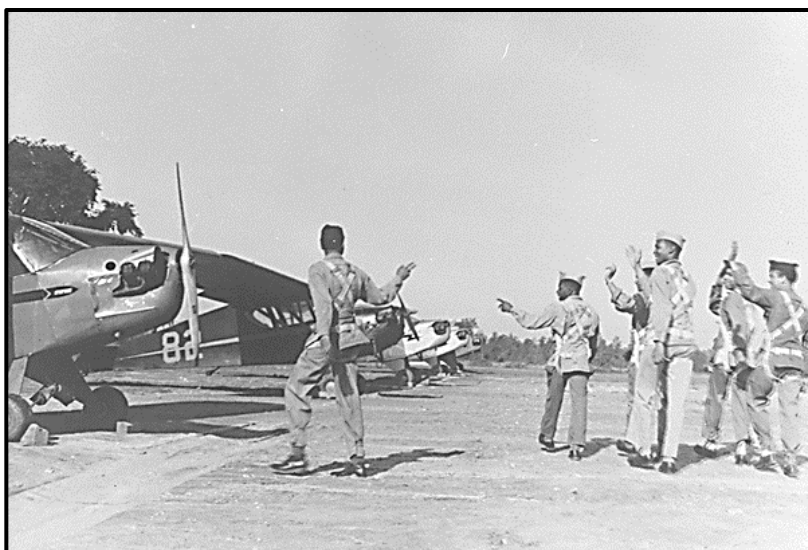
**In March 1941 the first lady, Eleanor Roosevelt, visited Tuskegee and requested a flight over the field. The chief pilot, Charles A. Anderson, took her on a 1-hour flight.**

After the first class of five pilots graduated, it took until July 1942 for enough black airmen to complete flight training for the squadron to reach full strength. Even then, the Army was not



ready to send black pilots overseas. Under the command of Capt Benjamin O. Davis, Jr., the 99th remained at Tuskegee and received additional training to prepare for combat. In April 1943 the unit deployed to French Morocco in North Africa.

**Early in their training cadets flew light planes as part of their Indoctrination Flight course at Tuskegee.**

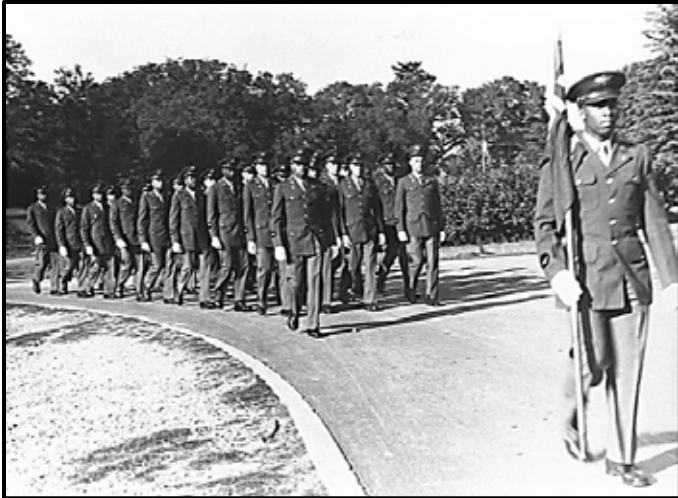


After acclimating to their new environs, pilots from the 99th got their first taste of combat on 2 June 1943, during a strafing mission against the island of Pantelleria. A month later, Lt Charles Hall scored the squadron's first air-to-air victory when he shot down a German FW-190. In September 1943, the 99th conducted bomber escort, dive bombing, and strafing missions against targets on the Italian mainland. Squadron pilots were criticized for their failure to score another aerial victory for the remainder of the year. Limited contact with the enemy was partly to blame. The 99th also lacked flight leaders with combat experience, in contrast to white units, until the pilots had flown more combat missions.

Meanwhile, Davis, now a colonel, had become Commander of the 332d Fighter Group. The unit activated at Tuskegee in mid-1942 and transferred to Michigan in 1943, where it conducted advanced training at Selfridge and Oscoda, before deploying overseas to Italy in February 1944. The group comprised three fighter squadrons: the 100th, 301st, and 302d, all of which had also begun at Tuskegee before completing their training in Michigan. The 99th was also assigned to the 332d Group in May 1944.

**Preferred trainers at Tuskegee Field, top to bottom, the PT-17, primary; BT-13, basic; AT-6, advanced; and P-40, transition.**





A flight of Tuskegee Airmen, with the aviation cadet insignia on their lower right sleeve, march toward a formal retreat ceremony making of close of another duty day.

As soon as these units arrived in Italy they began flying combat missions, using P-39s. The 332d switched to P-47s in the spring and to the more capable P-51s in June 1944. With the P-51s, the group flew

long range bomber escort missions against such targets as oil refineries, factories, airfields, and marshalling yards. As the war progressed the 332d's squadrons established an enviable combat record. On 11 July 1944, P-51s from the 332d Fighter Group shot down 18 enemy fighters while flying escort for a large bomber formation. On 24 March 1945, while escorting B-17s during a raid on a tank factory in Berlin, the 332d's pilots downed three German jet fighters. For their actions, the 332d and three of its squadrons, the 99th, 100th and 301st, earned Distinguished Unit Citations.

**Below a mural on a dormitory wall at Chanute AFB, Illinois.**





**The airplane mechanics school at Keesler Field, Mississippi, graduated its first class of black aircraft mechanics in August 1944. The graduates returned to their bombardment group at Tuskegee Field.**



**September 1941, Tuskegee Field: Army Air Corps cadets report to the commandant of cadets, Capt Benjamin O. Davis, Jr.**

# 1943

The Army Air Forces Flying Training Command became the Army Air Forces Training Command on 31 July 1943 when it assumed responsibility for flying, technical, and basic military training. For a short time, Training Command had more than a million people assigned, but that figure dropped to less than 500,000 by year's end. From January 1942 forward, the two training commands had undergone enormous and rapid expansion to meet the needs of US forces in World War II. The latter half of 1943 inaugurated a period of continuation, refinement, adaptation, and eventual contraction of training for the Army Air Forces. Basic training centers and technical schools had reached their peaks of production in February and May 1943, but the apexes of training for most other major categories did not occur until 1944. The one exception was primary pilot training, which achieved its maximum in November 1943, when 11,411 student pilots graduated.

## ASSIGNED RESOURCES

(As of 31 December 1943)

**PRIMARY INSTALLATIONS:** 438

**PERSONNEL ASSIGNED:** 461,656 (53,585 officer, 325,453 enlisted, 82,618 civilians)

**AIRCRAFT ASSIGNED:** 29,713 (A-17, A-20, A-25, A-26/B-26, A-29, A-35, A-36, AT-6, AT-7, AT-8, AT-9, AT-10, AT-11, AT-12, AT-17, AT-18, AT-21, AT-22, AT-23, AT-24, B-17, B-18, B-24, B-25, B-29, B-34, B-40, BC-1, BT-9, BT-12, BT-13, BT-14, BT-15, C-32, C-45, C-50, C-56, C-60, C-64, CG-4, L-1, L-2, L-3, L-4, L-5, O-46, O-47, O-52, OA-9, OA-10, OA-14, P-35, P-36, P-38, P-39, P-40, P-47, PT-13, PT-15, PT-18, PT-19, PT-22, PT-23, PT-27, RA-24, RA-28, RA-33, RP-322, UC-36, UC-40, UC-61, UC-67, UC-78)

**MAJOR SUBORDINATE UNITS:** 6 Army Air Forces (AAF) training commands



**AAF Eastern Flying**, Maxwell Field, Alabama

7 flying training wings:

27th (Basic), Cochran Field, Georgia

28th (Advanced Single-Engine), Craig Field, Alabama

29th (Primary), Moody Field, Georgia

30th (Advanced Twin-Engine), Columbus Field, Mississippi

74th (Preflight), Maxwell Field, Alabama

75th (Flexible Gunnery), Buckingham Field, Florida

76th (Specialized 4-Engine), Smyrna Field, Tennessee



**AAF Central Flying, Randolph Field, Texas**

8 flying training wings:

- 31st (Primary), Enid Field, Oklahoma
- 32d (Basic), Perrin Field, Texas
- 33d (Advanced Twin-Engine), Blackland Field, Texas
- 34th (Bomb & Spec 2/4-Engine), San Angelo Field, Texas
- 77th (Advanced Single-Engine), Foster Field, Texas
- 78th (Preflight), San Antonio Aviation Cadet Center, Texas
- 79th (Flexible Gunnery), Harlingen Field, Texas
- 80th (Navigation and Glider), San Marcos Field, Texas



**AAF Western Flying, Santa Ana Army Air Base, California**

7 flying training wings:

- 35th (Basic), Minter Field, California
- 36th (Primary), Santa Ana Army Air Base, California
- 37th (Advanced Single-Engine), Luke Field, Arizona
- 38th (Bomb & Spec 2/4-Engine), Kirtland Field, New Mexico
- 81st (Preflight), Santa Ana Army Air Base, California
- 82d (Flexible Gunnery), Las Vegas Field, Nevada
- 83d (Advanced Twin-Engine), Douglas Field, Arizona

**AAF Eastern Technical, Greensboro, North Carolina**

- Technical School, Boca Raton Field, Florida
- Basic Training Center, Greensboro, North Carolina
- Technical School and Basic Training Center, Gulfport Field, Mississippi
- Technical School and Basic Training Center, Keesler Field, Mississippi
- Basic Training Center and Officer Candidate School, Miami Beach, Florida
- Technical School and Basic Training, Seymour Johnson Field, North Carolina
- Technical School, Yale University, New Haven, Connecticut

**AAF Central Technical, St Louis, Missouri**

- Technical School, Chanute Field, Illinois
- Technical School, Indianapolis, Indiana
- Basic Training Center, Jefferson Barracks, Missouri
- Technical School, Scott Field, Illinois
- Technical School, Sioux Falls Field, South Dakota
- Technical School, Tomah Field, Wisconsin
- Technical School, Trux Field, Wisconsin



**AAF Western Technical, Denver, Colorado**

- Technical School and Basic Training Center, Amarillo Field, Texas
- Technical School and Basic Training Center, Buckley Field, Colorado
- Technical School and other miscellaneous training, Fort Logan, Colorado
- Basic Training Center and other miscellaneous training, Kearns Center, Utah
- Basic Training Center and Technical School, Lincoln Field, Nebraska
- Technical School and other miscellaneous training, Lowry Field, Colorado
- Technical School and Basic Training Center, Sheppard Field, Texas



## COMMAND LEADERSHIP

On 31 July 1943, Maj Gen Barton K. Yount's position changed to that of Commanding General of the Army Air Forces Training Command due to the change in command designation. At the same time, Brig Gen Walter F. Kraus became the first Chief of Staff. Six weeks later, on 13 September 1943, Major General Yount pinned on his third star.

## ORGANIZATION

### TRAINING COMMAND

*Flying and Technical Training under One Command.*<sup>1</sup> On 31 July 1943, the Army Air Forces continued with organizational actions related to the combining of flying and technical training under a single command. Effective this date, the War Department redesignated Flying Training Command's major subordinate units - the Southeast Flying Training Center at Maxwell, the Gulf Coast Flying Training Center at Randolph, and the West Coast Flying Training Center at Santa Ana as the Eastern, Central, and Western Flying Training Commands, respectively.

Of the five districts assigned to AAF Technical Training Command, the War Department redesignated the First, Second, and Fourth as Eastern, Central, and Western Technical Training Commands, respectively, and made them subordinate to AAF Training Command. Further action took place on 31 August 1943 when the War Department disbanded AAF Technical Training Command and its two remaining districts, the Third headquartered at Tulsa, Oklahoma, and the Fifth in Miami Beach. The eastern command remained headquartered at Greensboro, central in St Louis, and western in Denver.



**Students arrive at Scott Field, Illinois, to begin the Airborne Radio Operator course. One of those early students was Paul Airey, the future first Chief Master Sergeant of the Air Force.**

By the end of the calendar year, Flying Training Command had experienced a number of positive outcomes from the consolidation of flying and technical training. There was improved morale, closer coordination between training programs, savings in personnel and transportation costs, better allocation of equipment and supplies, relief from congestion due to centralized control of facilities, and more efficient use of personnel due to central control over assignments.

<sup>1</sup> AG 322 (10 Aug 1943) dated 14 Aug 1943 and amended by AG 322 (19 Aug 1943) dated 20 Aug 1943.

## HEADQUARTERS

*History Program Begun.* Flying Training Command began a formal history program. All echelons of the command were now responsible for preparing periodic history reports.<sup>2</sup>

## SUBORDINATE UNITS

*First Wings Assigned.* On 8 January 1943, the War Department constituted and activated 12 flying training wings and assigned them to the AAF Flying Training Command. Those included the 27th at Cochran Field, the 28th at Craig, the 29th at Moody, the 30th at Columbus, the 31st at Enid, the 32d at Perrin, the 33d at Blackland, the 34th at San Angelo, the 35th at Minter, the 36th at Santa Ana, the 37th at Luke, and the 38th at Roswell (which moved during 1943 to Kirtland). Eight months later on 25 August, the command gained 10 flying training wings. Those included the 74th at Turner (which moved during 1943 to Maxwell), the 75th at Buckingham, the 76th at Smyrna, the 77th at Foster, the 78th at San Antonio, the 79th at Harlingen, the 80th at San Marcos, the 81st at Santa Ana, the 82d at Las Vegas, and the 83d at Douglas. The wings helped manage the many training facilities that operated throughout the United States. (Note: None of these wings had any lineal connection to the like numbered wings in today's Air Force.)

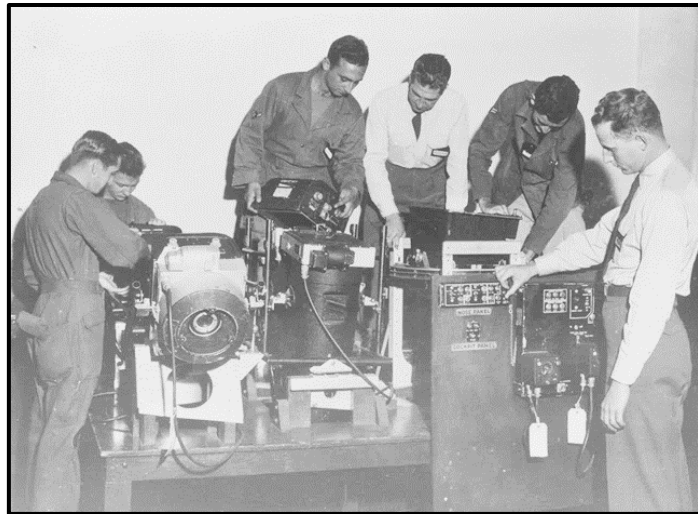
## INSTALLATIONS

### MAJOR TECHNICAL TRAINING BASES GAINED

*Chanute Field, Illinois.* For many years, Chanute was the Air Corps' power house for overseeing technical training at various locations across the United States, as well as providing instruction in various career fields, most notably airplane mechanics. By the time technical training became part of the AAF Training Command mission, Chanute Field had graduated its last airplane mechanics class (12 November 1942) and changed its curriculum focus to more advanced, specialized training.

*Lowry Field, Colorado.* In operation since the late 1930s, Lowry operated photography, armament, and clerical schools. When it joined AAF Training Command, the base had a subpost at Fort Logan that provided clerical training and an auxiliary field at Buckley that offered armament and arctic survival training

**Students at Lowry Field familiarize themselves with equipment used to conduct aerial photo mapping.**



<sup>2</sup> Most of those early reports are still on file at the Air Force Historical Research Agency, Maxwell AFB AL.

**Six Airplane Mechanic Schools Added to the Command.** Keesler Field, Mississippi, and Sheppard Field, Texas, had provided aircraft mechanics training since the fall of 1941 and at the end of 1943 remained the largest of this type of school. The other four schools, Lincoln Field in Nebraska, Seymour Johnson Field in North Carolina, Gulfport Field in Mississippi, and Amarillo Field in Texas, had offered aircraft mechanics training since late summer 1942. To speed production and provide first and second echelon mechanics, the Army Air Forces had put into place specialized training by class of aircraft. The school at Keesler trained B-24 mechanics. Sheppard focused on B-25 and B-26 mechanics training. Amarillo handled B-17 instruction. Gulfport trained transport aircraft mechanics, Seymour Johnson covered light and dive bombardment aircraft, and Lincoln operated a fighter aircraft mechanics school. By the time these schools became part of AAF Training Command, they had graduated more than 140,000 students by using an assembly line method of instruction. New class starts and graduations took place every day.



**Students at Gulfport Field, Mississippi, learn more about retractable tail wheel assembly.**



**Keesler Field - Before airplane mechanic students graduated, they took part in a field exercise to show they could perform maintenance under bare base combat conditions. Here the students change the engine.**



## FLYING TRAINING

**Aviation Cadet College Training Program.** Because of the rapid expansion of flying training and a continuing shortage of adequate facilities to process and house pilot trainees, Flying Training Command began the year with a huge backlog of men awaiting entry into preflight training. This, in turn, created morale problems. In the spring of 1943, the Army Air Forces introduced a three- to five-month college training program for aviation cadets. Initially, these men went to college before undergoing aptitude testing. Unfortunately, after the college training, the Army Air Forces found many of the students were poorly equipped for flying. Rather than waste the government's money and the individual's time, the AAF established pre-college testing, beginning in the fall of 1943. Medical and psychological examining units conducted the tests at the basic training centers.



**The psychological examining unit in Nashville, Tennessee, was one of the locations where pre-college testing took place.**

**Instructors in Primary Schools.** During the expansion of pilot training in the early years of World War II, the contract primary pilotschools had a big problem obtaining and retaining instructors. By July 1943, the AAF had solved this problem by encouraging most civilian instructors to join the Enlisted Reserve Corps. This protected civilian instructors from local draft boards and recruitment as pilots in the Army Air Forces, the Ferrying Command, and especially the US Navy. The result was a much higher level of experience among instructors than had prevailed previously.

**Eliminations in Pilot Training.** Including fatalities, almost 40 percent of students who entered primary pilot training from 1939 to the end of the war failed to earn their wings. The reasons for this high attrition rate were numerous, including low aptitude on the part of those who were eliminated. Though higher headquarters never established a fixed elimination rate, the operational demand for pilots primarily determined the elimination rate. During 1943, when the



demand for pilots was greatest, the elimination rate declined. During 1944, when a surplus of pilots was in sight, eliminations rose as standards increased. These adjustments provided a crude but realistic way to reconcile the conflicting needs of the Army Air Forces for both quality and numbers of pilots.

**The PT-17 was similar to the PT-13, but with a different engine. Training Command used both for the primary phase of instruction during World War II.**

**Trainer Aircraft.** Flying training and many parts of technical training required the availability of adequate numbers and types of trainer aircraft. As the nation geared up for war, suitable trainers were not available for training since most aircraft went to the operational commands. Almost all schools suffered from a shortage of trainers until after 1943. Those aircraft that were available were either marginally satisfactory or already worn out from combat service. Until the spring of 1945, the most appropriate aircraft remained in short supply at installations in AAF Training Command.



**At Waco Field in Texas, Vultee BT-13s were lined up ready for the arrival of basic pilot training students.**

Ultimately, the rugged Stearman PT-13 "Kaydet" and its re-engined cousin, the PT-17 (see photo on previous page), proved to be the most suitable primary trainers. In basic pilot training, the low-wing monoplane of medium horsepower designated the Vultee BT-13 "Valiant" served for most of the war as the standard trainer. However, many pilots regarded it as too easy to fly, so it was replaced by the North American AT-6 "Texan," which was already used extensively in advanced single-engine schools. Until late in the war, there was no suitable trainer for advanced twin-engine pilot instruction. Then the Army Air Forces modified the B-25 for that purpose. Before that, Training Command tried a number of aircraft and found the Curtiss AT-9 the most satisfactory.

**Production Line Maintenance.** The flying schools had difficulty getting skilled aircraft mechanics, and sometimes they had to train their own people. To speed the maintenance process, Southeast Training Center put together a Detroit auto city style assembly line and called it Production Line Maintenance. Using this model, air fields could service 12-14 aircraft a day so that an aircraft was seldom absent from the flying line for more than 7 hours. The process also insured best use of parts previously scattered among all the flying units and it allowed skilled mechanics to provide hands-on instruction for unskilled laborers. This type of operation also freed the various flying units from performing 50- and 100-hour inspections. It was all part of production line maintenance. By the end of 1943, most of the flying training bases/schools had implemented the new process.

**Instrument Training.** Instrument training was the most important part of basic pilot training, but until 1944 only 14 of the 70 flying hours in this phase dealt with instrument procedures. Moreover, training covered primarily only three instruments - the rate-of-turn, bank, and airspeed indicators - to the virtual exclusion of gyroscopic instruments. However, the Navy had developed a method of instrument flying called the full-panel system that proved much more satisfactory. It relied upon the directional gyroscope and the artificial horizon. In June 1943 AAF instructors who had observed this more accurate method introduced it in basic and advanced pilot schools. During the following year, there was a substantial improvement in basic graduate proficiency in instrument flying, partly as a result of this full-panel system. Also contributing to the improvement were better training of instructors, procurement of adequately-equipped aircraft,



greater emphasis on using Link trainers, and (in 1944) adding five hours of flying time to instrument training in the basic curriculum.

**Bombardier Training.** As of July, nine locations in Central and Western Flying Training Commands provided bombardier training. A month earlier Training Command had lengthened the course from 12 to 18 weeks. The peak in class size and number of graduates did not occur until September 1944.

**Flexible Gunnery Training.** At the time of the attack on Pearl Harbor, the Army Air Corps had not set up a specialized school for flexible gunnery, but things soon changed. Three schools opened later in December 1941, and the program grew rapidly. The number of graduates had reached 59,789 by July 1943, with another 57,176 men completing the course by the end of the year. Unfortunately, the quality of the training left much to be desired according to General Arnold. Part of the problem was a serious lack of proper aircraft and equipment to support the training. Even when more equipment and aircraft became available, there was still a need to devise a method of training that simulated firing upon fighter aircraft as they attacked a bomber. As 1943 ended, Training Command was still working on a satisfactory solution to this problem.

**Centralized Instructor Schools.** A major advance in flying training occurred during 1943 when the Army Air Forces established separate central instructor schools for pilot, bombardier, navigator, instrument flying, and fixed and flexible gunnery training. These schools arose because of the need to standardize and centralize instructional methods among the many different locations offering such training during a period of rapid expansion. A key ingredient in this process was the establishment of a Central Instructor School at Randolph Field in March 1943. A major weakness of this school, however, was its inability to secure and keep qualified people as staff instructors.



**Randolph Field welcomed the first class of twin-engine bomber instructors in 1943. Here the instructor trainees walk between rows of AT-9 "Jeep" aircraft, one of the principal weapon systems used in the advanced phase of pilot training.**

## TECHNICAL TRAINING

**Mobile Training.** To supplement training provided at AAF technical training schools, contract mechanic schools, and factory schools, Gen Walter R. Weaver, Commanding General, AAF Technical Training Command, and Maj Gen John F. Curry, Commanding General of Western Technical Training Command, developed a new concept in the summer of 1942 called

mobile training for tactical maintenance personnel and aircrews. The mobile training units (MTU) that provided this instruction carried their training equipment to the receiving organization in trailers or transport aircraft, with each MTU set up to provide instruction on only one type of aircraft. To avoid duplicating the instruction in schools, moreover, the MTUs focused their efforts on demonstrating how to correct specific malfunctions of aircraft parts and systems. They also served to keep men in the field current on the maintenance of new and modified equipment. By July 1943 only 17 mobile training units existed. Later in the year the number had grown to 34, so Training Command decided to centralize management of the program in Western Technical Training Command. By the end of the year, the number of MTUs had grown to 43, a figure that expanded to 163 by the end of the war.



**An instructor at a mobile training unit in France conducts a class for three flight crew members. The session took place in front of a bombed out hangar.**

***Training Procedures and Problems.*** At the beginning of World War II, a shortage of teachers and equipment in technical schools dictated that teaching be disproportionately oriented toward lectures and theory. Consequently, graduates displayed serious deficiencies when they reported for duty. This led General Arnold to direct, in August 1942, that training be more practical. A resultant series of directives from General Weaver was only partially implemented, but a modified policy issued by Training Command in October 1943 discouraged lectures and limited the use of written tests in favor of discussion, hands-on training, and actual demonstration of skills. Efforts also began to reduce student-teacher ratios, although it was not until 1945 that declining enrollments produced satisfactory ratios in most programs.



## MISCELLANEOUS

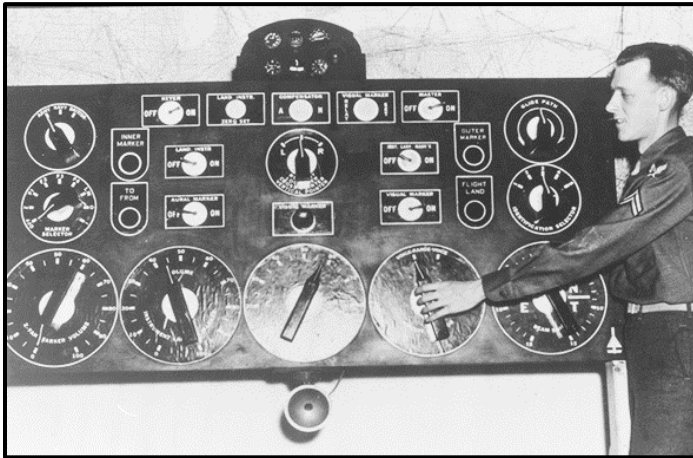
***Women's Army Auxiliary Corps.*** On 14 May 1942, Congress created the Women's Army Auxiliary Corps (WAAC). Randolph Field's first contingent arrived on 29 April 1943. These women filled numerous clerical and support positions, releasing men for combat duty. In September 1943 the WAAC was replaced by the Women's Army Corps (WAC). The WAC remained in existence until 12 June 1948 when Congress passed the Women's Armed Services Integration Act.

**Randolph's first WAAC's in front of the Taj.**

**Arctic Survival School.** The Army Air Forces began arctic survival training in September 1942. It was the responsibility of Air Transport Command, with the course operating at Camp Williams in Wisconsin. A few months later the AAF made Technical Training Command responsible for the training and moved the school to Maine. Then in June 1943 the AAF named Buckley Field as the new home of the arctic survival school. The field training complex first sat at Jones Pass and then moved to Echo Lake in July 1943. By the end of the calendar year, the course included technical training in areas like heaters, ground equipment, power plants, air frames, and arctic living; rescue; and weather and communications.

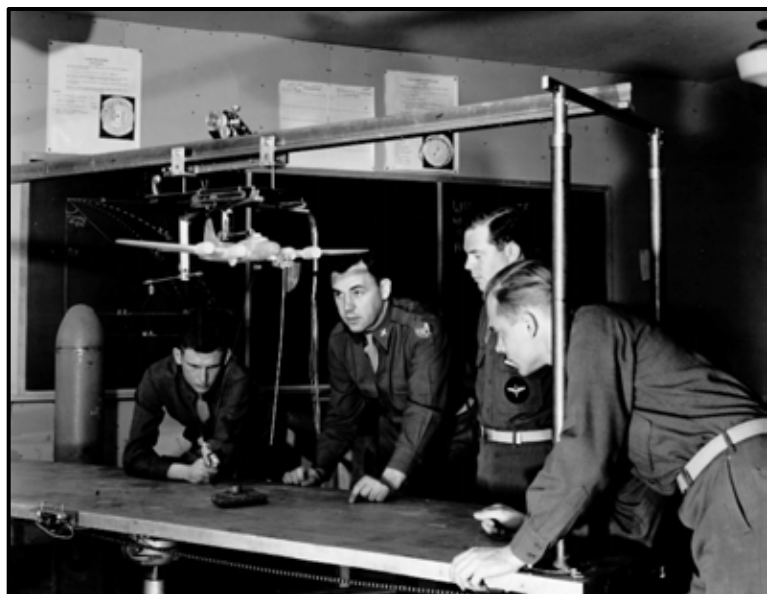
**The Surprise Hurricane and Instrument Flying.** In the midst of the war and with censored communications, people living on the Texas coast received no warning that a Category 2 hurricane was headed their way. It made landfall on 27 July, causing massive destruction and the deaths of 19 people. North of Houston the Bryan Field commander and director of the AAF's only instrument instructors' school, Col Joseph B. Duckworth, flew an AT-6 into the storm, the first recorded reconnaissance flight into a hurricane. As the story was told, the colonel made the flight to show his British pilot trainees how tough the plane was. He followed that with a second flight with his weather officer later that day.

The success of those reconnaissance flights led to the creation of the first weather reconnaissance squadron a year later.



**An instructor uses a mock-up of an instrument control panel to make a point at the Instrument Instructor Pilot School at Bryan Field, Texas.**

**Cadets in the bombardier school at Kirtland Field, New Mexico, study a bomb illustrator. Developed by two local instructors, the device consisted of a model bomber on a series of pulleys that demonstrated the descent path of a released bomb.**



# 1944

While war continued to rage in the Pacific and Europe, the training pipeline began to catch up with the demand for most categories of graduates. The high point of training in the standard sequence of flying training occurred, for example, at the end of February, with the peak production of graduate pilots occurring two months later. June brought the high point in the graduation of four-engine pilots, but the production of aircraft commanders for very heavy bombers continued to rise into 1945.

## ASSIGNED RESOURCES

(As of 31 December 1944)

**PRIMARY INSTALLATIONS:** 170

**PERSONNEL ASSIGNED:** 377,767 (52,335 officer, 224,591 enlisted, 100,841 civilians)

**AIRCRAFT ASSIGNED:** 21,052 (A-20, A-26/B-26, A-36, AT-6, AT-7, AT-9, AT-10, AT-11, AT-17, AT-18, B-17, B-18, B-24, B/TB--25, B-29, B-34, B-40, BT-9, BT-13, BT-14, BT-15, C-45, C-46, C-47, C-60, C-64, CG-4, F-2, F-6, F-7, F-9, F-10, L-2, L-3, L-4, L-5, O-47, OA-10, OA-14, P-38, P-39, P-40, P-47, P-61, P-63, PT-13, PT-18, PT-19, R-4, RA-24, RP-322, TB-32, UC-78)



From 1944-1946 Keesler Field operated the only emergency rescue school in the AFF. Its primary trainer was the OA-10; however, in January 1945 it began using B-17s for airborne lifeboat training for air-sea rescues.

**MAJOR SUBORDINATE UNITS:** 3 flying training commands

**Eastern,** Maxwell Field, Alabama

7 flying training wings:

27th (Basic), Cochran Field, Georgia

28th (Advanced Single-Engine), Craig Field, Alabama

29th (Primary), Moody Field, Georgia

30th (Advanced Twin-Engine), Columbus Field, Mississippi

74th (Preflight), Maxwell Field, Alabama

75th (Flexible Gunnery), Buckingham Field, Florida

76th (Specialized 4-Engine), Smyrna Field, Tennessee

**Central**, Randolph Field, Texas

8 flying training wings:

- 31st (Primary), Enid Field, Oklahoma
- 32d (Basic), Perrin Field, Texas
- 33d (Advanced Twin-Engine), Blackland Field, Texas
- 34th (Bomb & Spec 2/4-Engine), San Angelo Field, Texas
- 77th (Advanced Single-Engine), Foster Field, Texas
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- 79th (Flexible Gunnery), Harlingen Field, Texas
- 80th (Navigation and Glider), San Marcos Field, Texas

**AAF Western Flying**, Santa Ana Army Air Base, California

7 flying training wings:

- 35th (Basic), Minter Field, California
- 36th (Primary), Santa Ana Army Air Base, California
- 37th (Advanced Single-Engine), Luke Field, Arizona
- 38th (Bomb & Spec 2/4-Engine), Kirtland Field, New Mexico
- 81st (Preflight), Santa Ana Army Air Base, California
- 82d (Flexible Gunnery), Las Vegas Field, Nevada
- 83d (Advanced Twin-Engine), Douglas Field, Arizona

2 technical training commands:

**Eastern**, St Louis, Missouri

- Boca Raton Field, Florida
- Chanute Field, Illinois
- Gulfport Field, Mississippi
- Scott Field, Illinois
- Seymour Johnson Field, North Carolina
- Truax Field, Wisconsin

**Western**, Denver, Colorado

- Amarillo Field, Texas
- Buckley Field, Colorado
- Keesler Field, Mississippi
- Lincoln Field, Nebraska
- Lowry Field, Colorado
- Sheppard Field, Texas



**Scott Field – In the Cable Maintenance course, a student practices splicing techniques**

## **COMMAND LEADERSHIP**

Lieutenant General Yount remained the commander throughout this period. On 8 May Brig Gen William W. Welsh replaced Brig Gen Walter F. Kraus as Chief of Staff. On 16 September Brig Gen Kenneth P. McNaughton succeeded General Welsh in that position.



## ORGANIZATION

### HEADQUARTERS ORGANIZATION

***Flexible Gunnery Deputy Appointed.*** Despite the fact that flexible gunnery training enjoyed the highest priority for the procurement of the equipment it needed, it continued to be the weakest program in the command. At the beginning of 1944, flexible gunnery still lacked proper equipment, especially turrets and sights that automatically compensated for the movement of the aircraft and the target, and it needed a definitely established training doctrine. To promote the latter and provide better direction, the command established a Deputy Commander for Flexible Gunnery on the headquarters staff as of 10 July 1944.

### CHANGES IN THE FIELD

***Central Technical Training Command Inactivated.*** Requirements in the combat theaters for graduates of technical training schools and even pilots proved to be smaller than initially expected, so the Army Air Forces reduced the size of these training programs in January 1944. The cut in technical training was particularly heavy, so AAF Training Command requested and received authority to discontinue Central Technical Training Command effective 1 March 1944. Simultaneously, the headquarters of Eastern Technical Training Command moved from Greensboro, North Carolina, to St Louis. Central Command stations, with the exception of Keesler Field, became part of the Eastern Command. Keesler realigned under Western Command.

***AAF Base Units Established.*** In April 1944 the flying and technical training installations disbanded all active support units except AAF bands. Each installation organized under an AAF base unit. At Keesler, for example, the 3704th AAF Base Unit took over all administration, training and operations, and supply and maintenance duties. In the process of this reorganization, the base discontinued 59 units.



**On the Randolph Field ramp is a PT-19, one of the aircraft Training Command used for primary. It was not uncommon to see Tuskegee aviation cadets flying these aircraft.**

## INSTALLATIONS

***Training Activities Reduced, Facilities Closed.*** The number of Training Command installations declined more rapidly than the number of graduates because it was usually the smaller installations that inactivated or went into stand-by status. Thus, the number of stations dropped from a high of 457 in July 1943 to 170 by the end of 1944. The largest portion of the decline resulted from the closing of college training detachments at the end of the 1943-1944 academic school year. However, many civilian aviation schools and other kinds of installations, such as

factory schools, also closed. Training Command then concentrated many of those functions at other technical training installations such as Chanute, Keesler, Lowry, and Sheppard Fields.

***Basic Training Center Reduction.*** In the spring of 1943, the command had 13 basic training centers, but that number had dropped to 4 by the end of December 1944. The command left in operation Amarillo and Sheppard in Texas, Buckley in Colorado, and Keesler in Mississippi.

## FLYING TRAINING

***Preflight Training Consolidated.*** As the war progressed and the number of required pilot trainees decreased, the Army Air Forces decided in October 1944 not to send more aircrew trainees to Santa Ana Army Air Base or Maxwell Field. Instead, all the cadets would go to the AAF Preflight School at the San Antonio Aviation Cadet Center. The preflight school at Maxwell officially closed on 1 December 1944; however, the school at Santa Ana remained open until January 1945, providing preflight training for Chinese students.

***Fighter Transition Training.*** In January 1944 Training Command began to plan for the separation of single-engine fighter transition training from advanced single-engine training. The main purpose of the latter was to teach people to fly fast airplanes instinctively and to shoot accurately from them. Previously, it had included fighter transition, but the new plan was for students to train on the AT-6 aircraft until graduation from the advanced phase, when they received their commissions. Only then would they go into a transition course on the P-39 or P-40 aircraft, including gunnery training. The AAF announced this separation on 1 May 1944 and implemented it in July 1944. This change permitted more intensive training than had been possible in the advanced course alone, generally improving gunnery training and giving students more time in tactical aircraft as a result. Meanwhile, other improvements in fixed gunnery training had converted it from almost a guessing game into something approaching an exact science.

***Aircraft from the Combat Zone Added to Advanced Twin-Engine Training.*** The great improvement in advanced twin-engine training during this period was the gradual introduction into flying training of the kinds of aircraft actually flying in combat, such as the TB-25 (a stripped training version of the B-25 also known as the AT-24) instead of such generally unsatisfactory advanced trainers as the AT-9. Many of the TB-25s were worn out from combat duty and required extensive maintenance. Mechanics at training installations needed retraining to repair them, and

once they got it, it was hard to keep them at the schools when combat theaters needed their skills.



**The TB-25 (also known as the AT-24) was one of the most popular transition and aircrew trainers used in World War II.**

**Formation and Egress.** As the war continued, reports coming from the combat theaters continued to emphasize the importance of formation flying. In response, AAF Training Command sent a letter on 16 May 1944 to its subordinate flying training commands directing the transition schools to use any extra flying time available in the curriculum for formation training. Also, as a result of combat reports, on 27 July 1944, Training Command added a practice segment to twin-engine training that taught pilots how to abandon a disabled aircraft during flight and following a crash landing.



**Student instructors practice instrument flying under poor weather conditions in their TB-25Js. This was all part of the training given by the Instrument Pilot Instructors' School at Bryan Field in Texas.**

**Four-Engine Transition Training Declined by Years End.** As the strategic bombing offensive against the Axis forces in Europe mounted, so did the demand for pilots to fly the B-17s and B-24s that constituted the backbone of the campaign. Production of pilots began slowly in January 1942 but began to mount in March 1943, reaching an initial peak in November of that year and then its high-water mark in June 1944 when available facilities were stretched to the breaking point. By the fall, student entries had started to decline.

**B-29 Transition Training.** Until the fall of 1944, Second Air Force<sup>1</sup> provided all B-29 transition training for the Army Air Forces. Then, on 12 September, HQ AAF directed Training Command to establish B-29 schools for the transition of crews of pilots, co-pilots, and flight engineers. By late September, plans called for five schools to provide transition training in very heavy bombers, including a school for the TB-32 at Fort Worth, Texas. Training of pilots and flight engineers as instructors got underway at Maxwell Field, Alabama, on 20 September when the school took over facilities previously used for B-24 training. Limited availability of B-29s restricted training, but by November regular training of crews had begun at Maxwell on B-29s stripped of their armament and gear.

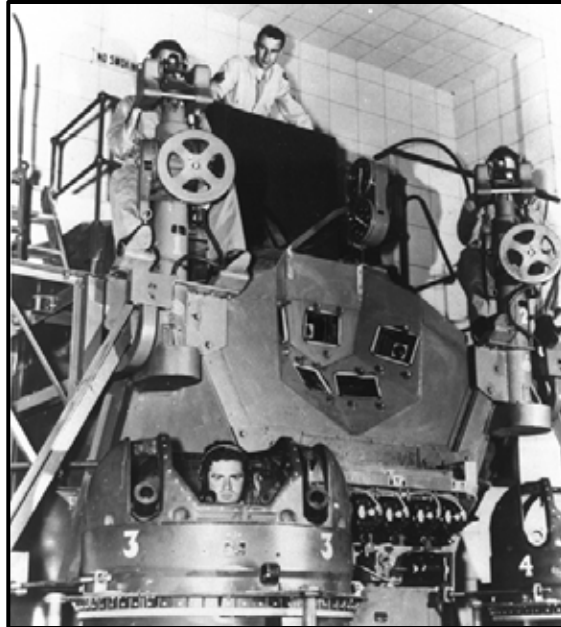


Further expansion of training was limited by continued delays in the delivery of B-29s, so Second Air Force continued to provide the bulk of B-29 transition training.

**For a short time, Randolph Field provided B-29 transition training.**

<sup>1</sup> Second Air Force was not assigned to AAF Training Command.

**Flexible Gunnery Training.** By the end of 1944, Training Command had made a number of improvements in flexible gunnery training, especially in the aircraft available in training and greater standardization of instruction. Back in July 1943 flexible gunnery schools had possessed few tactical aircraft with which to train, mainly 55 twin-engine B-34s. By December 1944 they had 440 four-engine aircraft (173 B-17s, 255 B-24s, and 12 B-40s). Students on gunnery missions fired from these, while two-engine aircraft towed targets and single-engine tactical aircraft simulated attacks on the bombers. Unfortunately, towed targets hardly resembled attacking fighter aircraft, but one device that more closely simulated combat conditions was a camera gun that students "fired" at fighter aircraft flying in normal attack patterns toward the bombers. These cameras came into general use in 1944-1945, greatly improving standardization of training.



**At Harlingen Field, Texas, flexible gunnery students used a Waller trainer to fire at approaching aircraft projected on a screen.**

**Flight Engineer Instruction.** In putting together the curriculum for training pilots and co-pilots on the B-29, Training Command made use of its experience in transition training for heavy

bombers. No such experience was available in the case of flight engineers, because the B-29 was the first AAF aircraft that required a flight engineer. This individual operated the engine control panel of the aircraft. Located behind the pilot, the panel contained all operating instruments but those the pilot used to control the altitude and direction of the B-29. At the direction of the pilot, the flight engineer used them to adjust the throttles, fuel mixture, supercharger, and propeller pitch. He also computed the aircraft's cruising range, fuel consumption, engine performance, weight and balance, and airworthiness. Flight engineers underwent comprehensive training at Amarillo and Lowry Fields before going to B-29 transition training.



**The flight engineer in a B-29 takes readings in preparation for takeoff.**

## TECHNICAL TRAINING

**Communications Training.** The history of communications training down through 1944 showed a trend that was more or less common to all wartime training whether flying or technical that the quality of graduates from a given course was directly proportional to the amounts and kinds of training equipment available. Allocating equipment to combat units without also providing adequate quantities to training organizations produced a false economy. It forced combat units to conduct training while weakening that provided by training agencies. The obvious solution was to provide a share of new training equipment to all organizations in Training Command, an issue that would remain unresolved for decades to come in most career fields.

**Armament Maintenance.** During the war, Training Command graduated about 160,000 armament maintainers. Combat aircraft were complex, including lots of lethal equipment, such as machine guns, cannons, bombs, and related gun turrets and bombsights. Such equipment exceeded the capabilities of general airplane mechanics and required the technical expertise of specialized maintainers.



**To the right in a combat zone, a mobile training instructor conducts a class in P-47 armament maintenance.**



**Aircraft Maintenance.** Of the constellation of technical training courses offered to officers and enlisted men in 116 different schools (32 of them factory schools) at the end of 1944, many involved advanced training in aircraft maintenance. One of the most important of these was a power plant course designed to produce engine specialists. This covered maintenance of standard aircraft engines and their accessories – carburetors, superchargers, generators, and starters.

**Students perform a 50-hour inspection of the power plant of a B-24 at Keesler Field.**



## OFFICER TRAINING

**Officer Candidate School.** On 17 February 1942, the Commanding General of the Army Air Corps, Lt Gen Henry H. Arnold, ordered the establishment of an Officer Candidate School under the direction of the Air Corps Technical Training Command for the purpose of training officers in support fields. Four days later Technical Training Command created the Air Corps Officer Candidate School with headquarters in Miami Beach, Florida. The merger of technical and flying training under a single command in 1943 had little effect on the school. Some months later the Army Air Forces decided to relocate the school to San Antonio. The first cadre arrived on 9 April 1944, and the entire training program was in San Antonio by June. However, its presence was short-lived. The school moved to Maxwell Field, Alabama, in June 1945 and temporarily suspended in August 1945.

While in Miami Beach, OCS used beaches, hotels, bar rooms, and golf courses as classrooms. For example, at the municipal golf course, school officials placed numbered stakes at points where classes met. Students sat on the ground. Given the frequency of rain, the school quickly built 100 classrooms. When the school later moved students had much improved classroom space and barracks at San Antonio and Maxwell.



**The single classrooms resembled chicken coops on a farm.**

**Officer Training School (OTS).** Also in 1942 in an effort to bring more trained support officers on the force, the AAF decided to commission individuals directly from civilian life and send them to school for six weeks. Most of these men were in their 30s and 40s. Their backgrounds generally fell into areas like teaching, business, and the professions. Over 13,000 completed the training by the time the school graduated its last class on 26 June 1943. Also in 1942, officers in the medical, dental, and sanitary corps began receiving training similar to that in OCS and OTS, but specifically for medical personnel.



**Enlisted candidates for OTS sign in at the San Antonio Aviation Cadet Center.**

# 1945

As World War II approached its conclusion (effectively on 14 August but formally not until 2 September), training activities and the strength of Training Command rapidly declined. The end of the war in Europe in May caused the focus of training to shift from the needs of the European Theater to those of the Pacific, particularly courses associated with very heavy bombardment. A lot of this training was for combat returnees who then redeployed. With the cessation of hostilities in the Pacific, most training ceased for those students not planning to remain in the post-war air forces. Before that time, however, the trend in training had gone increasingly toward specialized training on particular types of aircraft. During the last four months of 1945, rapid retrenchment in training occurred, and emphasis shifted to separating people from the Army Air Forces and reorganizing Training Command for its still undetermined peacetime goals.

## ASSIGNED RESOURCES

(As of 31 December 1945)

**PRIMARY INSTALLATIONS:** 34

Alabama - Tuskegee; Arizona - Ajo, Datelan, Gila Bend, Luke, Williams; California - Mather, Minter; Colorado - Buckley, Lowry; Florida - Apalachicola, Boca Raton, Tyndall; Georgia - Moody, Turner; Illinois - Chanute, Scott; Louisiana - Barksdale, Selman; Mississippi - Columbus, Keesler; Nevada - Las Vegas; Oklahoma - Enid; Texas - Amarillo, Bryan, Ellington, Fort Brown, Gainesville, Goodfellow, Harlingen, Midland, Perrin, Randolph, Sheppard

**PERSONNEL ASSIGNED:** 136,134 (26,240 officer, 75,263 enlisted, 34,631 civilians)

**AIRCRAFT ASSIGNED:** 6,169 (A-26, AT-6, AT-7, AT-11, B-17, B-24, B-25, B-26, B-29, C-45, C-46, C-47, C-60, C-64, CG-4, F-7, F-9, L-4, L-5, OA-10, P-38, P-47, P-61, P/RP-63, PT-13, PT-19, R-4, R5/H-5, R-6/H-6, TB-32)

**MAJOR SUBORDINATE UNITS:** 2 training commands:

**Flying**<sup>1</sup>, Randolph Field, Texas

<sup>1</sup> The designation was effective 1 January 1946.

12 flying training wings:

- 27th (Basic), Cochran Field, Georgia
- 30th (Advanced Twin-Engine), Columbus Field, Mississippi
- 32d (Basic), Perrin Field, Texas
- 33d (Advanced Twin-Engine), Blackland Field, Texas
- 34th (Bomb & Specialized 2/4-Engine), San Angelo Field, Texas
- 37th (Advanced Single-Engine), Luke Field, Arizona
- 38th (Bomb & Specialized 2/4-Engine), Kirtland Field, New Mexico
- 75th (Flexible Gunnery), Buckingham Field, Florida
- 76th (Specialized 4-Engine), Smyrna Field, Tennessee
- 77th (Advanced Single-Engine), Foster Field, Texas
- 80th (Navigation and Glider), San Marcos Field, Texas
- 82d (Flexible Gunnery), Las Vegas Field, Nevada

**Technical**, Scott Field, Illinois

7 schools:

- Amarillo Field, Texas
- Boca Raton Field, Florida
- Buckley Field, Colorado
- Chanute Field, Illinois
- Keesler Field, Mississippi
- Lowry Field, Colorado
- Sheppard Field, Texas

## COMMAND LEADERSHIP

On 27 September 1945, Maj Gen James P. Hodges succeeded Lieutenant General Yount as commander. Earlier in the year on 12 May Maj Gen Walter F. Kraus returned to serve for a second time as Chief of Staff, replacing Brigadier General McNaughton. Then on 7 December 1945, Major General Kraus was replaced by Brig Gen James F. Powell.

## ORGANIZATION

*A Single Technical Training Command Established.* In mid-October 1945, Training Command delegated all stations and activities of the Western Technical Training Command to the jurisdiction of the Eastern Technical Training Command, which it redesignated as Technical Training Command. Its headquarters remained at Scott Field, Illinois, where the eastern command had been headquartered. The revised single technical training command retained seven stations: Scott and Chanute Fields in Illinois; Keesler Field, Mississippi; Boca Raton Field, Florida; Lowry and Buckley Fields in Colorado; and Amarillo Field, Texas.

*Flying Training Commands Consolidated.* Also in mid-October, AAF Training Command assigned all people and equipment in Western Flying Training Command to the jurisdiction of its Central Flying Training Command. In December the Central and Eastern Flying Training Commands combined; and effective 1 January 1946, the organization became Flying Training

Command. The AAF Training Command put the Flying Training Command headquarters at Randolph Field, Texas.

***Focus on Demobilization.*** As flying training requirements decreased, AAF Training Command inactivated 10 of its flying training wings during the year. By year's end, the primary functions of the command had become the rapid separation of eligible people from the Army Air Forces and the recruiting of Regular Army enlistees to operate the post-war air forces. Consequently, in early September Training Command set up a demobilization unit in its Personnel Division (A-1) in the headquarters. On 22 October a Recruiting Section was added. Its goal was to create an entirely voluntary force, preferably one consisting of experienced three-year enlistees.

## INSTALLATIONS

***Training Activities Reduced, Facilities Closed.*** With the end of the war in Europe, hundreds of bases faced closure. In AAF Training Command, the base closures and mission reorganizations happened so fast that there was not always time to issue inactivation orders. As a result, it was difficult to tell exactly when all units or bases closed, went into stand-by status, or transferred to other commands. The number of installations declined more rapidly than the number of graduates because it was usually the smaller facilities that inactivated or went into stand-by status. Thus, the number of stations dropped from a high of 457 in July 1943 to 170 by the end of 1944, then 140 the end of May 1945, 113 in September, and 34 by 31 December 1945.



**In June 1945 the San Antonio Aviation Cadet Center inactivated. In its place, the AAF Personnel Distribution Command established the San Antonio District to assist with releasing personnel from service and identifying and placing those retained in the AAF.**

***Pilot Training Base Changes.*** The last of the contract primary pilot schools ended their operations in October, as did the pre-flight schools at Maxwell and Tuskegee. Only Goodfellow Field, Texas, and Tuskegee Field, Alabama, continued to offer primary pilot training. The last class of black pilots graduated from primary training at Tuskegee on 20 November. Goodfellow's final primary class transferred part way through to Randolph Field to finish training. By the end of 1945, only Perrin Field, Texas, and Tuskegee continued to provide basic pilot training. The remaining active advanced single-engine schools were at Luke Field, Arizona; Stewart Field, New York; and Tuskegee. Advanced twin-engine training continued at Enid Field, Oklahoma; Turner Field, Georgia; and Tuskegee. These changes also lead to inactivation of the flying training wings at Craig and Maxwell Fields in Alabama; Douglas Field, Arizona; Minter and Santa Ana Fields in California; Moody Field, Georgia; and the aviation cadet center and Harlingen Field in Texas.

***Technical Training Base Changes.*** Buckley became a sub-post of Lowry Field in November, when its armament school moved back to Lowry. At Sheppard glider training had ended, and the installation turned toward preparing for inactivation of the base sometime in 1946.

## FLYING TRAINING

***Navigator Training Sites Consolidated.*** By May 1945 navigator training for cadets continued at only three stations – Hondo and San Marcos Fields in Texas and Selman Field in Louisiana. After the conclusion of hostilities with Japan, the Army Air Forces chose to consolidate all navigation training at Ellington Field, Texas, where instructor and advanced navigation training had taken place. Training relocated in September; however, the San Marcos school remained in operation until the end of November and the Selman school until early 1946 to provide continuation training. Hondo Field closed in December 1945. Just as the Ellington operation went into action, word came that Ellington Field would close in April 1946. Training Command immediately began preparations to move all navigator training to Mather Field in California.

**Students practice their navigation skills in a Beechcraft AT-11. Training Command also used the Kansan as a bomber and gunnery trainer throughout World War II.**



***Central Instructors School Renamed AAF Instructors School (Central).*** To make room on Randolph Field for B-29 training, the AAF Instructors School (Central) moved all of its assets from Randolph and Brooks Field to Waco, Texas, between 23 February and 5 April. When heavy bomber training ended in August, Training Command made the decision to return the school to Randolph, and that happened in November 1945.



***New Instrument Pilot Instructors School Established.*** In addition to the school at Bryan Field, a new school opened on 4 February at Lubbock Field; however, training had begun on 10 January. It was designated as the AAF Instructors School (Instrument Pilot). The Lubbock location was available because its advanced twin-engine program had ended. Then in November 1945, both the Bryan and Lubbock schools closed, and their personnel and equipment moved to Barksdale Field, Louisiana, to form a single school.

***Combat Returnees as Instructors.*** During this period, a great many of the students and instructors in Training Command were returnees from combat theaters. Whether because of morale problems, lack of preparation, or emotional disorders resulting from combat, the veterans were frequently problem students and poor instructors. In primary pilot training for example, returnees tended to resent treatment and training as cadets, and they were inclined to exhibit tenseness and nervousness while taking off in an aircraft, listening to an engine cut out, or watching a spin. A few returnees made excellent instructors, although some regarded instructing student pilots as more dangerous than some combat assignments.

***Expansion of B-29 Training.*** In most areas of flying training, supply of graduates had exceeded demand. However, that was not the case with heavy bombers. Combat units still needed increasing numbers of crew members for the assault on the home islands of Japan. Consequently, the first half of 1945 was a period of rapid expansion for the B-29 program. Initially, Maxwell Field, Alabama, trained most of the crews; however, in January Roswell Field, New Mexico, began instruction joined by Randolph Field in June.

***Flexible Gunnery Training.*** During the early part of 1945, seven schools provided flexible gunnery training. To make it more realistic, these schools used frangible bullets to fire at specially built Bell RP-63 aircraft that simulated conventional fighter attacks against bombers. The bullets were made in such a way that they splattered into powder when they struck the aircraft. The RP-63s were equipped with radiosonic equipment to cause a wing lamp to flash, showing gunners when they scored. Unfortunately, the number of hits registered by the recording devices was usually disappointingly small, whether because of misses or a failure of the recording mechanisms. Flexible gunnery training ended shortly after the surrender of Japan.

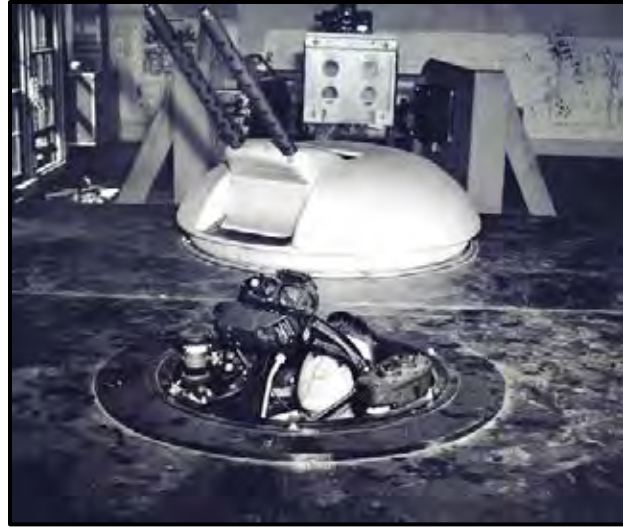


**Flexible gunnery schools used the Bell RP-63 to simulate conventional fighter attacks against bombers.**

The B-29 gunnery training began to include B-24s specially modified by the addition of central fire control turrets to make them more like the B-29. Another device used was the manipulation trainer. It consisted of 12 towers arranged to resemble a formation of planes. The

towers ranged in height from 10 to 40 feet, each equipped with 2 nose, 2 tail, 2 ring sighting, and 4 blister positions. Students in these positions faced simulated attacks from PT-13 and PT-17 aircraft. The students fired camera guns at the attacking fighters.

**Instructors used this elaborate mock-up to show gunnery students how to manipulate the right sight on a B-29. Note the turret directly behind the gunner.**



## TECHNICAL TRAINING

***Aircraft Mechanics Training.*** Among the more important of the many technical training courses offered in 1945 was the primary or basic training provided to potential airplane and engine mechanics. The program consisted of a 76-day course at Keesler or Amarillo Fields. Graduates then took a 36-day course on a particular airplane before they were granted the military specialty for mechanics (specification serial number 747). Amarillo offered specific training on the B-17 and B-29; Keesler provided instruction on the B-24, B-25, B-26, B-32, C-46, and C-47 (terminated early in 1945); and Chanute specialized in the P-47. Amarillo ended its primary course on 10 May 1945 and, instead, offered only a primary course on the B-29. Factory training of aircraft mechanics tapered off beginning in the latter half of 1944 as Training Command focused on using all space it had available on its installations. The last program to end was one taught by the Douglas Aircraft Company in Santa Monica, California. It closed its doors on 15 December 1945.

***Radar and Radio Training.*** All of the officer radar training at Truax Field in Wisconsin and Chanute Field, Illinois, relocated to Boca Raton, so only a single radar school operated in Training Command by the end of the year. Even the radar intelligence school for officers at Langley closed. That material was to become part of the radar observer course also at Boca Raton. To help operate the school, the losing fields supplied personnel, equipment, and supplies. Similar action took place with radar training where schools at Lincoln Field, Nebraska, and Truax Field closed in October and November, respectively. Radio training now was the sole responsibility of Scott Field in Illinois.

## MILITARY TRAINING

***Basic Military Training.*** Only three centers remained open in January 1945 - Amarillo, Sheppard, and Keesler. Buckley Field stopped basic training in December 1944, but it was early 1945 before all of its graduates had follow-on assignments. Training Command estimated it had about 19,000 people in basic training at the beginning of the year as compared to its peak figure of 135,796 in February 1943. By 3 August 1945, the figure had climbed to 42,413 and then decreased to 37,453 in December 1945.

# 1946

Demobilization caused a considerable amount of confusion in the command. Because of the discharge of a large number of qualified people from the Army Air Forces and subsequent budgetary reductions, Air Training Command suffered from a shortage of skilled personnel to provide instruction and maintenance. The number of students flowing into the various schoolhouses was in a constant state of flux. Further complicating the picture was the fact that the majority of trainees were not suited to AAF training. In spite of these difficulties and by years end, Air Training Command had laid a foundation for peacetime training.

## ASSIGNED RESOURCES

(As of 31 December 1946)

**PRIMARY INSTALLATIONS:** 14



**In World War II, the AT-11 Kansan was used as a bomber and gunnery trainer.**

Arizona - Williams; California - Mather; Colorado - Lowry; Florida - Boca Raton; Illinois - Chanute and Scott; Louisiana - Barksdale; Mississippi - Keesler; Oklahoma - Enid; Texas - Goodfellow, Lackland, Randolph, and San Marcos; Washington - Geiger

**PERSONNEL ASSIGNED:** 52,707 (5,780 officers, 34,717 enlisted, 34,631 civilians)

**AIRCRAFT ASSIGNED:** 2,099 (A-26, AT-6, AT-7, AT-11, B-17, B-24, B-25, B-26, B-29, C-45, C-46, C-54, F-51, F-80, L-4, L-5, OA-10, P-47, P-51, P-80, PT-13)

**MAJOR SUBORDINATE UNITS:** 3 divisions:

**FLYING,** Randolph Field, Texas  
Barksdale Field, Louisiana  
Enid Field, Oklahoma  
Goodfellow Field, Texas  
Mather Field, California  
San Marcos Field, Texas  
Williams Field, Arizona

**TECHNICAL,** Scott Field, Illinois  
Boca Raton, Florida  
Chanute Field, Illinois  
Geiger Field, Washington  
Keesler Field, Mississippi  
Lowry Field, Colorado

**INDOCTRINATION,** Lackland Field, Texas

## COMMAND LEADERSHIP

On 13 April 1946, Lt Gen John K. Cannon succeeded Lieutenant General Hodges as Commanding General, AAF Training Command (1 July 1946, Air Training Command). A new chief of staff, Col (later Brig Gen) Isaiah Davis, took office on 7 March. He was replaced on 15 April by Brig Gen Alvin C. Kincaid.

## ORGANIZATION



**By the end of February 1946, Training Command had moved its headquarters from downtown Fort Worth to Barksdale Field. In the forefront is the headquarters building.**

*Training Command Moves Its Headquarters to Louisiana.* At the end of the war, the trend throughout the Army Air Forces was to consolidate activities on bases that would be a part of the post-war air force. Unfortunately for AAF Training Command, its headquarters was located in Fort Worth, Texas, in the Texas and Pacific Railway Building. Although senior leadership wanted the headquarters to remain in Fort Worth, that request was denied. In November 1945 Headquarters, AAF directed Training Command to move its headquarters to Barksdale Field, Louisiana, between 19 and 28 February 1946. Because the round-trip distance between Fort Worth and Barksdale was in excess of 150 miles, regulation forbade the use of government vehicles in the move. Instead, the headquarters used commercial van services at a cost of almost \$23,000. In addition, the headquarters lost the services of 140 civilians, who chose to resign rather than move. However, 310 officers, 411 enlisted personnel, and 239 civilians did transfer to Barksdale.

***AAF Training Command Redesignated as Air Training Command.*** The change was effective on 1 July 1946.

***Divisions Replace Flying and Technical Training Commands.*** Also in mid-1946, Army Air Forces changed its interpretation of the word “command” to mean a major air command. For that reason, on 1 November the Flying Training and Technical Training Commands became the Flying and Technical Training Divisions of Air Training Command. Also established was an Indoctrination Division (the Military Training Center). All three were co-equal in status.

***Central Instructors School Relocated.*** On 13 March 1946, Training Command moved its AAF Pilot Instructors School, previously called the Central Instructors School, from Randolph Field to Barksdale Field, the command’s new headquarters location.

***Instrument School for Pilots.*** The Instructor School (Instrument Pilot) changed from a school for instructors that taught proper use of instruments to a school that trained all pilots in the command in the use of instrument procedures. This change took place on 15 March when Training Command renamed it as the AAF Pilot School (Instrument).

***Air Reserve Officer Training Corps.*** Army Air Forces activated the Air Reserve Officer Training Corps, the forerunner of today’s Air Force Reserve Officer Training Corps, in 1946 and placed it under the supervision of Air Training Command. Then in November control passed to the Air Defense Command.



**May 1946 – San Marcos Field, Texas, returned to active status to operate the helicopter and liaison schools previously on Sheppard Field, Texas.**



## INSTALLATIONS

***Training Command Responsible for Administration of Inactivated Stations.*** The command gained this responsibility in the first half of 1946; however, there was a serious lack of people on staff experienced in handling the disposal of surplus property. At the time, the command had about 30 major stations in inactive status and surplus to need. The Army Air Forces had to take the next step and declare them surplus; finally the War Department declared them surplus and turned them over to the Corps of Engineers. To ensure best use of facilities, Training Command put a policy into place to consolidate training functions and facilities on fewer stations. By July 1946 the number of inactive stations totaled 26.



***Geiger Field, Washington Added to Base Inventory.*** Previously a part of Fourth Air Force, on 9 May 1946, Geiger Field became an AAF Training Command installation. Geiger conducted aviation engineer training. On 14 December 1946, Fort George Wright, Washington, became a sub-station of Geiger Field. The sub-post was one of five locations in Air Training Command that had authority to discharge officers. The others were Williams, Barksdale, Lowry, and Scott.

**Aviation engineer students learn how to drill holes for blasting operations.**

***Perrin and Las Vegas Fields Inactivated.*** As part of the post-war drawdown, Air Training Command inactivated two of its flying training bases, Perrin Field, Texas, on 31 October 1946, and Las Vegas Field, Nevada, on 31 December 1946.

***Tyndall Field Transferred.*** Throughout World War II Tyndall Field, Florida, served this command as a flexible gunnery and flying training base. The AAF transferred the field to the Continental Air Forces on 28 February, to Tactical Air Command on 21 March, and finally to Air University on 15 May 1946.

***Overseas Replacement Depots.*** Headquarters AAF reassigned Strategic Air Command (SAC) facilities at Kearns, Utah, and Greensboro, North Carolina, to Training Command on 30 April 1946. Their function of processing and shipping people did not fit neatly into any part of the training mission. As a result, on 31 July 1946 the Kearns depot became a part of Air Defense Command, as did the Greensboro depot on 15 August 1946.

***AAF Military Training Center.*** The area formerly known as the San Antonio Aviation Cadet Center and then the San Antonio District, AAF Personnel Distribution Command found a new purpose on 1 February 1946 when Headquarters AAF returned the facility to Training Command and named it the AAF Military Training Center. The original intent was to put all basic military training at this one location; however, the move of trainees from Harlingen Field and a

surge in new incoming military personnel overcrowded the area. To deal with a racial situation at Sheppard, in March Training Command moved military training for black personnel to Scott Field, Illinois. However, as of 1 July 1946, basic training only operated at the AAF Military Training Center. On 16 October 1946, HQ Army Air Forces redesignated the center as the Indoctrination Division, one of three major subordinate organizations that reported to Air Training Command.

## FLYING TRAINING

***Trained Personnel Shortages Acute.*** Although command strength did not begin to decline rapidly until the second half of the year when it dropped precipitously, discharges and reductions in force produced an intense shortage of qualified and experienced personnel. The situation was so critical in January 1946 that Training Command approved a seven and a half week moratorium on flying training. Simultaneously, the command placed all but seven of the stations in Flying Training Command in a status of reduced activity so that the few available, qualified personnel could provide training and maintenance where needed. The same kinds of problems also existed in technical training.

***Pilot Production Expanded.*** In June 1946 Headquarters AAF announced the setting of pilot production at 1,400 per year. However, that proved impractical because of shortages of supplies, spare parts, and maintenance personnel. They also had a lack of flyable aircraft. By autumn the production plan had dropped to 825. Even that goal was unattainable. For the year, only 371 pilots graduated.

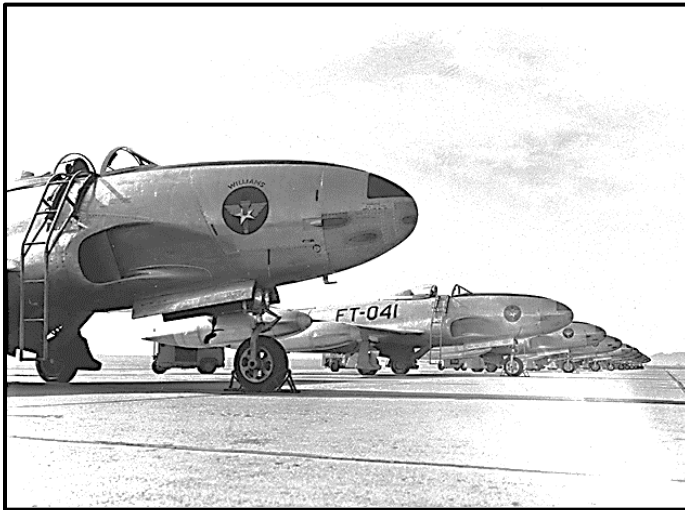
***Peacetime Pilot Training Program.*** The standard pilot training program was set at 52 weeks in three phases, primary, basic, and advanced. Until the end of April 1946. The command also provided preflight training for B-29 flight engineers and a few special priority needs. Shortly thereafter, preflight training ended as a separate program, and its instruction became integrated into the new three-phase program. Under the new course of instruction, all students received common training in the primary and basic phases. Thirty-five percent of the basic graduates went on to advanced single-engine school. Twenty-seven percent entered advanced two-engine school. The newly established four-engine school gained the other 38 percent. Transition training in conventionally powered fighter aircraft like the P-47 and P-51 became a part of the advanced single-engine phase, and those transition schools closed.

**Members of the 1946 Randolph Ramblers football team gather for a team photo.**



***Jet Fighter Pilot Transition Training Begins.*** Air Training Command began P-80 jet pilot transition training on 18 July 1946 at Williams Field in Arizona. Originally, the program was to train 50 student per class, but the acute shortage of instructors (only 50 percent available) and the

limited number of support and maintenance person (only 70 percent on station) and their extreme inexperience resulted in ATC limiting the first class to no more than 26 students. Even with that small requirement, the school had difficulty meeting its goal. Also Williams still had a gunnery school, but at that time it only existed to fulfill research obligations.



**On Williams Field in Arizona, the flight line was lined with a row of F-80 Shooting Stars.**

## TECHNICAL TRAINING

***Training Consolidated Where Possible.*** Like flying training, the command consolidated technical training into a few locations as possible. The major schools remained, but many of the sub-posts either moved to other commands, went into standby status, or inactivated. This left Air Training Command with airplane and engine mechanics at Keesler, with a few of the mechanic

courses at Chanute. A need for a much greater number of cooks caused cooking schools to open at Lowry, Chanute, Keesler, and Scott. All radar training was now consolidated at Boca Raton, and radio training was all at Scott along with cryptography and teletype courses. Lowry moved all of its armament and clerical training back on the base with its photography training program.

Chanute remained the location for weather, ground safety, synthetic trainers and mechanics, and parachute riggers and repairmen. All together the command provided more than 70 training programs, some large and some small.



**Above, a field kitchen at Kelly Field in World War I. Below, a 1946 kitchen at Keesler Field, one of four locations where Air Training Command operated schools for cooks.**

***Technical Training Quotas.*** An unstable student flow created high and low workloads and precluded the possibility of obtaining maximum use of available instructor personnel. Thus, in August 1946, the AAF established a system of mandatory quotas, where major commands were directed to meet, but not exceed, authorized allotments set by Training Command. This compulsory quota system continued until late June 1947, when the determination of training needs returned to the major commands.

***Aircraft and Engine Mechanic Shortages Addressed with Mobile Training Units.*** In early 1946 Air Training Command decided to use mobile training units as a way to address the acute shortage of aircraft and engine mechanics serving its bases. Management of the program moved from Buckley Field, Colorado, to Chanute Field, Illinois, on 1 June. By the end of June, the command had 61 mobile training units scattered across the United States, South America, and the European and Pacific Theaters.

***Weather Training.*** The War Department transferred responsibility for installation and maintenance of weather equipment from the Signal Corps to the Army Air Forces, which, in turn, assigned that training responsibility to Air Training Command. However, a shortage of instructors and training equipment prevented the command from adding any new courses until 1948.



**Rows of link trainers fill this classroom at Chanute Field, Illinois. Air Training Command used this trainers to teach operator and maintenance technicians.**

**Polar Mobile Training Units.** The fact that air routes across the polar regions were the shortest distance between many parts of Asia, Europe, and the United States served as the mainspring of the AAF's post-war plans. The command had to train two specialized arctic teams by 1 September 1946. Once trained, the teams' mission was to indoctrinate AAF units and individuals destined for polar assignments in personal survival and in the care and use of equipment in cold weather climates.



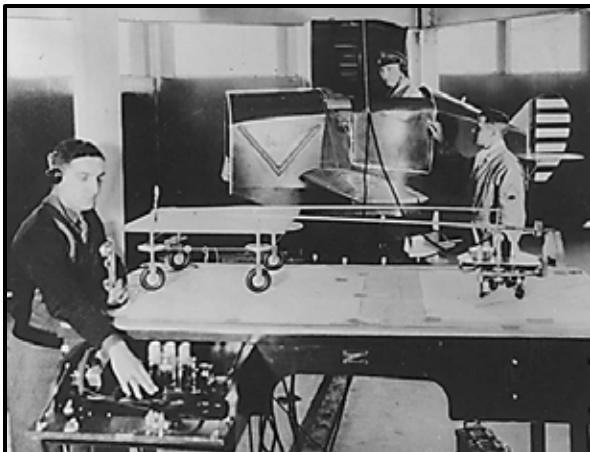
**In World War II, Buckley Field, Colorado, provided the AAF with arctic survival training. Shown is the interior of one of the tents where students lived while in the field.**

## MILITARY TRAINING

**Basic Military Training.** Throughout the year, basic training consisted of six weeks instruction for all recruits. Those not selected for technical training received an additional two weeks of continuation training. After 1 July 1946, all basic training took place in San Antonio, at what later became known as Lackland Air Force Base.

**Squadron Size, Instructor Shortages, and Shipping Issues.** Air Training Command made efforts to reduce squadron size to 200 to improve quality of training, the Indoctrination Division convinced the command that 400 was a more realistic number given facility and instructor availability. The division did agree to increase the amount of dormitory space allowed each student from 72 to 80 square feet. The thinking was that as entry numbers fluctuated, squadrons could adjust the space allotted each trainee. Finally, Indoctrination Division eliminated its shipping squadrons and made its training squadrons responsible for timely transfer of graduates to technical training.

## MISCELLANEOUS



**Future Air Force Gen Bernard Schriever (left) practices simulated flight control in a Link trainer at Randolph Field in 1932. Lieutenant Schriever earned his wings and a commission in the Army Air Forces in June 1933 at Kelly Field. Later, he helped pioneer the development of intercontinental ballistic missiles. A link trainer, like the one pictured, is still on display in Building 781 (also known as the Ollie Crawford building) on Randolph.**



# 1947

The Army Air Forces set a post-war goal of building its strength to 70 groups; however, Congress balked at funding the ambitious undertaking. Instead, the AAF downscaled its plans, settling on 55 groups to be organized and personnel assigned by 1 January 1948. Before this could happen, Congress passed the National Security Act of 1947, and soon there was a new service, the United States Air Force, equal to the Army and Navy. Air Training Command expanded its pilot training program to produce 3,000 pilots per year and integrated primary and basic training to meet the Air Force's ever increasing demand for pilots capable of flying heavier and faster aircraft. By 31 December 1947, the Chief of Staff of the Air Force, Gen Carl Spaatz, had the 55 groups, but they came at a heavy cost in terms of loss of personnel in many of the major commands and intense pressure on Air Training Command and its training capacity.

## ASSIGNED RESOURCES

(As of 31 December 1947)

**PRIMARY INSTALLATIONS:** 13

Arizona - Williams; California - Mather; Colorado - Lowry; Illinois - Chanute and Scott; Louisiana - Barksdale; Mississippi - Keesler; Nevada - Las Vegas; Texas - Goodfellow, Lackland, Randolph, San Marcos; Wyoming - Fort Francis E. Warren

**PERSONNEL ASSIGNED:** 49,321 (4,969 officers, 199 warrant officers; 35,476 enlisted, 8,677 civilians)

**AIRCRAFT ASSIGNED:** 1,707 (A-26, AT/T-6, B-17, B-24, B-25, B-29, C-45, C-46, C-47, C-54, C-82, F-2, F-10, L-4, L-5, PT-13; P-51, P-80, R-5, R-6)

**MAJOR SUBORDINATE UNITS:** 3 divisions:

### FLYING

Randolph Field, Texas  
Barksdale Field, Louisiana  
Goodfellow Field, Texas  
Las Vegas Field, Nevada  
Mather Field, California  
San Marcos Field, Texas  
Williams Field, Arizona

### TECHNICAL

Scott Field, Illinois  
Chanute Field, Illinois  
Fort Francis E. Warren, Wyoming  
Keesler Field, Mississippi  
Lowry Field, Colorado

**INDOCTRINATION,** Lackland Field, Texas

## COMMAND LEADERSHIP

Lieutenant General John K. Cannon continued to serve as Commanding General, Air Training Command. Brigadier General Alvin C. Kincaid remained chief of staff.

## ORGANIZATION

***Command Mission Broadened.*** Besides its overall mission of providing individual and unit training for officer and enlisted personnel in various flying and technical specialties, the AAF also assigned Training Command responsibility for planning, reviewing, revising, and establishing qualitative requirements for AAF training material. This included liaising on training material matters, conducting service tests and evaluations of training material, establishing priorities among training material projects, and disseminating training material information to interested AAF agencies. To provide oversight of these new responsibilities, a Training Aids Branch went into operation in Training Command headquarters on 5 June 1947.

***Internal Base Structure Reorganization Planned.*** Plans existed to reorganize internal base structure service-wide. The idea was to replace the base unit organization with a base-wing structure. A wing headquarters would include three subordinate groups, airdrome, training, and maintenance. However, in August 1947 the Air Force deferred this reorganization until 1948.

## INSTALLATIONS

***Goodfellow Field, Texas.*** Since August 1940, flying training was the primary mission at Goodfellow; however, that came to an end on 1 May 1947, when Air Training Command inactivated the base. It turned out the closure was short-lived when in June 1947 the Air Force published a new statement of training requirements. Beginning in August, pilot output was to increase from 825 per year to 3,000 per year. For ATC, the first step in this expansion was the activation of another pilot training base. Effective 1 December 1947, Goodfellow Field returned to active status. Basic pilot training resumed in March 1948.

**Students from Goodfellow Class 42-F are wearing the new olive drab Aviation Cadet uniform recently approved by the Army Air Forces. It was similar to that worn by AAF officers.**



***Enid Field, Oklahoma.*** From its activation on 20 September 1941, Enid had operated a flying training program. Air Training Command inactivated the base on 31 January 1947 after moving Enid's advanced two-engine pilot training school to Barksdale. Part of the reason for the closure of the base was an acute shortage of maintenance personnel, old aircraft, and a major loss of experienced instructors late in the year.

***Geiger Field, Washington and Fort Francis E. Warren, Wyoming.*** For some time city officials in Spokane, Washington, had tried to acquire joint use of facilities at Geiger Field. Air Training Command used Geiger as its Aviation Engineer Training Center, and the Air Force was opposed to sharing facilities with civilian authorities. Instead, Headquarters USAF directed ATC to transfer its training mission from Geiger Field to Fort Francis E. Warren in Wyoming. Training stopped at Geiger Field on 15 May 1947, and ATC assumed jurisdiction of Fort Francis E. Warren on 1 June. Within a matter of weeks, 3,346 military personnel and 4,000 tons of equipment had relocated. Training began at the Wyoming fort on 7 July. Geiger Field transferred to Strategic Air Command as of 15 September. Also in connection with the disposal of Geiger Field, ATC transferred a Geiger sub-post, Fort George E. Wright, to Strategic Air Command on 16 July.

***Las Vegas Field, Nevada.*** Early in the year ATC started work on bringing Las Vegas Field back to active status for the purpose of taking over aircraft observer and bombardment training programs at Mather Field in California. The field activated on 30 August 1947 as a sub-post of Mather.

***Boca Raton Field, Florida.*** As a cost-cutting measure in early 1947, Army Air Forces made plans to dispose of Boca Raton Field, the AAF's only radar school. Radar training would move to Keesler in November. However, on 18 September a hurricane caused major damage to the base and the radar school. Keesler officials airlifted people to Boca Raton to assist with salvage, packaging, and shipping equipment. Before the move could be completed, on 12 October a second hurricane slammed into the base, again dumping torrential rains. By the time that storm had moved on, Boca Raton was totally uninhabitable. Whatever could be salvaged went to Keesler. Most of it was water logged or needed extensive repair. As a result, the radar school did not open at its new location until early 1948.

**With buildings destroyed and sewer and drainage systems out of commission, medical authorities condemned Boca Raton Field. Air Training Command transferred the base to the Army Corps of Engineers on 1 March 1948.**



## FLYING TRAINING

***Flight Engineer Training.*** Part of this Mather-based program transferred to Strategic Air Command in early 1947. It had been an expensive program from ATC's perspective, in terms of operating expenses. Because the course used B-29s, ATC believed SAC should take over the program. Finally, ATC agreed to keep the ground training, while SAC provided flight instruction. A student would not receive his flight engineer rating until he had successfully completed flying training in SAC. The new training program went into effect in February 1947, and within several months ATC transferred the B-29s to SAC.

***Liaison-Type Aircraft Training.*** Air Training Command learned in late 1947 that the Army was discontinuing its liaison-type airplane and engine mechanic training program at Fort

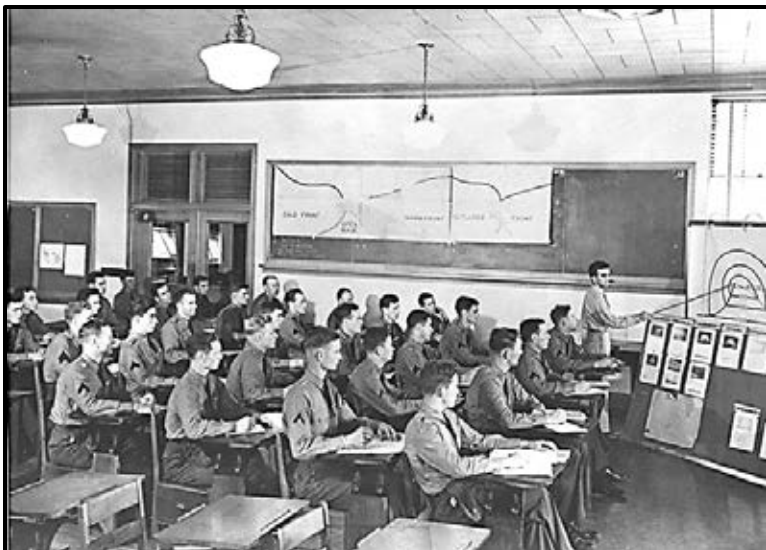
Sill, Oklahoma. In the future, this training would be provided by ATC for Army soldiers. Keesler Field became host of the new training program, which began in early 1948. Also relocated were L-4 and L-5 aircraft.

**Jet Fighter Training.** In 1946 Air Training Command began its first jet fighter transition course at Williams Field in Arizona. However, by early 1947 the Army Air Forces had sped up its conversion to jet aircraft. The only way training needs could be met was by limiting course quotas to commands already using jet aircraft. Also, the training program was handicapped by the fact that no dual jet aircraft existed. Putting untrained jet pilots into a single-seat fighter endangered personnel and expensive equipment. Air Training Command decided to use a newly developed Captivair training device. It was installed at Williams Field in early 1947.

**This F-80 Captivair synthetic trainer at Williams helped students develop muscular and mental coordination. (Note, in June 1947 the P for Pursuit changed to F for Fighter.)**



**Basic Flying Training.** In September the primary and basic flying training courses were combined into a single eight-month basic course, with two phases. All flying was done in the T-6. (The earlier course had used the PT-13 for the primary phase and the AT-6 for the advanced.) In addition, the new course had added a two-week preflight segment.



**Aviation Cadets receive weather training. This class was held in the basement of the Academic Building on Randolph Field (known today as Building 900, Headquarters, Air Education and Training Command).**

***Fighter Gunnery Training.*** Partially discontinued at Williams Field in September 1946, fighter gunnery training was reestablished there in early 1947. The new program studied the use of fighter gunnery, bombing, and rocketry equipment. Students flew P-51s, P-47s, and, beginning at mid-year, P-80s.

***Prototype Dehmel Z-1.*** Beginning in 1947, ATC used this trainer at Barksdale AFB. It had an automatic radio range that recorded the solution to instrument flying problems on cardboard discs. The Dehmel Z-1 operated electronically, which meant instrument readings were more accurate. According to Barksdale officials, the Z-1 was more like a real aircraft than any other synthetic flying training device in use in Air Training Command.

## TECHNICAL TRAINING

***Cutbacks in Technical Training.*** In March 1947 budgetary cuts caused a major reduction in force of graded civilian employees. Technical Division had no choice but to fill empty civilian instructor slots with military personnel. That left the schools with a high percentage of instructors with little if any teaching experience and, in some cases, very limited knowledge of course material. In fact, many of these new instructors had just graduated from the courses they were now expected to teach. Besides these issues, there was also a morale problem. In general, military instructors were offered poor housing and given few opportunities for promotion. There was also a definite lack of distinction between students and instructors in performance of routine organizational duties. Not only were there attitude problems within the instructor ranks, but these problems also spilled over into the student ranks, and that resulted in high elimination rates. While the command attempted to remedy the situation, little success was noted in 1947.



**Airplane and engine mechanic jet propulsion generalized training began at Chanute. In this photo, students change an engine in an F-80-type plane.**

***Generalized Technical Training.*** Air Training Command began a general system of instruction in several courses during the second half of 1947. The idea behind generalized training had come with the realization that the Air Force was extremely reluctant to assign heavy bombardment aircraft to ATC for ground training, yet the command was still required to train crew and support personnel. Trainers felt the only way adequate instruction could be provided was by



the use of mobile training teams that would take the training to the unit. However, the command did not have the instructors to provide that training. In fact, budget cuts had left Air Training Command with an instructor force with very limited teaching experience. The only way ATC officials thought training needs could be met was by establishing generalized training. Instead of needing the latest in equipment (as was the case in specialized instruction), generalized training only needed generic equipment. More specialized training would be provided on the job. Airplane and engine mechanic, jet propulsion was one of the first generalized courses offered. It opened at Chanute on 17 September 1947. By mid-1948 this course made up almost 50 percent of Chanute's student load.

**Aviation Career Plan.** In July 1947 in an effort to increase voluntary enlistments from high school graduates and improve the caliber of personnel chosen for various types of technical training, the Air Force established the Aviation Career Plan. Under this program, selected high school graduates had the opportunity to apply and qualify for their preferred technical training program prior to enlistment.

**Radio Operator Training.** Air Training Command ended radio operator mechanic training in October 1947. The course first began at Chanute in the 1930s and then moved to Scott in 1940, where it expanded during the war to fill about 46 wings of the large school buildings on base. It was from this course that many specialized radio and communications courses evolved.

**Training Aids.** During World War II, a separate field division had existed in New York City for the purpose of developing and manufacturing all types of training aids. The program died at the end of the war, leaving training aids with no roadmap for the future. This lack of direction

resulted in duplication of effort between agencies and no clear policy for meeting newly-assigned training requirements. By the end of 1946, Headquarters AAF had decided to assign Air Training Command responsibility for training aids. This was just one of several taskings added ATC's mission statement.



**Given the shortage of aircraft and other equipment to use in school, Training Command depended heavily on training aids like the B-24 hydraulics system shown here.**

**Radio Operator Training.** Air Training command ended radio operator mechanic training in October 1947. The course first began at Chanute in the 1930s and then moved to Scott in 1940, where it expanded during the war to fill about 46 wings of the large school buildings on base. It was from this course that many specialized radio and communications courses evolved.

**Military Police Training.** In February Air Training Command discontinued its military police training program at Keesler. All military police training then was consolidated with the

Army program and given at the Provost Marshal General's School located on Carlisle Barracks in Pennsylvania.

**Intelligence Training.** Teachers, lawyers, and investigators made up the greatest percentage of personnel trained as intelligence officers during World War II. By mid-1946 most of these people had left the service, returning to their civilian occupations. The AAF was left with an intelligence organization where almost 75 percent of the personnel had been trained on the job. Only 25 percent had any formal training in intelligence. As a result, the AAF directed Air Training Command and Air University to establish formal courses. The ATC courses were to focus on basic training in intelligence techniques needed for combat reporting, photographic intelligence,



prisoner of war interrogation, and briefing and interrogation of combat crews. Keesler was selected as the site for this training. The first (and only) courses began at Keesler in June. Then the announced move of the Boca Raton radar school to Keesler resulted in intelligence training moving in July to Lowry Field in Colorado.

**A signals intelligence training bench provides this student an opportunity for some hands-on instruction.**

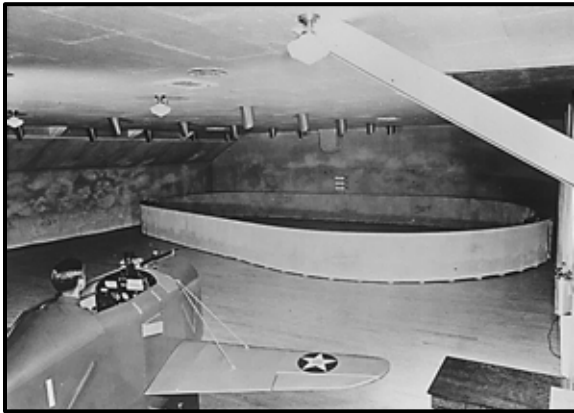
## MILITARY TRAINING

**Improvements in Basic Military Training.** The year began with an 8-week training program. Shortly thereafter basic military training grew to 12 weeks and then finally stabilized at 13 weeks by the end of the year. The Indoctrination Division on Lackland Field, Texas, put greater emphasis on the importance of the trainee and improving the treatment of the trainee. Beginning in December, the division implemented a 10-day leave program for trainees where graduates could take leave on their way to their new duty station. To increase interest in attending technical school, each of the technical training bases sent representatives to basic military training to provide indoctrination courses from the various specialties offered throughout the command.

## MISCELLANEOUS

**Contractual Training.** In this period of demobilization, Air Force officials were concerned that the drawdown would damage the civilian aircraft industry to the point where these companies would be unable to provide fast assistance to the military in event of a national emergency. According to the Air Force, the best way to maintain a healthy aircraft industry was by supporting

it through purchase of new military aircraft and by taking part in joint research and development programs. However, the limited defense budget made this impossible. The next best alternative was to put Air Force training dollars into civilian industry. Air Force officials directed Air Training Command to study the feasibility of contracting all or part of formal technical and flying training to manufacturers of Air Force equipment and operators of civil flying and technical schools. The study found no monetary savings in such an approach, although it could release some military personnel to tactical units if contractors provided the training. Instead, Air Training Command recommended that flying and technical training remain in-house. The same number of military personnel could be released by increasing the number of civilian authorizations allowed to support training efforts. The Air Force adopted that suggestion.



**Air Training Command used several trainers in the gunnery phase of pilot training. In this photo, an Aviation Cadet fires a BB machine gun from a link trainer-type cockpit to simulate the ideal curve of pursuit in firing at moving targets.**



**An instructor with a mobile training unit explains P-51 maintenance procedures to ground crew specialists.**

**Enlisted personnel at Randolph Field, Texas, received hands-on training using the C-8 synthetic trainer.**



# 1948

In 1948 Air Training Command began rebuilding its training complex. The command was still reeling from the heavy losses it sustained in its instructor force in 1947. Then the personnel withdrawals made in support of the Berlin Airlift and the expansion of Strategic Air Command combined to handicap even more of the training bases just at the time the Air Force increased pilot production requirements. Plans called for ATC to add five flying stations; and as of the end of the year, the command had activated four: Perrin Air Force Base, Texas; Enid AFB, Oklahoma; Waco AFB, Texas; and Las Vegas AFB, Nevada. In a 17 September letter to the field, Headquarters USAF directed all of its commands to release many highly experienced personnel in support of the Berlin Airlift. Officials in Air Training Command were so concerned about the loss of personnel and the effect on mission accomplishment that a return letter went to Washington asking which of the new flying training bases, Waco or Enid, should be written off – apparently neither one as ATC activated both on 15 October 1948. However, those two bases initially operated with an extremely limited number of assigned personnel.

## ASSIGNED RESOURCES

(As of 31 December 1948)

**PRIMARY INSTALLATIONS:** 17

Arizona– Williams; California– Mather; Colorado– Lowry; Illinois – Chanute, Scott; Louisiana– Barksdale; Mississippi– Keesler; Nevada – Las Vegas; Oklahoma – Enid; Texas– Goodfellow, Lackland, Perrin, Randolph, San Marcos, Sheppard, Waco; Wyoming – Fort Francis E. Warren

**PERSONNEL ASSIGNED:** 71,075 (6,316 officers, 231 warrant officers; 46,707 enlisted, 17,821 civilians)



**AIRCRAFT ASSIGNED:** 1,830 (AT/-T-6, B/TB-26, B-17, B/RB/TB-25, B-29, C/RC-45, C-47, C-54, C-82, F-51, F-80, H-5, H-6, H-13, L-4, L-5, L-16)

**Pilots trained to fly the T-6 at Perrin AFB, Texas, from 1948 until 1951 when the B-26 arrived.**

**MAJOR SUBORDINATE UNITS:** 3 divisions

**FLYING,** Randolph AFB TX:

1 bombardment training wing:  
3535th, Mather AFB CA

9 pilot training wings:  
3500th (Advanced Multi-Engine),  
Barksdale AFB LA

3510th (Basic), Randolph AFB TX  
3525th (Advanced Single-Engine),

Williams AFB AZ

3545th (Basic), Goodfellow AFB TX

3555th (Basic), Perrin AFB TX

3565th (Basic), Waco AFB TX

3575th (Advanced Multi-Engine), Enid AFB OK

3585th (Liaison-Helicopter), San Marcos AFB TX

3595th (Advanced Single-Engine), Las Vegas AFB NV



**H-5 students at San Marcos practice using a hoist.**



**Technical,** Scott AFB IL

5 technical training wings:

3310th, Scott AFB IL

3345th, Chanute AFB IL

3380th, Keesler AFB MS

3415th, Lowry AFB CO

3450th, Fort Francis E. Warren AFB WY

**May 1948 – Aviation engineer students at Fort Francis E. Warren, Wyoming, build a bridge leading to one of the approaches to the airfield. (Photo courtesy of the Denver Post)**

**Indoctrination,** Lackland AFB TX

2 Air Force indoctrination wings:

3700th, Lackland AFB TX

3750th, Sheppard AFB TX

**June 1948 graduation ceremony at the Officer Candidate School on Lackland AFB.**





## COMMAND LEADERSHIP

On 14 October 1948, Lt Gen Robert W. Harper succeeded Lt Gen John K. Cannon as the ATC commander. General Harper previously was the Air University commander. General Cannon went to Ramstein Air Base, Germany, as Commanding General, United States Air Forces in Europe. On 16 November Maj Gen Robert W. Burns became Air Training Command's first vice commander.

## ORGANIZATION

*Headquarters A-Staff Replaced by Deputy Chiefs of Staff.* In November 1948 Air Training Command replaced its A-Staff (A-1 Personnel, A-2 Intelligence, A-3 Operations, A-4 Materiel, and A-5 Plans) with Deputy Chiefs of Staff for Personnel, Intelligence, Operations, Materiel, and Plans. In addition the Staff Comptroller became a deputy chief of staff.



A mobile training unit instructor explains how the C-54 automatic pilot system works.

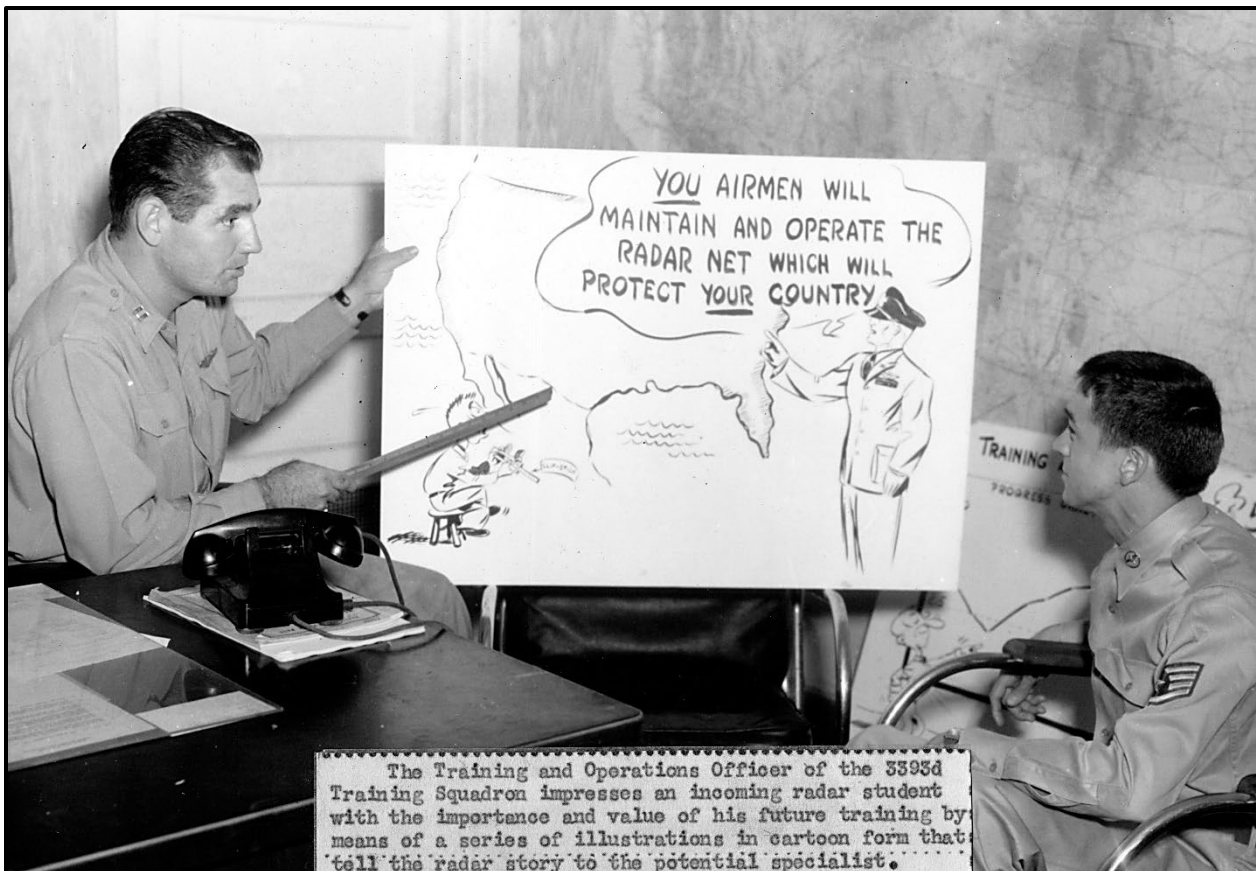
## INSTALLATIONS

*Enid AFB, Oklahoma.* Just 19 months after Air Training Command closed Enid Field, the base returned to active status on 1 August 1948. Enid became the command's second advanced multi-engine pilot training base. The other was at Barksdale Field in Louisiana. Withdrawal of personnel in support of the Berlin Airlift almost caused the closure of Enid before it could put its training program into effect. Training began on 15 October under the direction of the 3575th Pilot Training Wing (Advanced Multi-Engine), organized on 28 August 1948. To provide personnel to run the school, Air Training Command took individuals from its other bases. One of the hardest hit was Randolph Field, and for a short period of time, officials there claimed they were being "bled to death" to keep Enid open.

**Las Vegas AFB, Nevada.** To provide advanced training of fighter pilots, ATC returned Las Vegas AFB to active status on 1 April 1948 and established the 3595th Pilot Training Wing (Advanced Single-Engine) on 22 December. However, training did not begin at Las Vegas until 1 March 1949 due to personnel shortages caused by the need to supply Airmen to support the Berlin Airlift.

**Perrin AFB, Texas.** On 1 April 1948, Air Training Command again activated Perrin to operate as a basic pilot training school. A shortage of funds forced ATC to open the base with only a caretaker group on hand. According to HQ USAF, there was not any funding available to open the base so ATC had to scrap a few dollars together. When some money finally came in, General Cannon was told by the Air Force comptroller, "we had to take it out of coal money on the chance that we will be able to keep from freezing to death next winter by getting some more money later for coal." Three months later, on 1 July, training began. Then on 28 August, following the inactivation of the base unit, ATC activated the 3555th Pilot Training Wing (Basic) at Perrin.

**Sheppard AFB, Texas.** To handle the overflow of recruits coming into Lackland, Air Training Command needed another basic military training site. Sheppard was selected; and on 1 August 1948, ATC activated this former World War II provider of trained airplane and engine mechanics. By the end of the year, the number of incoming recruits had dropped, and it looked as though ATC no longer needed a second location for basic military training. Even without basic military training, a mission change was to take place in 1949 that ensured the continued operation of this north Texas installation.



**Waco AFB, Texas.** On 1 August 1948, almost two and one-half years after its inactivation, Waco Air Force Base reopened. Four weeks later on 28 August Air Training Command discontinued Waco's base unit and established the 3565th Pilot Training Wing (Basic). Basic pilot training began on 25 October.

## CHANGES IN MAJOR SUBORDINATE UNITS

**3525th Pilot Training Wing, Williams AFB, Arizona.** Since its activation in June 1941, Williams had conducted flying training. Air Training Command discontinued the base unit on 28 August 1948 and replaced it with the newly established the 3525th Pilot Training Wing (Advanced Single-Engine) at the same location.

**3535th Bombardment Training Wing, Mather AFB, California.** Also on 28 August 1948, Air Training Command activated the 3535th Bombardment Training Wing at Mather. The wing oversaw navigation and flying training operations. Mather was originally assigned to this command from January 1942 to October 1944 when it became a part of Air Transport Command. It returned to Training Command control on 20 December 1945.

**3585th Pilot Training Wing, San Marcos AFB, Texas.** Air Training Command activated the 3585th Pilot Training Wing (Liaison-Helicopter) at San Marcos on 25 August 1948. The wing remained in operation until early 1949, when it was inactivated. However, its 3585th Pilot Training Group transferred to Waco in March 1949, when helicopter training moved from San Marcos to Waco.

## FLYING TRAINING

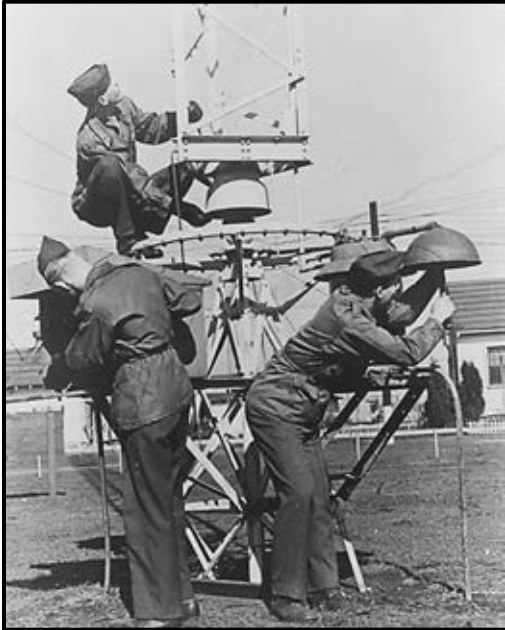
**Flying Training Expansion.** At the beginning of the year, Randolph AFB was the only installation in Air Training Command that provided basic flying training. With the Air Force-directed increase in pilot production (3,000 pilots by 1950), ATC needed additional schools. First, Air Training Command added a school at Goodfellow AFB, Texas, in December 1947. Goodfellow began training pilots on 1 March 1948. Two other Texas stations, Perrin and Waco, also opened in 1948 and began pilot training. Air Training Command had intended to put a fourth school into operation, but because of cost and personnel considerations, officials decided to revise the training program. Basic went from eight to six months by shifting some course material to the advanced phase, and advanced went from four to six months. This revised plan— six months of basic flying training and six months of advanced schooling— went into effect in early 1949.

**Advanced Multi-Engine Training.** Early in 1948 Air Training Command discontinued four-engine training, using the B-17. At the same time, ATC renamed twin-engine pilot training as multi-engine training. The command had only one installation providing multi-engine training, Barksdale AFB, Louisiana, until October 1948, when Enid AFB, Oklahoma, began accepting students. The schools used B-25s and B-50s.

**Fighter Gunnery School.** At Williams the Flying Division discontinued its fighter gunnery school on 1 June 1948. Student training had ended in 1947, and all that remained were the school's research functions.

## TECHNICAL TRAINING

**Technical Training Production.** In October 1948 Headquarters USAF directed Air Training Command to increase its rate of production to meet requirements of a 70-group (previously 55-group) Air Force, with no increase in personnel or installations. However, an austere funding projection seemed likely to limit growth in 1949.



**Technical School Attendance vs Direct Duty.** Approximately 44 percent of all basic military training graduates went to a technical training school before reporting to a first duty station. The other 56 percent went directly from basic military training to their first assignment.

**Communications students at the 3310th Technical Training Wing, Scott AFB, Illinois, set up a radio range station antenna.**

## MILITARY TRAINING

**Aviation Career Plan.** A year after its establishment, the aviation career plan caused some major headaches for officials at Lackland AFB. An unrestricted number of high school graduates entered the Air Force in August 1948, and they soon overloaded Lackland's training capacity. Additional housing had to be found—some at nearby Kelly and Brooks Air Force Bases. As a last resort, Lackland officials ordered tents erected between barracks to house about 3,000 basic trainees. This was just a stopgap measure until Air Training Command could open Sheppard and move new recruits to that base for basic training. By the fall, the number of high school graduates coming into the Air Force had leveled off, giving recruiting officials time to correct the system before the next year's high school graduation.

**Coeducation Introduced into Basic Military Training.** In 1948 the Indoctrination Division at Lackland introduced coeducation into basic military training, Officer Candidate School, and the Central Instructor School. The division acquired separate housing for Women in the Air Force (WAF) on Kelly AFB, adjacent to Lackland. The 3700th WAF Training Group and its three squadrons, the 3741st, 3742d, and 3743d, managed the 11-week basic military training program for the WAF. Basic military training for the WAF was two weeks shorter than for men because the women did not take part in weapons training, marksmanship, bivouacs, aquatic survival, or field marches. In January 1949 the Officer Candidate School began admitting women to its previous male-only classes.

# 1949

The last half of 1949 was an exercise in austerity. President Harry S. Truman decided that the country could only afford a 48-group Air Force; however, the Air Force had already activated 59 groups. Now the Service had to shift quickly from expansion to contraction. Congress failed to pass the fiscal year 1950 military appropriations bill until December. With only a minimum of operating funds available, the Secretary of Defense directed major spending cuts throughout the Department of Defense. The Air Force cut 25,000 civilian authorizations; Air Training Command lost 1,562. These were positions that could not be filled by military personnel. In addition, Air Training Command cut flying hours, separated large numbers of reserve officers, and converted some rated officers to non-rated status. Even with the abolishment of the three divisional headquarters – Flying, Technical, and Indoctrination, ATC operations remained crippled by a lack of funding.

## ASSIGNED RESOURCES

(As of 31 December 1949)

**PRIMARY INSTALLATIONS:** 17

Arizona - Williams; California - Mather; Colorado - Lowry; Illinois - Chanute and Scott; Mississippi - Keesler; Nevada – Las Vegas; Oklahoma – Vance; Texas – Connally, Ellington, Goodfellow, Lackland, Perrin, Randolph, Reese, Sheppard; Wyoming –Francis E. Warren

**PERSONNEL ASSIGNED:** 70,762 (7,867 officers, 345 warrant officers; 49,840 enlisted, 12,710 civilians)

**AIRCRAFT ASSIGNED:** 2,132 (AT-6, B-17, B/RB-25, B-26, B-50, C-45, C/TC-47, C-54, F/TF-51, F-80, H-5, H-13, L-5, L-13, L-16, T-33)



Air Training Command first acquired the T-33 Shooting Star in June 1949 for advanced single-engine training. The wing at Williams AFB, Arizona, was the first to fly the new aircraft.



## MAJOR SUBORDINATE UNITS

8 pilot training wings:

- 3500th (Advanced Multi-Engine), Barksdale AFB LA
- 3510th (Basic), Randolph AFB TX
- 3525th (Advanced Single-Engine), Williams AFB AZ
- 3545th (Basic), Goodfellow AFB TX
- 3555th (Basic), Perrin AFB TX
- 3565th (Basic), Connally AFB TX
- 3575th (Advanced Multi-Engine), Vance AFB OK
- 3595th (Advanced Single-Engine), Las Vegas AFB NV

1 bombardment training wing: 3535th, Mather AFB CA

1 navigator training wing: 3605th, Ellington AFB TX

6 technical training wings:

- 3310th, Scott AFB IL
- 3345th, Chanute AFB IL
- 3380th, Keesler AFB MS
- 3415th, Lowry AFB CO
- 3450th, Fort Francis E. Warren AFB WY
- 3750th, Sheppard AFB TX

1 indoctrination wing: 3700th, Lackland AFB TX

1 training aids wing: 3499th, Chanute AFB IL



For years bases in Air Training Command reported an acute shortage of family housing, a major factor affecting morale. Congress passed the Wherry Housing Act on 8 August 1949 to encourage private contractors to build family housing for the Services. Above is a triple duplex unit built at Craig AFB, Alabama, and to the left is a section of family officer quarters on Lowry AFB, Colorado.

## COMMAND LEADERSHIP

General Harper remained the Commander of Air Training Command, and Major General Burns continued to serve as the vice commander.



**Completed in March 1940, Scott AFB Building P-3 was originally designed to be Headquarters, General Headquarters Air Force (GHQ Air Force). Air Training Command moved its headquarters into the building on 17 October 1949. On July 1951, ATC renamed the building Yount Hall in honor of Lt Gen Barton K. Yount, the first Commanding General of Army Air Forces Training Command.**

## **ORGANIZATION**

*Command Headquarters Moved to Scott AFB in Illinois.* In early 1949, Secretary of Defense Louis Johnson initiated a series of economic measures throughout the armed forces. His purpose was to effect greater use of the assets assigned to all Services. As a result of these actions, a number of bases transferred between major commands, schools moved, and other bases closed. In addition, the Defense Department reduced civilian and military personnel requirements needed to operate a base and ordered abolishment of subordinate headquarters. Because of these DOD-directed initiatives, the Air Force reassigned Barksdale AFB, Louisiana, to Strategic Air Command (SAC) effective 30 September 1949. The base had long runways better suited to bomber traffic than training. Originally, USAF officials had intended to leave ATC headquarters at Barksdale as a tenant, but planners later recommended moving it to Randolph, where the Flying Division was based. Before that move could take place, Headquarters USAF decided to put Headquarters ATC at Scott AFB in Illinois, effective 17 October 1949.

*Flying, Technical, and Indoctrination Divisions Abolished.* The new ATC headquarters at Scott AFB, Illinois, was considerably bigger, because it absorbed the functions of its previous three subordinate headquarters, Flying, Technical, and Indoctrination Divisions. Air Training

Command abolished the Indoctrination Division on 1 November and discontinued the other two on 14 November. In their place, the headquarters added a Deputy Commanding General for Flying Training and a Deputy Commanding General for Technical Training (included basic military training).<sup>1</sup>

**Wing-Base Organization.** Air Training Command completed implementation of a USAF directive to organize installations by "wing-base" in April 1949. Under this new organization, the wing commander controlled the base and the operating units on that base. General organization of the wing included four groups: air base, tactical, maintenance and supply, and medical. In Air Training Command, a training group replaced the tactical group. This new plan made organizations uniform throughout the Air Force.



**The first jet aerial demonstration team in the Air Force formed at Williams AFB, Arizona, in 1948. Known as the Acrojets, the team performed at air shows and races beginning in 1949, flying the Lockheed F-80 Shooting Star. Flight instructors made up the initial 4-man team. Their duties included fighter pilot training first and aerobatic shows second.**

## INSTALLATIONS

**Connally AFB, Texas.** Headquarters USAF changed the Waco AFB designation to Connally on 10 June 1949 to honor a Waco resident, Col James T. Connally, killed on a bombing mission over Yokohama in 1945. On 8 January 1951, Air Training Command again changed the base designation - this time to James Connally AFB.

**Ellington AFB, Texas.** Ellington was first activated in World War I to provide bombing instruction. It again opened on 17 August 1940 as a bombardment school, but because of poor weather conditions, that training was discontinued in January 1942. Instead, beginning in September 1941, Ellington became a preflight school for navigators and bombardiers. That operation continued until 15 April 1946 when Army Air Forces Training Command inactivated the base. Three years later on 31 March 1949, Air Training Command activated Ellington AFB for the purpose of conducting navigation training. Also in 1949, ATC established the 3605th Navigation Training Wing at this Houston, Texas, base. The first class entered training on 8 August 1949. Three months later, aviation cadets and nonrated officers joined the list of students.

<sup>1</sup> These titles changed to Deputy Commander, Flying and Deputy Commander, Technical on 1 April 1950. See 1951 for more changes.

**Fort Francis E. Warren, Wyoming.** On 7 October 1949, HQ USAF redesignated Fort Francis E. Warren, one of ATC's technical training locations, as Francis E. Warren AFB.

**Lubbock AFB, Texas Activated and Designation Changed to Reese AFB.** Air Training Command activated Lubbock AFB on 1 August 1949 as an advanced multi-engine pilot training school. Shortly thereafter, ATC moved its 3500th Pilot Training Wing (Advanced Multi-Engine) from Barksdale to Lubbock. The first class convened on 1 November. On 29 November 1949, HQ USAF redesignated Lubbock as Reese AFB, to honor First Lieutenant Augustus F. Reese of nearby Shallowater, Texas. Lieutenant Reese was killed on 14 May 1943 over the island of Sardinia, when his P-38 crashed after a strafing run.

**San Marcos AFB, Texas.** Air Training Command transferred helicopter and liaison training from San Marcos to Waco (later named Connally) on 1 March 1949. Then on 31 March, ATC inactivated San Marcos AFB.

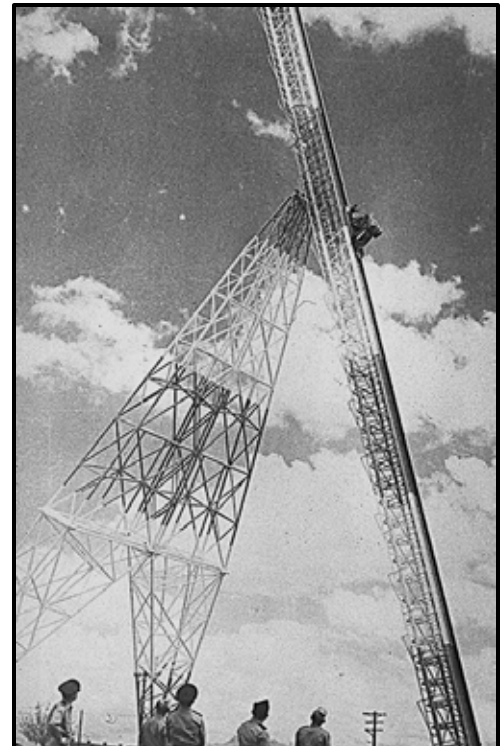
**Vance AFB, Oklahoma, Previously Known as Enid AFB.** On 9 July 1949, Enid AFB became Vance AFB, named for Lt Col Leon R. Vance, Jr., of Enid. He was killed in World War II, and the War Department posthumously awarded the Medal of Honor to Vance for gallantry in action over France on 5 June 1944.

## CHANGES IN MAJOR SUBORDINATE UNITS

**3499th Training Aids Wing, Chanute AFB, Illinois.** In October 1949 ATC organized a training aids wing at Chanute. The purpose of the 3499th was to provide training in the field for maintenance personnel assigned to work on various types of aircraft in general use in the Air Force. By 1 January 1950, the wing operated 37 detachments: 15 bomber, 7 cargo, and 15 fighter.

**3750th Technical Training Wing, Sheppard AFB, Texas.** Air Training Command discontinued the 3750th Air Force Indoctrination Wing, which had provided basic training at Sheppard, and on 1 April 1949, established the 3750th Technical Training Wing also at Sheppard. The wing acquired the airplane mechanics school at Keesler AFB, Mississippi. By moving that school, Keesler had the room it needed to expand its communications and electronics training programs.

**The TE-105A ejection seat trainer, commonly known as the Boom Bucket, went up at Williams AFB, Arizona, in 1949. The only one of its kind in the Air Force, it simulated ejection from a jet aircraft. The last ride took place 30 July 1974. By that time, 18,187 students had used the trainer.**



## TRAINING

***US Office of Education Survey of Flying and Technical Training.*** In late 1948, as the result of personnel cuts taken in 1947, ATC officials asked the US Office of Education to survey technical and flying training bases and make suggestions for improving the entire training system. The department's report made a number of recommendations, ranging from ways to define course content better to employing only instructors with proper education qualifications, as well as an interest in teaching. From this survey, Air Training Command established a training analysis and development office at the headquarters to oversee improvement in teaching methods, curricula, instructors, and training aids, all in an effort to advance the quality of the graduate. In addition, ATC created a formalized method for training technical instructors.

## FLYING TRAINING

***Pilot Schools Move from Barksdale AFB.*** When Barksdale became a SAC installation the end of September 1949, Air Training Command moved its flying training. The multi-engine pilot school operated by the 3500th Pilot Training Wing went to Lubbock AFB, Texas, and the Instrument Pilot School became an Air University tenant on Tyndall AFB, Florida.

***Shortages in Personnel and Aircraft Parts Affect Training.*** All of the flying programs suffered from shortages of aircraft replacement parts, qualified maintenance personnel, and

instructors, problems that had plagued the schools since the war. However, in 1949 the instructor shortage became so critical that schools had to increase the number of recent graduates that they used as instructors. At Williams AFB the high accident rate was attributed in part to a lack of experienced instructors.



**Upon their arrival at Lackland AFB, Texas, these Women in the Air Force (WAF) march to the processing station.**



***Basic Pilot Training Lengthened.*** Early in 1949 the Flying Division changed its pilot training program from eight months in basic and four months in advanced training to two equal phases of six months each. Then in June officials added a four-week preflight training segment at Lackland. That increased the pilot training program from 12 to 13 months.

***Navigator-Bombardier Training.*** The aircraft observer (bombardment) program at Mather changed to navigator-bombardier during the year. The new program was a two-base effort. Ellington was to provide basic instruction and then feed its graduates to the school at Mather.

***Fighter Gunnery School.*** The command had closed its only gunnery school (at Williams) in 1948, but in February 1949, ATC looked at establishing a central gunnery school at Las Vegas AFB with both training and research capabilities. On 15 May 1949, with USAF approval, Air Training Command opened its USAF Aircraft Gunnery School at Las Vegas. Even before the school opened, Las Vegas AFB hosted its first USAF aerial gunnery meet.

## TECHNICAL TRAINING

***Push to Accelerate Portions of Technical Training.*** In March 1949 Headquarters USAF told Air Training Command to accelerate certain portions of its technical training program, as a part of an overall restructuring to a 48-group Air Force. The statement of trained personnel requirements gave priority to radio, radar, armament, and aircraft maintenance training programs. To meet these training requirements, ATC had to find additional space for these courses. Headquarters USAF announced on 17 January that all aviation engineering courses at Francis E. Warren, with the exception of power man, would transfer to the Army's Engineer School at Fort Belvoir, Virginia. Then on 21 February, Sheppard officials learned the base had gained a technical training mission. All airplane and engine mechanic and rotary wing and liaison mechanic courses at Keesler would transfer to Sheppard. Then radio operator and control tower courses at Scott AFB would relocate to Keesler. In addition, the fixed wire courses at Scott went to Francis E. Warren so that Scott had room to expand its radio mechanic school. As the result of all this restructuring, ATC divided its technical training into nine family groups: aircraft maintenance, armament and ordnance, aviation engineers, communications, photography, radar, weather, intelligence, and miscellaneous. Those nine families of training encompassed approximately 100 active courses.

**Students receive Morse code and type the transcribed messages as part of the radio operator's course at Keesler AFB, Mississippi. Men and women trained together.**



## MILITARY TRAINING

***First Women Enter Officer Candidate School.*** On 12 June 1948, Congress passed the Women's Armed Services Integration Act. It established Women in the Air Force (WAF) as a permanent part of the Air Force. Seven months later ATC's Officer Candidate School Class 49A included its first WAF students.

## MISCELLANEOUS

***Operations Hayride and Snowbound.*** In late January heavy snowstorms in Nebraska brought requests for assistance. Helicopters from San Marcos AFB, Texas, and a C-47 from Randolph AFB, Texas, took part in Operation Hayride. They helped provide food to snowbound families and stranded livestock, transported medical aid, and surveyed roads and power lines to determine the extent of storm damage. When these winter storms moved into Wyoming in early February, assistance continued under the title, Operation Snowbound.



As part of their indoctrination into the Air Force, new Women in the Air Force (WAF) officers received lessons in personality development, all part of the Officer Basic Military course taught at Lackland AFB, Texas.

# 1950

The outbreak of the Korean War on 25 June 1950 indicated that Air Training Command (ATC) would soon see an increase in training requirements. By 1 July the Air Force had directed ATC to accelerate training to fill the needs of a new 95-wing Air Force. A few days later the command found itself with a new mission - combat crew training. With operational commands immersed in the war, it was left to ATC to train pilots for combat. The first school opened at Nellis AFB in Nevada. In August the Air Staff raised the rate of pilot production from 3,000 to 4,000 per year, and by the end of the year, it had climbed to 7,200. At the same time, the need for training technicians increased. As in World War II, Air Training Command met training requirements by contracting with civilian schools, but there were other problems that were not so easy to solve. The command soon found itself facing sudden and generally short-range training requirements of an emergency nature. There was no time to prepare, and that meant the quality of flying and technical training suffered. Because troops in the Far East received priority in the supply system, ATC also faced across-the-board shortages in equipment such as armament, radar, aircraft spares, maintenance items, clothing, bedding, and office equipment. Shortages of spare parts even caused a reduction in helicopter training at San Marcos and B-29 training at Randolph later in this war.



Within days of the outbreak of the Korean War, Air Training Command began training combat-ready F-80 pilots at Nellis Air Force Base in Nevada.

## ASSIGNED RESOURCES

(As of 31 December 1950)

**PRIMARY INSTALLATIONS:** 22

Alabama – Craig; Arizona - Williams; California - Mather;  
Colorado - Lowry; Florida – Tyndall; Illinois - Chanute and  
Scott; Mississippi – Columbus, Greenville, and Keesler;  
Nevada – Nellis; New York – Sampson; Oklahoma – Vance;  
Texas – Connally, Ellington, Goodfellow, Lackland, Perrin,  
Randolph, Reese, Sheppard; Wyoming – Francis E. Warren

**PERSONNEL ASSIGNED:** 110,044 (9,432 officers, 81,215 enlisted, 19,297 civilians)

**AIRCRAFT ASSIGNED:** 2,621 (AT/T-6, B-17, B/TB-25, B-26, B-29, C-45, C-47,  
C-54, F-51, F-80, F-84, F-86, H-5, H-13, L-5, L-13, L-16,  
T-28, T-33, YT-34, YT-35)

## MAJOR SUBORDINATE UNITS

1 bombardment training wing: 3535th, Mather AFB CA

1 navigator training wing: 3605th, Ellington AFB TX

8 pilot training wings:

3500th (Advanced Multi-Engine), Reese AFB TX

3510th (Basic), Randolph AFB TX

3525th (Advanced Single-Engine), Williams

AFB AZ

3545th (Basic), Goodfellow AFB TX

3555th (Basic), Perrin AFB TX

3565th (Basic), Connally AFB TX

3575th (Advanced Multi-Engine), Vance

AFB OK

3615th (Advanced Single-Engine), Craig

AFB AL

2 training wings:

3595th (Combat Crew), Nellis AFB, NV

3625th, Tyndall AFB FL

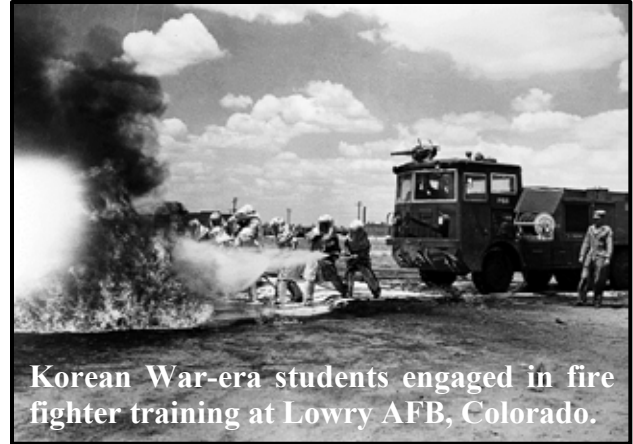
**1948 – Recent graduates of basic military training  
receive a friendly farewell from the Lackland  
commander.**



2 Air Force indoctrination wings:  
3650th, Sampson AFB NY  
3700th, Lackland AFB TX

6 technical training wings:  
3310th, Scott AFB IL  
3345th, Chanute AFB IL  
3380th, Keesler AFB MS  
3415th, Lowry AFB CO  
3450th, Francis E. Warren AFB WY  
3750th, Sheppard AFB TX

1 training aids wing: 3499th, Chanute AFB  
IL



## COMMAND LEADERSHIP

Lieutenant General Harper continued as the ATC commander and Major General Burns as vice commander.

## INSTALLATIONS

**Craig AFB, Alabama.** Effective 1 September, Air University handed control of Craig AFB to Air Training Command along with the 3840th Air University Wing. On the same day, ATC discontinued the 3840th and established the 3615th Pilot Training Wing. The advanced single-engine pilot training mission transferred from Nellis to Craig. This Alabama base also gained pilot instructor training from Randolph. With these moves, Nellis and Randolph assumed new training missions: fighter-bomber training at Nellis and B-29 combat crew instruction at Randolph. The B-29 training began on 7 August 1950. Pilot instructor training opened at Craig on 1 September 1950, and pilot training started on 1 November. Nellis established its USAF Air Crew School (Fighter) on 14 November.

**Greenville and Columbus, Mississippi Provide Contract Flying Training.** To handle increased pilot requirements for the Korean War, Air Training Command activated two bases, Greenville AFB, Mississippi, on 1 December and Columbus AFB, Mississippi, on 20 December, to use as contract flying schools. However, contract flying squadrons were not established until 1951.

**Nellis AFB, Nevada.** On 30 April 1950, Headquarters USAF redesignated Las Vegas AFB as Nellis AFB to honor First Lieutenant William H. Nellis, a Nevada resident who lost his life in aerial combat over Luxembourg on 27 December 1944.

**Sampson AFB, New York.** Headquarters USAF directed Air Training Command to activate and redesignate a former US Navy training center as Sampson AFB on 15 November 1950. Air Training Command intended to use Sampson as a second basic military training center to handle the influx of recruits for the Korean War buildup. The 3650th Air Force Indoctrination



Wing was established at about the same time. Sampson did not receive its first group of trainees until February 1951, and its basic military school was not established until 1 March 1950.

**Tyndall AFB, Florida.** Air University (AU) transferred Tyndall AFB to Air Training Command on 1 September 1950. At the same time, AU's 3820th Air University Wing became an ATC asset; however, ATC discontinued the 3820th and established the 3625th Training Wing in its place to conduct weapons controller training. Tyndall had operated the Air Tactical School, but it was put on hold in July with the advent of the Korean War. On 4 September ATC established the USAF Air Police School, and it joined the ATC USAF Instrument Pilot School and the aircraft controller school (reassigned from AU) at Tyndall.

**In 1950 the Army stopped training air police for the US Air Force. Air Training Command established its first USAF Air Police School at Tyndall AFB, Florida, on 4 September 1950.**



**Francis E. Warren AFB, Wyoming.** Headquarters USAF redesignated Fort Francis E. Warren, one of ATC's major technical training locations, as Francis E. Warren AFB, Wyoming, on 7 October 1949.

## FLYING TRAINING

**Combat Crew Training.** From 1946 until the outbreak of the Korean War, pilots were sent to an operational command where they received additional training that qualified them as combat-capable on a specific aircraft. In 1950 ATC assumed most combat crew training, thereby relieving combat commands of much of their training burden and allowing them to concentrate on their combat mission. Three weeks after the Korean War began ATC converted Nellis from a basic single-engine pilot training school to fighter crew training. At about the same time, ATC redesignated the 3595th Pilot Training Wing (Advanced Single-Engine) as the 3595th Training Wing (Combat Crew). On 17 July 1950, Nellis began a special training program to provide 115 combat-ready F-51 pilots for the Far East Air Forces and 92 combat-ready F-80 pilots to serve as replacements for casualties in the first months of the Korean campaign.



**The 3525th Pilot Training Wing (Advanced Single-Engine) at Williams AFB, Arizona, began receiving new two-seat T-28 trainers in late 1950.**

***Mutual Defense Assistance Program.*** Under this program, first authorized by the US government in 1949, students from France, Belgium, Netherlands, Norway, Turkey, and Denmark would come to the United States for undergraduate pilot training. Air Training Command provided the instruction. The first class, 74 French cadets, entered training at Randolph on 17 April 1950.

## TECHNICAL TRAINING

***Vertical Expansion in Technical Training.*** The "crack and crevice" program, as it was known, was a way to house and train a greater number of technical training students with no increase in facilities. Beginning on 24 July 1950, all technical training programs went on a six-day-a-week operation. That reduced by almost 17 percent the amount of time it took to train a technician. Multiple shifts also ran. While this increased the need for more instructors, it limited the amount of housing and dining facilities needed. Along with this, the amount of dormitory space given each student was reduced from 72 square feet to 60, and at Keesler and Sheppard the space was even less--only 50 square feet per student. Finally, the interval between class entries also decreased. All of this was an effort to train students as quickly as possible and get them in the field.

***Lateral Expansion in Technical Training.*** This program allowed for the addition of new training bases, use of underutilized space at flying training bases, increased use of Army and Navy schools, and establishment of a few contract training programs. However, it was 1951 before ATC added new technical training bases. In 1950 the Air Force began sending some students to Army and Navy schools to train as food service and automotive technicians. Also in 1950, Air Training Command negotiated a series of contracts with 65 civilian institutions to provide technical training in basic courses (primarily in airplane and engine mechanics, automotive mechanics, electronics, and clerk-typist courses). The first two classes, one in Oklahoma and the other in California, began in August training airplane mechanics. Between July 1950 and June 1951, contract schools graduated 5,670 airmen at a cost of \$17 million.

**Students receive clerk-typist training. Note the manual typewriters used by the class.**



## MILITARY TRAINING

***Indoctrination Training for Recruiters.*** Although the Army still controlled the recruiting program, in January 1950 Air Training Command began indoctrination training for Air Force recruiters at Lackland. The course was designed to give recruiters a better understanding of the needs of the Air Force. Officials hoped this training would ultimately improve the quality of personnel brought into the service. As of June, only about half of all Air Force recruits had graduated from high school.

# FUNCTIONAL ARRANGEMENT OF AIRMEN CAREER FIELDS

CAREER FIELD SUB-DIVISION	CAREER FIELD CODE	OCCUPATIONAL AREA	OCCUPATIONAL CODE	CAREER FIELD	CAREER FIELD SUB-DIVISION
NOT APPLICABLE TO AIRMEN		TEN SERIES (10) COMBAT	10 TO 19		
CRYPTANALYSIS RADIO TRAFFIC ANALYSIS LANGUAGE INTELLIGENCE OPERATIONS- PHOTO INTERPRETATION TECHNICAL INTELLIGENCE	INTELLIGENCE	TWENTY SERIES (20) COMBAT SUPPORT	20	99	SPECIAL ACTIVITIES SIMULATED TRAINER RAILROAD EQUIPMENT ILLUSTRATOR DRAFTSMAN LAUNDRY GRAVES REGISTRATION FIRST SERGEANT
CARTOGRAPHIC SURVEYOR	PHOTOMAPPING		22	96	SECURITY AND LAW ENFORCEMENT AIR POLICE INVESTIGATION
AERIAL PHOTOGRAPHY PHOTOGRAPHY MOTION PICTURE PHOTOGRAPHY	PHOTOGRAPHIC		23	95	PIREFIGHTING PIREFIGHTING
WEATHER EQUIPMENT REPAIR WEATHER FORECASTING	WEATHER		25	94	MARINE MARINE
AIR TRAFFIC OPERATIONS GROUND CONTROL APPROACH AIRCRAFT CONTROL AND WARNING	AIR TRAFFIC CONTROL AND WARNING		27	93	GROUND SAFETY GROUND SAFETY
COMMUNICATIONS CENTER OPERATIONS CRYPTOGRAPHIC OPERATIONS RADIO OPERATIONS	COMMUNICATIONS OPERATIONS		29	92	RESCUE AND SURVIVAL RESCUE AND SURVIVAL
RADIO MAINTENANCE RADAR MAINTENANCE	RADIO AND RADAR MAINTENANCE	THIRTY SERIES (30) ELECTRONIC ENGINEERING	30	90	MEDICAL AEROMEDICAL PREVENTIVE MEDICINE VETERINARY MEDICAL ADMINISTRATIVE DENTAL
COMMAND MISSILE AUTOMATIC MISSILE PRESET MISSILE MISSILE INSTRUMENTATION	MISSILE GUIDANCE SYSTEMS		31	83	STATISTICAL AND MACHINE ACCOUNTING STATISTICAL MACHINE ACCOUNTING
BOMB-NAVIGATION SYSTEMS GUN-BOMB ROCKET SYSTEMS TURKLET SYSTEMS	ARMAMENT SYSTEMS		32	81	BUDGETARY ACCOUNTING AND DISBURSING BUDGET, FINANCIAL AND AUDIT DISBURSING COST ANALYSIS
WEAPONS	WEAPONS		33	80	MANAGEMENT METHODS MANAGEMENT ENGINEERING PRODUCTION CONTROL
INSTRUMENT AND NAVIGATION TRAINER MAINTENANCE BOMB GUNNERY AND CLASSROOM TRAINER MAINTENANCE RADIO AND RADAR TRAINER MAINTENANCE	TRAINING DEVICES MAINTENANCE		34	79	CHAPLAIN WELFARE
OUTSIDE PLANT INSIDE PLANT COMM. MACHINES MAINTENANCE CRYPTOGRAPHIC MAINTENANCE	WIRE MAINTENANCE		36	77	ENTERTAINMENT BAND ATHLETIC AND RECREATION
OFFICE MACHINE REPAIR TABULATING EQUIPMENT REPAIR CAMERA REPAIR INSTRUMENT OVERHAUL MEDICAL EQUIPMENT REPAIR	INTRICATE EQUIPMENT MAINTENANCE	FORTY SERIES (40) MAINTENANCE ENGINEERING	40	75	EDUCATION TECHNICAL TRAINING GENERAL TRAINING
SUPERCARGER FUEL METERING PROPELLERS MECHANICAL ACC. AND EQUIP. HYDRAULIC AIRCRAFT ELECTRICAL ACCESSORIES	AIRCRAFT ACCESSORIES MAINTENANCE		42	73	PERSONNEL CAREER GUIDANCE PERSONNEL RECRUITMENT
AIRCRAFT MAINTENANCE FLIGHT ENGINEER AIRCRAFT ENGINE OVERHAUL	AIRCRAFT AND ENGINE MAINTENANCE		43	72	INFORMATION INFORMATION
ROCKET PROPULSION	ROCKET PROPULSION		44	71	PRINTING DUPLICATING LETTER PRESS LITHOGRAPHIC
MUNITIONS WEAPONS	MUNITIONS AND WEAPONS		46	70	ADMINISTRATIVE POSTAL ADMINISTRATIVE
VEHICLE MAINTENANCE	VEHICLE MAINTENANCE		47	65	LOGISTICS PROCUREMENT
VEHICLE MAINTENANCE	VEHICLE MAINTENANCE	53	64	PROCUREMENT PROCUREMENT	
METAL WORKING	METAL WORKING	55	62	SUPPLY SUPPLY	
CONSTRUCTION	CONSTRUCTION	56	60	FOOD SERVICE SUPPLY SALES COMMISSARY	
UTILITIES	UTILITIES	58	60	TRANSPORTATION AIR TRANSPORTATION TRAFFIC MANAGEMENT MOTOR TRANSPORTATION	
FABRIC LEATHER AND RUBBER	FABRIC LEATHER AND RUBBER	58	62	TRANSPORTATION AIR TRANSPORTATION TRAFFIC MANAGEMENT MOTOR TRANSPORTATION	
ROADS AND GROUNDS BUILDING CRAFTS	ROADS AND GROUNDS BUILDING CRAFTS	58	62	TRANSPORTATION AIR TRANSPORTATION TRAFFIC MANAGEMENT MOTOR TRANSPORTATION	
ELECTRICAL REFRIGERATION GAS OPERATION WATER SUPPLY AND SANITATION PLUMBING HEATING	ELECTRICAL REFRIGERATION GAS OPERATION WATER SUPPLY AND SANITATION PLUMBING HEATING	58	62	TRANSPORTATION AIR TRANSPORTATION TRAFFIC MANAGEMENT MOTOR TRANSPORTATION	
PARACHUTE AND FABRIC RUBBER PRODUCTS REPAIR	PARACHUTE AND FABRIC RUBBER PRODUCTS REPAIR	58	62	TRANSPORTATION AIR TRANSPORTATION TRAFFIC MANAGEMENT MOTOR TRANSPORTATION	
BAKING MEAT CUTTING	BAKING MEAT CUTTING	58	62	TRANSPORTATION AIR TRANSPORTATION TRAFFIC MANAGEMENT MOTOR TRANSPORTATION	

***Recruit Overflow.*** In August Sheppard was again pressed into indoctrination training to receive the overflow of recruits from Lackland. The 3740th Basic Military Training Group and 10 of its squadrons moved from Lackland to Sheppard. This was planned to be a short term solution, as ATC activated another military training base, Sampson AFB, New York, in November. Before Sampson could open its doors to receive recruits, however, the number of enlistees at Lackland totaled over 70,000. The 3740th remained active at Sheppard until 12 May 1952, when ATC inactivated it. During that time, the group provided basic training for about 100,000 Airmen.

***Supply Shortages Plague Lackland AFB.*** The announcement of unlimited recruiting in December 1950 caused major problems for Lackland. Clothing and bedding were in short supply, and it got to the point where new recruits were issued only the minimum essentials. Clothing stocks had to be drastically reduced at other ATC bases so recruits could receive essential clothing--although it was impossible to provide exact sizes. Lackland had only been constructed to handle about 28,000 recruits, but by January 1951 the number exceeded an un-believable 70,000. Officials had no choice but to establish a tent city. Lackland completely exhausted the Air Force's supply of steel folding cots and mattresses. Others had to make do with canvas cots. At one time, the base had almost 10,000 recruits sleeping on canvas cots, without mattresses.

## MISCELLANEOUS

***Conversion to Career Specialty Codes.*** In February 1950 personnel classification boards began converting from military occupational specialty (MOS) and specification serial number (SSN) categories to the Air Force career specialty codes or AFSCs. All personnel were to be converted to the new system by July. Under the new program, using a series of aptitude tests, the Air Force would assign every service member to the career field for which they were best qualified.

***Facility Construction Accelerated around the Command.*** The buildup of American forces created a need for additional training facilities in ATC. Congress approved over \$240 million in military construction in fiscal year 1950, and another \$134 million was expected at year's end. At Keesler over \$50 million went into new dormitories, classrooms, and laboratories.

***Better Use of the Force.*** Since World War II ended, ATC had a policy of putting an officer in any position involving responsibility and supervision. That kept noncommissioned officers and key civilians from developing leadership skills. Considering the longstanding personnel shortages and looking at the Korean situation, Air Training Command decided to give increased responsibility to NCOs and key civilians, in the expectation that productivity would increase.

***Hospital Cutbacks.*** Early in 1950 ATC learned that the hospital at Lackland AFB would be reduced to a dispensary. This was a major concern, since that hospital supported the indoctrination center. Brooke General Hospital at Fort Sam Houston in San Antonio became responsible for providing medical services to the basic military training center. In April the Department of Defense released a priority list for building permanent hospital facilities. Chanute received first priority in this command, followed by Scott, Keesler, Sheppard, and Mather.

***Recall of Reservists.*** Besides the tremendous increase in new recruits, Air Training Command also had to in-process thousands of volunteer reservists. Between late July and the end

of October, the command brought on active duty about 20,000 reservists. Most of this work was done at Chanute, Scott, Francis E. Warren, and Keesler. Also, effective 28 July 1950, it became legal to recall reservists involuntarily. However, involuntary recall did not last long. By October the Department of Defense had suspended it, primarily because the Services had found that many veterans were improperly classified upon separation at the end of World War II. They did not possess the qualifications needed for immediate assignment. Instead of wasting effort on the inactive reserve, the Air Force placed its emphasis on acquiring personnel from the organized reserves, individuals who possessed known critical skills. In April-May 1951, the Defense Department recalled 28 of the corollary reserve units attached to ATC to active duty for 21 months.

***Civilianization.*** To meet the demands of the expanding Air Force, the Air Staff decided to civilianize, on a one-to-one basis, large numbers of military positions in finance, administration, and academic training. A survey of ATC bases showed that a total of 5,585 such positions existed in the command; however, the intent was not to convert all positions to civilian status, but rather to establish a 40 percent civilian, 60 percent military mix. This plan went into effect in October.

***Food Service Operation.*** Since 1947 the command's policy had been to assign cooks, bakers, and stewards on a permanent basis, but all other food service workers were conscripted from whatever sources could be found. It took almost 10 percent of the command's military strength to meet operating needs of the various mess halls. This was a serious problem, because most of that 10 percent drew upon critical career fields such as mechanics, radio operators, instructors, air police, and vehicle operators, as well as students. Beginning in 1949, on a trial basis, Air Training Command directed six technical training centers to replace this conscripted workforce with civilian hires. The test was called Operation New Look. By 1950 the test had proved successful, but overall reform was slow because funds were not readily available to pay salaries for civilian workers.



**Basic trainees march in front of the tent city set up at Lackland to house the influx of troops.**



## AIR TRAINING COMMAND AND CREW TRAINING

Shortly after the Korean War began on 25 June 1950, Air Training Command (ATC) took over most combat crew training, thereby relieving operational commands of much of their training burden and allowing them to concentrate on their combat mission. As one observer put it, ATC gained crew training because the operational commands were "up to their prop tips in actual warfare."



**B-47 aircrew, Wichita AFB, Kansas**

In response to the North Korean invasion, President Harry S. Truman authorized the Air Force to increase its strength from 48 to 95 wings by June 1952. Just three weeks after the Korean War started, ATC converted Nellis from a basic single-engine training school and began fighter crew training. The total base structure for ATC's flying program rose dramatically from the 17 bases in use in 1950 to 29 by 30 June 1951. This base structure was needed to support the rapid increase in pilot production from 800 in fiscal year 1949 to over 2,000 in fiscal year 1951. By December 1951, Air Training Command had added eight more bases and another six over the following year and a half.

Before long the training load became too heavy for one headquarters. In 1951 ATC split its training responsibilities into two subordinate headquarters: Flying Training Air Force (FTAF) at Waco, Texas, and Technical Training Air Force (TTAF) at Gulfport, Mississippi. By the spring of 1952, FTAF found itself unable to do more than provide basic flying training to student pilots for the rapidly growing Air Force. In response, Air Training Command established Crew Training Air Force (CTAF) at Randolph AFB, Texas, on 1 April 1952 to prepare crews for combat. This freed Flying Training Air Force to concentrate on the pilot and observer training programs.

Crew Training Air Force eventually had 10 bases devoted to combat crew training. Four of these, Nellis, Randolph, Perrin, and Williams, already served as ATC pilot training bases and converted to crew training with relative ease.



**Nellis AFB, Nevada – Students prepare for cross-country flights in F-51 fighters.**

Two additional installations, Tyndall in Florida and Moody in Georgia, transferred to Air Training Command with the crew training mission. Luke AFB in Arizona, Pinecastle in Florida, and Laughlin in Texas were bases inactivated after World War II and brought back to active status. The tenth location was Wichita AFB, Kansas (later designated McConnell AFB).

The transfer of crew training responsibilities to ATC was not without its problems. One of the greatest impacts on the program in the early 1950s was the replacement of conventional aircraft with jet aircraft. For example, the F-84, F-86, F-89, F-94, F-100, B-47, and B-57 were all introduced in the span of a few years. At the same time, the Korean War required several thousand experienced personnel, leaving ATC short 3,700 rated officers in fiscal year 1951. Over 11,000 of the command's aircraft mechanics went to Korea, leaving Air Training Command with another shortage – nearly 2,000 jet aircraft maintenance personnel. On top of that, ATC had a hard time obtaining sufficient numbers of new aircraft to provide the necessary training for maintenance personnel; and it was plagued with maintenance problems that usually accompanied the phase-in of new aircraft. It took a while to iron out these problems, and some of them (e.g., the acquisition of new aircraft), were never fully resolved. Despite the difficulties it encountered, ATC still trained tens of thousands of aircrew members. Overall, the command provided combat crew and transition training to approximately 13,000 Airmen in fighters, 52,000 in bombers, 12,000 in interceptors, 2,000 in tankers, and 1,800 in transports.

As noted earlier, HQ USAF did not transfer all combat crew training to ATC in the 1950s. For example, Strategic Air Command (SAC) had a program for training B-36 and B-52 crews, and Tactical Air Command (TAC) continued to prepare light bombardment and reconnaissance replacement crews for combat. All the while, air transport crew training remained with the Military Air Transport Service.

Toward the end of the decade, SAC pressed to take over training for all of its crews to help it meet its alert commitments. The Air Staff agreed, and SAC assumed the crew training mission on 1 July 1958. Also, Headquarters USAF assigned TAC responsibility for all of the TAC crew training. Thus, TAC picked up the Fighter Weapons School at Nellis AFB on 1 February 1958 and assumed the rest of the training mission on 1 July 1958 along with Luke, Nellis, and Williams AFBs. Air Training Command stopped crew training a few years later when it transferred Perrin AFB and its interceptor crew training mission to Air Defense Command.

Thirty-five years later crew training returned to the command. The Air Force reorganized its major commands at the end of the Cold War, eliminating, for example, the venerable Strategic Air Command and Tactical Air Command. Air Training Command became Air Education and Training Command (AETC) in 1993 and regained responsibility for combat crew training. The post-Cold War drawdown created a surplus of front-line aircraft available to reassign to AETC, and Air Force Chief of Staff Gen Merrill A. McPeak approved transfer of crew training to AETC so the wings in the combat air force could focus on their operational missions.

**Pilots slated for duty in Air Defense Command received air-to-air interceptor training in ATC's F-86Ds.**



# 1951

During the first year of the Korean War, Headquarters USAF assigned combat crew training responsibility to Air Training Command. Total base structure jumped from 22 to 37, and personnel strength and student load more than doubled. With the acceleration of training caused by the war, ATC recognized it could not provide the supervision needed for training expansion from a single headquarters. To leave the command free to serve as a policy-making and planning agency, ATC decided to create three subcommands to supervise flying, technical, and indoctrination training. Soon after, that became two subcommands, when ATC combined technical and indoctrination training under a single headquarters. Headquarters USAF approved the decentralization in early 1951. While Air Training Command had sought numerical designations, Thirtieth Flying Training and Thirty-First Technical Training Air Forces, USAF officials recommended functional rather than numerical designations. Thus, ATC's new subordinate commands became Flying Training Air Force (FTAF) and Technical Training Air Force (TTAF). Plans called for FTAF to be headquartered at Randolph AFB, Texas, and TTAF at Lowry AFB, Colorado; however, the unexpected escalation of training at those bases meant facilities were not available. Instead, ATC established FTAF headquarters at Waco, near James Connally AFB in Texas, and TTAF took up residence at the Gulf Coast Military Academy near Keesler AFB in Mississippi.

## ASSIGNED RESOURCES

(As of 31 December 1951)

### PRIMARY INSTALLATIONS: 37

Alabama – Craig; Arizona – Luke, Marana, Williams; California – Mather, Parks; Colorado – Lowry; Florida – Bartow, Pinecastle, Tyndall; Georgia – Bainbridge, Moody, Spence; Kansas – Wichita; Illinois – Chanute, Scott; Mississippi – Columbus, Greenville, Keesler; Nevada – Nellis; New York – Sampson; North Carolina – Kinston; Oklahoma – Vance; Texas – Amarillo, Bryan, Ellington, Goodfellow, Hondo, James Connally, Lackland, Perrin, Randolph, Reese, San Marcos, Sheppard; Wyoming – Francis E. Warren



The Convair T-29D arrived in Air Training Command in 1950. The navigation trainer operated from Ellington AFB in Texas.

**PERSONNEL ASSIGNED:** 140,676 (16,445 officers, 376 warrant officers, 111,961 enlisted, 11,894 civilians)

**AIRCRAFT ASSIGNED:** 3,632 (B-25, B-26, B-29, B-47, C-45, C-47, C-54, F-51, F-80, F-84, F-86, F-89, F-94, H-5, H-13, L-5, L-13, L-16, T-6, T-7, T-28, T-29, T-33, T-34)

**MAJOR SUBORDINATE UNITS:** 2 training air forces

**Flying, Waco TX**

1 bombardment training wing:  
3535th, Mather AFB CA

1 combat crew training wing:  
3520th, Wichita AFB KS

1 navigator training wing:  
3605th, Ellington AFB TX

**At the combat crew training school at Williams AFB, Arizona, students receive a briefing before departing on a mission.**



12 pilot training wings:  
127th, Luke AFB AZ<sup>1</sup>  
3500th (Advanced Multi-Engine), Reese AFB TX  
3510th (Basic), Randolph AFB TX  
3525th (Advanced Single-Engine), Williams AFB AZ  
3530th (Advanced Single-Engine), Bryan AFB TX  
3555th (Basic), Perrin AFB TX  
3560th (Advanced Single-Engine), Big Spring AFB TX  
3565th (Basic), James Connally AFB TX  
3575th (Advanced Multi-Engine), Vance AFB OK  
3585th (Liaison-Helicopter), San Marcos AFB TX  
3615th (Advanced Single-Engine), Craig AFB AL

3 training wings:  
3550th (Interceptor Aircrew), Moody AFB GA  
3595th (Combat Crew), Nellis AFB NV  
3625th, Tyndall AFB FL

<sup>1</sup> A federalized Michigan National Guard Wing moved to Luke AFB, Arizona, to help train aircrews needed for the Korean War.

9 independent training squadrons (contract flying):

3300th, Greenville AFB MS  
3301st, Columbus AFB MS  
3302d, Spence Field GA  
3303d, Bartow Field FL  
3304th, Hondo Airfield TX

3305th, Malden Airfield MO  
3306th, Bainbridge Airfield GA  
3307th, Marana Airfield AZ  
3308th, Kinston Airfield NC

**Technical**, Gulfport MS

3 Air Force indoctrination wings:

327th, Parks AFB CA  
3650th, Sampson AFB NY  
3700th, Lackland AFB TX

7 technical training wings:

3310th, Scott AFB IL  
3320th, Amarillo AFB TX  
3345th, Chanute AFB IL  
3380th, Keesler AFB MS  
3415th, Lowry AFB CO  
3450th, Francis E. Warren AFB WY  
3750th, Sheppard AFB TX

1 training aids wing: 3499th, Chanute AFB IL



**1951: Belgian government plaque to James Connally AFB for training Belgian officers.**

## COMMAND LEADERSHIP

Lieutenant General Robert W. Harper remained the commanding general. The vice commander, Maj Gen Robert W. Burns, left his position in May to become Special Assistant to the Deputy Chief of Staff, Operations at Headquarters USAF. Effective 1 June 1951, Maj Gen Kenneth P. McNaughton became the new ATC vice commander.

## ORGANIZATION

***Directorate of Flight Safety Established.*** Between July 1949 and June 1951, the command saw a major increase in flying and a corresponding climb in aircraft accidents. In fiscal year 1950, the command recorded a total of 296 major aircraft accidents, compared to 414 in fiscal year 1951. In an effort to put greater emphasis on flight safety, the ATC headquarters added a Directorate of Flight Safety and assigned it to the Deputy Chief of Staff, Operations.

***Two Named Air Forces Activated to Manage Vastly Enlarged Training Mission.*** On 1 May 1951, Air Training Command activated Flying Training Air Force (FTAF), with headquarters at Waco, Texas, to assume responsibility for all the ATC stations conducting flying training. Then on 16 July 1951, ATC stood up a similar organization on the technical-basic military training side and designated it as Technical Training Air Force. (TTAF) with headquarters at



Gulfport, Mississippi. At that point, Air Training Command abolished its Deputy Commander for Flying and Deputy Commander for Technical [training] in its headquarters.

***Contract Flying Training Squadrons Activated to Increase Pilot Production.*** In late 1950, Air Training Command activated two installations in Mississippi, Columbus AFB and Greenville AFB, to provide contract flying training. However, ATC did not activate the two squadrons, the 3300th Training Squadron (Contract Flying) at Greenville and the 3301st at Columbus, until 31 January and 1 March 1951, respectively. The command added seven bases to its contract flying training program before the year was out: Spence, Georgia (16 April); Bartow, Florida (1 May); Hondo, Texas (5 June); Malden, Missouri, and Bainbridge, Florida (11 July); Marana, Arizona (1 September); and Kinston (later redesignated as Stallings), North Carolina (17 October). On the same date, the fields were activated and ATC organized training squadrons: the 3302d Training Squadron (Contract Flying) at Spence, the 3303d at Bartow, the 3304th at Hondo, the 3305th at Malden, the 3306th at Bainbridge, the 3307th at Marana, and the 3308th at Kinston. During World War II, all of these fields had served as flying training bases.

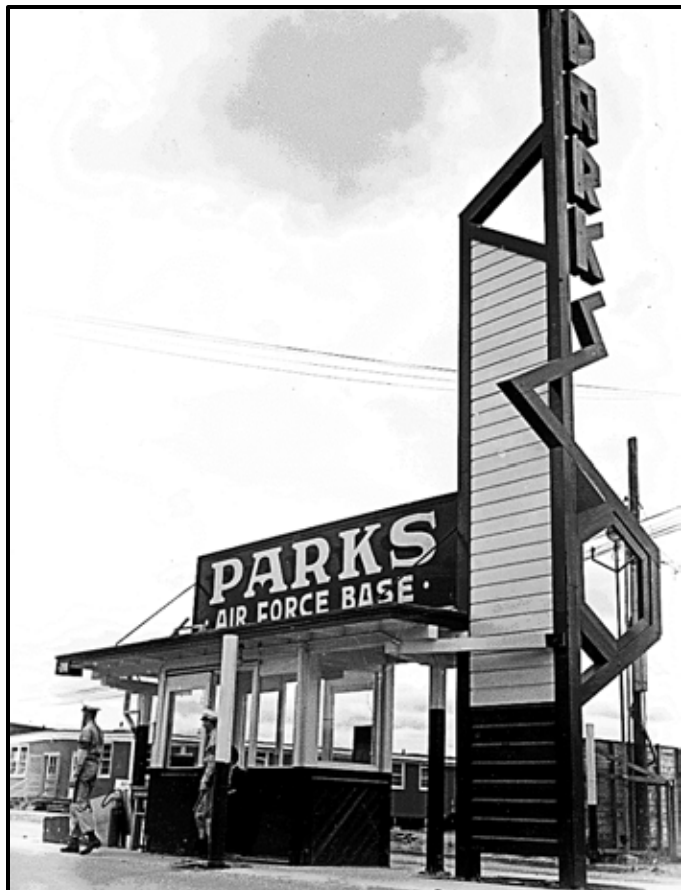
## INSTALLATIONS

***Amarillo AFB, Texas.*** On 1 March Air Training Command activated Amarillo as a technical training base to provide airplane and engine mechanic jet training. At the same time, ATC established the 3320th Technical Training Wing to oversee training activities at Amarillo.

***Big Spring AFB, Texas.*** On 1 October 1951, Air Training Command established the 3560th Pilot Training Wing (Advanced Single-Engine) at Big Spring, Texas. However, the command was not formally able to activate the base until 1 January 1952, because the City of Big Spring had difficulty acquiring clear title to some of the property it intended to transfer to the Air Force.

***Bryan AFB, Texas.*** Another advanced single-engine pilot school opened in the latter half of 1951 when ATC activated Bryan AFB on 1 July. The same day the command established the 3530th Pilot Training Wing (Advanced Single-Engine) at Bryan.

**Air Police stand at the front gate of Air Training Command's newest basic training installation, Parks AFB, California.**



**Luke AFB, Arizona.** Air Training Command placed Luke on active status on 1 January 1951 to augment the jet fighter combat crew training already in operation at Nellis AFB in Nevada. The 127th Fighter Wing, a Michigan National Guard wing, “chopped” from Continental Air Command to Air Training Command, effective 10 February 1951 to assist with the generation of additional fighter aircrews generated by the Korean conflict. The wing moved from Romulus, Michigan, to Luke on 23 February equipped with AT-6, F-51, and F-84 aircraft. On 1 March Air Training Command established the USAF Air Crew School (Fighter-Bomber/Escort) at Luke. Fighter-bomber training began on 1 March 1951. Effective 5 March, the 127th became a pilot training wing. Nine months later the 127th was defederalized, and it went back to its home state. In its place in 1952, ATC activated the 3600th Flying Training Wing (Fighter) as the host unit at Luke and assigned it to Crew Training Air Force.



**A completely rebuilt 318-bed hospital opened at Parks AFB on 3 March 1952.**

**Moody AFB, Georgia.** This station transferred from Strategic Air Command to Air Training Command on 1 September 1951. Also on this date, ATC activated the 3550th Training Wing (Interceptor Aircrew) as a part of the command’s all-weather interceptor training program.

**Parks AFB, California.** On 30 June 1951, ATC added Camp Parks to its inventory of bases, intending to use it for basic military training. Effective 1 August, Headquarters USAF redesignated it as Parks AFB. Two weeks later, on 16 August, Air Training Command established an Air Force indoctrination wing, the 3275th, at Parks; however, it was not until March 1952 that Parks received recruits for basic military training. With Parks, Sampson, and Lackland providing basic training, Sheppard AFB now concentrated on training aircraft mechanics.

**Pinecastle AFB, Florida.** On 10 September 1951, Air Training Command activated Pinecastle AFB for use as a B-47 training base. Training did not begin until early 1952, following the 10 January activation of the 3540th Combat Crew Training Wing.

**Wichita AFB, Kansas.** In 1950 the Air Force tried to lease facilities at the Wichita municipal airport for use as a B-47 training facility, with classes beginning by mid-March 1951. The advantage of using the Wichita airport was that Boeing Aircraft Company, the manufacturer of the B-47 Stratojet, had already set up a test program at the Wichita airport. Unfortunately, the city also wanted to use the airport for commercial flights, so the Air Force decided to purchase the airport, rather than lease. In the midst of all these problems, the first group of students began arriving. Air Training Command spent about \$35,000 to erect a tent city to house incoming personnel. It

established the 3520th Combat Crew Training Wing at Wichita on 5 June 1951 and assumed jurisdiction of the municipal airport (which ATC tentatively named Wichita AFB) on 7 June. Concurrently Air Training Command created a B-47 school, but a variety of problems delayed the start of training.

## FLYING TRAINING

**Basic Pilot Training.** The main effort during the year involved reaching the goal of training 7,200 pilots per year. To increase the number of applicants, Air Training Command developed publicity campaigns directed at college students and active duty Airmen. Notices at air bases stressed the career advantages of flying training to active duty Airmen. A second tactic to increase the number of students involved reducing qualifications. The command recommended that the required two years of college training be dropped, that the age limit be lowered from 20 to 18, that the requirement for applicants to be single be dropped, and that qualification test scores be reduced. In response to the ATC suggestions and to the low number of applicants received from August through October, the Air Force reduced the qualifying test score. In addition, in November, Airmen with 18 months of active duty became eligible for pilot training if they had graduated from high school and were otherwise qualified. Finally, the Air Force reduced the enlistment period for qualified aviation candidates from four years to two.

**Combat Crew Training.** A major change in the ATC mission during the Korean War involved the transfer of responsibility for much of combat crew training from the operational commands to Air Training Command. This change came from the Air Force's desire to dedicate the maximum amount of resources to combat. Further, the operational commands lacked the resources to provide the training needed by the ATC graduates and reservists recalled to active duty. The four major combat crew training programs included fighter/bomber escort training and B-29 combat crew training, both initiated in 1950; all-weather interceptor training; and B-47 crew training. Air Training Command initiated aircrew (interceptor) training at Tyndall AFB, Florida,

on 4 January 1951, using F-86, F-89, and F-94 aircraft. Because the USAF Instrument Instructor and Aircraft Controller Schools were already located at Tyndall, ATC realized advantages through the joint use of expensive training equipment, such as a synthetic jet instrument trainer.



**Two students in the cockpit of a Lockheed F-94C Starfire prepare to take off from Moody AFB, Georgia, on an interceptor combat crew training mission.**

**B-47 Training.** Headquarters USAF transferred responsibility for B-47 training from SAC to ATC in January 1951. The implementing directive detailed the acquisition of bases at Wichita, Kansas, and Pinecastle, Florida; outlined a \$100 million construction program at both bases;

allocated 84 aircraft for the training; and transferred 30 experienced airplane commanders from SAC to serve as instructors. The designated successor to the B-29, the B-47 needed only a 3-man crew compared to the B-29's 11-man crew. According to the basic plan, Air Training Command would train 49 crews by the end of the year; however, that did not happen. The contractor had delivered 10 of the B-47s by the end of September; but from the beginning, mechanical problems and lack of essential equipment prevented training. In addition, both bases had inadequate or incomplete training facilities, so even if training equipment were available, those location were not prepared to accommodate the training.

***Vertical Expansion in Pilot Training.*** Even pilot training was affected by vertical expansion. One example was the pilot instructor school. Air Training Command reduced the length of the school from eight weeks to six, cut the interval between classes from one month to two weeks, and expanded enrollment from 49 in the last class to graduate at Randolph AFB to 95 in the first class to graduate at Craig AFB, Alabama.

**Students in the installer repairman phase of the fixed wire communications course put a terminal box on a telephone pole, another example of training at Francis E. Warren AFB.**



***Contract Flying Training Underway.*** To meet the urgent need for more pilots, beginning in late 1950, ATC made arrangements with a number of civilian schools to establish contract flying training programs. By late 1951, the command was sending student pilots to one of the nine new contract schools. Air Materiel Command awarded and administered the contracts, while Air Training Command set training policy and monitored training performance.

***San Marcos AFB and Helicopter and Liaison Pilot Training.*** Effective 15 January 1951, Air Training Command returned San Marcos AFB, Texas, to active status so that helicopter and liaison aircraft training could relocate from James Connally AFB. The availability of several small auxiliary airfields and the hilly, rough terrain of the San Marcos area (approximating that of Korea) precipitated the change. Helicopter and liaison aircraft mechanics courses transferred from Sheppard to San Marcos to make room for F-80 and F-89 training at Sheppard. Most of the helicopter training was for Army pilots. On 1 February 1951, ATC assigned the 3585th Pilot Training Wing (Liaison-Helicopter) to San Marcos.

## TECHNICAL TRAINING

***Mobile Training Detachments in Korea.*** When a United Nations offensive pushed the front lines in Korea farther north, Air Training Command deployed mobile training detachments to Korea. The detachments provided conversion training for pilots and aircraft mechanics as fighter wings converted from F-51s and F-80s to F-84s and F-86s.

***Instructor Shortage.*** With the rapid buildup of student enrollment, Air Training Command experienced two major problems in the instructor arena. There were not enough teachers to fill the classrooms, and many of those teachers did not possess the skills needed to provide quality instruction. To solve these problems, ATC retained graduates for instructor duty, traded with other commands to gain experienced personnel, hired civilian instructors, and assigned other permanent party personnel to instructor positions. From 1 January through 31 March 1951, ATC gained 2,615 instructors from its technical training graduates, 46 from other commands, and 647 civilian hires. In a move to stabilize its instructor force, Air Training Command converted 5,500 military authorizations to civilian. By mid-year 40 percent of ATC's instructor positions were civilian.

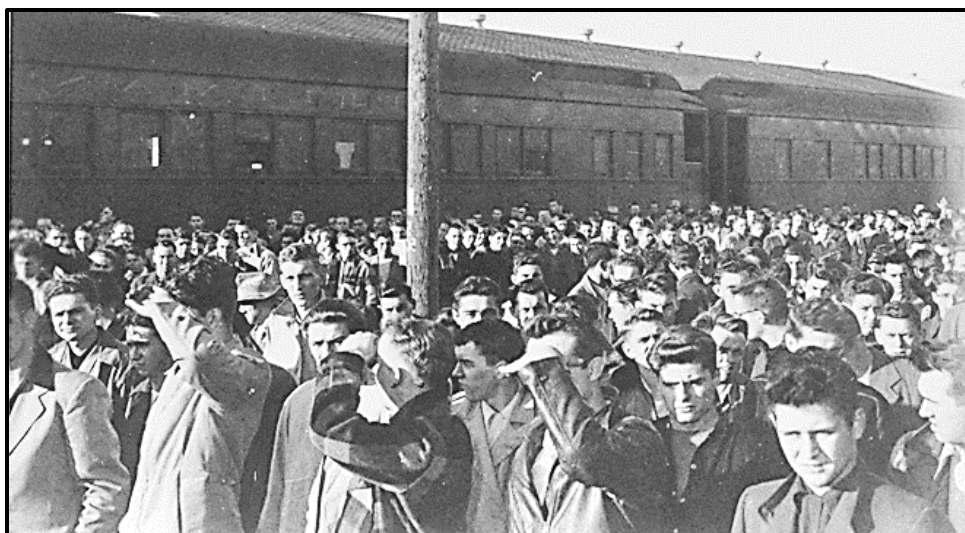
***Torch Tender Program.*** Considering the large number of units Air Force-wide converting from conventional to jet aircraft, in April Air Training Command established an on-the-job training program to turn out more jet mechanics. Using recently graduated airplane and engine mechanics, ATC assigned these individuals to Williams, Nellis, and Tyndall, to learn jet aircraft maintenance. The command's objective was to train 3,000 jet mechanics as quickly as possible.

## MISCELLANEOUS

***Overcrowding at Lackland AFB.*** In December 1950 the Air Force announced unlimited recruiting in response to the Chinese intervention on the Korean peninsula. During the first two weeks of 1951, the population at Lackland AFB jumped from 36,513 to over 70,000 people, and training stopped temporarily. By then, the base was a Tent City. Since base housing capacity stood at only 27,500, ATC took immediate steps to relieve the congestion at its primary recruit processing center. On 16 January ATC stopped enlisting personnel without any previous military experience and shipped "untrained, inadequately clothed, and sketchily processed airmen" to other bases to get the situation under control. On 7 February Sampson AFB, New York, began providing basic military training. By the end of February, basic military training had resumed at Lackland. Shortly thereafter, ATC increased basic military training from seven weeks to eight.

***Operating Costs Dramatically Increased.*** In one year, ATCd almost doubled its operating expenses, from \$371 million to \$614 million. A large part of that increase was in personnel expenses. Many civilian employees worked a six-day week, and overtime increased dramatically.

**In early 1951, recruits arrived by the trainload at Lackland AFB, increasing the population of the base by more than 200 percent.**





# 1952

In the first half of the year, Air Training Command continued to expand, activating five more flying training bases, Webb, Laredo, Laughlin, Foster, and Harlingen, all in Texas. During the last half of 1952, however, the volume of training conducted steadily decreased as the supply of trained pilots and technicians met the Air Force demand in almost all areas. The Air Force reduced its enlistment quotas, and fewer personnel entered basic military training. With smaller training programs, fewer enlistments, and an Air Force austerity program in place regarding personnel, ATC's permanent party assignments started decreasing in the last half of the year. The command had reached its Korean War peak of 176,446 personnel assigned in June. During the latter half of the year, Technical Training Air Force lost 10,000 manpower authorizations. Overall in 1952 Air Training Command graduated 386,701 students, a reduction of 100,000 from the previous year. The most important change in the training program involved the inauguration of four-phase pilot training. Air Training Command completed its program of decentralization, begun in 1951, by activating the Crew Training Air Force in March 1952.

## ASSIGNED RESOURCES

(As of 31 December 1952)

**PRIMARY INSTALLATIONS:** 42

Alabama – Craig; Arizona – Luke, Marana, Williams; California – Mather, Parks; Colorado - Lowry; Florida – Bartow, Pinecastle, Tyndall; Georgia – Bainbridge, Moody, Spence; Kansas – Wichita; Illinois – Chanute, Scott; Mississippi – Columbus, Greenville, Keesler; Missouri – Malden; Nevada – Nellis; New York – Sampson; North Carolina – Stallings; Oklahoma – Vance; Texas – Amarillo, Bryan, Ellington, Foster, Goodfellow, Harlingen, Hondo, James Connally, Lackland, Laredo, Laughlin, Perrin, Randolph, Reese, San Marcos, Sheppard, Webb; Wyoming – Francis E. Warren

**PERSONNEL ASSIGNED:** 169,712 (17,303 officers, 121,347 enlisted, 31,062 civilians)

**AIRCRAFT ASSIGNED:** 4,768 (B-17, B-25, B-26, B-29, B-47, B-50, C-45, C-47, C-54, F-51, F-80, F-84, F-86, F-89, F-94, H-5, H-13, H-19, H-23, L-5, L-13, L-16, L-21, T-6, T-28, T-29, T-33, T-34)

## MAJOR SUBORDINATE UNITS

3 training air forces:

### Crew, Randolph AFB TX

9 flying training wings:

- 3510th (Medium Bombardment), Randolph AFB TX
- 3520th (Medium Bombardment), Wichita AFB KS
- 3540th (Fighter), Pinecastle AFB FL
- 3550th (Interceptor), Moody AFB GA
- 3555th (Fighter), Perrin AFB TX
- 3595th (Fighter), Nellis AFB NV
- 3600th (Fighter), Luke AFB AZ
- 3625th (Advanced Interceptor), Tyndall AFB FL
- 3645th (Fighter), Laughlin AFB TX

### Flying, Waco TX

1 independent observer training group:

3750th, Sheppard AFB TX

4 observer training wings:

- |                               |                          |
|-------------------------------|--------------------------|
| 3535th, Mather AFB CA         | 3605th, Ellington AFB TX |
| 3565th, James Connally AFB TX | 3610th, Harlingen AFB TX |

10 pilot training wings:

- 3500th (Basic Multi-Engine), Reese AFB TX
- 3525th (Basic Single-Engine), Williams AFB AZ
- 3530th (Basic Single-Engine), Bryan AFB TX
- 3545th (Primary), Goodfellow AFB TX
- 3560th (Basic Single-Engine), Webb AFB TX
- 3575th (Basic Multi-Engine), Vance AFB OK
- 3580th (Basic Single-Engine), Foster AFB TX
- 3585th (Liaison-Helicopter), San Marcos AFB TX
- 3615th (Basic Single-Engine), Craig AFB AL
- 3640th (Basic Single-Engine), Laredo AFB TX

**The Beech T-34 Mentor began arriving in Air Training Command in 1951. By 1954 it was in use as a primary trainer.**



9 independent pilot training squadrons (contract flying):

3300th, Greenville AFB MS	3305th, Malden Air Base MO
3301st, Columbus AFB MS	3306th, Bainbridge Air Base GA
3302d, Spence Air Base GA	3307th, Marana Air Base AZ
3303d, Bartow Air Base FL	3308th, Stallings Air Base NC
3304th, Hondo Air Base TX	

### **Technical, Gulfport MS**

3 Air Force indoctrination wings:

327th, Parks AFB CA	3650th, Sampson AFB NY
3700th, Lackland AFB TX	

7 technical training wings:

- 3310th, Scott AFB IL
- 3320th, Amarillo AFB TX
- 3345th, Chanute AFB IL
- 3380th, Keesler AFB MS
- 3415th, Lowry AFB CO
- 3450th, Francis E. Warren AFB WY
- 3750th, Sheppard AFB TX

1 mobile training wing: 3499th, Chanute AFB IL

## **COMMAND LEADERSHIP**

Lieutenant General Robert W. Harper remained the Commander of Air Training Command. Major General Kenneth P. McNaughton continued to serve as vice commander.

## **ORGANIZATION**

**Crew Training Air Force.** Air Training Command activated Crew Training Air Force (CTAF) on 16 March 1952, put its headquarters at Randolph AFB<sup>1</sup>, and gave it responsibility for the pilot training missions at Luke, Moody, Nellis, Randolph, Tyndall, and Wichita. Pinecastle became a CTAF base on 16 August. Perrin AFB came under CTAF on 1 September, and Laughlin joined the Crew Training Air Force on 1 October.



<sup>1</sup> This is the same headquarters (Building 900) that Air Education and Training Command has used since 1993.

## INSTALLATIONS

***Foster AFB, Texas.*** Air Training Command returned Foster to active status on 1 September 1952. Earlier, on 1 May, the command had established the 3580th Pilot Training Wing (Basic Single-Engine) at Foster to prepare for pilot training to begin in January 1953.

***Harlingen AFB, Texas.*** On 1 April 1952, ATC activated Harlingen AFB, Texas. At the same time, the command established the 3610th Observer Training Wing at Harlingen.

***Laredo AFB, Texas.*** Effective 1 April 1952, ATC reopened Laredo AFB and established the 3640th Pilot Training Wing. Later Air Training Command added the parenthetical notation (Basic Single-Engine) to the wing designation.

***Laughlin AFB, Texas.*** The command brought Laughlin back on active status on 1 May. At the same time ATC established the 3645th Pilot Training Wing (Basic Single-Engine) and assigned it to Flying Training Air Force. Then on 1 October 1952 ATC redesignated the 3645th as a flying training wing (fighter) and assigned it to Crew Training Air Force.

***Stallings Air Base, North Carolina.*** In May 1952 Headquarters USAF renamed Kinston Airfield, North Carolina, as Stallings Air Base in memory of Second Lieutenant Bruce Stallings, a P-51 pilot killed in March 1945, and his brother, Second Lieutenant Harry Stallings, a B-29 navigator killed in April 1945. The brothers came from the Kinston area.

***Big Spring Renamed Webb AFB, Texas.*** In 1951 Air Training Command had established a pilot training wing at Big Spring, Texas, but because of legal considerations, the command was unable to activate Big Spring AFB until 1 January 1952. Four months later, on 18 May, Air Training Command changed the name of Big Spring to Webb AFB to honor First Lieutenant James L. Webb, Jr., a Big Spring resident who was killed in a plane crash during a training mission in Japan in 1949.

## SUBORDINATE UNIT CHANGES

***3499th Mobile Training Wing.*** On 4 November 1952, ATC redesignated Chanute's 3499th Mobile Training Group as a wing. Previously, the mobile training group was a part of the 3499th Training Aids Wing, until HQ ATC discontinued the wing in early 1952.

**Here is the headquarters of the 3499th Mobile Training Wing located on Chanute AFB, Illinois.**



**3750th Observer Training Group.** Air Training Command activated the unit at Sheppard on 10 October 1952 and assigned it to Flying Training Air Force. The group only operated until 15 March 1954 when Air Training Command moved the training (without the group) to James Connally AFB.

<b>DESIGNATION CHANGES IN FLYING AND CREW TRAINING WINGS</b>		
Previous Designation	New Designation	Date Changed
3500 PTW (Adv M-E)	3500 PTW (Basic M-E)	27 June 1952
3510 PTW	3510 FTW (Med Bomb)	11 June 1952
3520 CCTW	3520 FTW (Med Bomb)	11 June 1952
3525 PTW (Adv S-E)	3525 PTW (Basic S-E)	27 June 1952
3530 (Adv S-E)	3530 PTW (Basic S-E)	27 June 1952
3535 BTW	3535 OTW	27 June 1952
3540 CCTW	3540 FTW (Fighter)	27 June 1952
3545 PTW (Basic)	3545 PTW (Primary)	27 June 1952
3550 TW (IA)	3550 FTW (Interceptor)	11 June 1952
3555 PTW (Basic)	3555 FTW (Fighter)	27 June 1952
3560 PTW (S-E)	3560 PTW (Basic S-E)	27 June 1952
3565 PTW (Basic)	3565 OTW	27 June 1952
3575 PTW (Adv M-E)	3575 PTW (Basic M-E)	27 June 1952
3595 TW (Combat Crew)	3595 FTW (Fighter)	11 June 1952
3605 NTW	3605 OTW	27 June 1952
3615 PTW (Adv S-e)	3615 PTW (Basic S-E)	27 June 1952
3625 TW	3625 FTW (Adv Interceptor)	11 June 1952
3640 PTW	3640 PTW (Basic S-E)	July-August 1952
3300 TRS (Contract Flying)	3300 PTS (Contract Primary)	27 June 1952
3301 TRS (Contract Flying)	3301 PTS (Contract Primary)	27 June 1952
3302 TRS (Contract Flying)	3302 PTS (Contract Primary)	27 June 1952
3302 TRS (Contract Flying)	3303 PTS (Contract Primary)	27 June 1952
3304 TRS (Contract Flying)	3304 PTS (Contract Primary)	27 June 1952
3305 TRS (Contract Flying)	3305 PTS (Contract Primary)	27 June 1952
3306 TRS (Contract Flying)	3306 PTS (Contract Primary)	27 June 1952
3307 TRS (Contract Flying)	3307 PTS (Contract Primary)	27 June 1952
3308 TRS (Contract Flying)	3308 PTS (Contract Primary)	27 June 1952
<p>Abbreviations and Acronyms: Adv = advanced, Bomb = bombardment, BTW – basic training wing, CCTW = combat crew training wing, FTW = flying training wing, IA = interceptor aircrew, M-E = multi-engine, Med = medium, NTW = navigator training wing, OTW = observer training wing, PTS = pilot training squadron, PTW = pilot training wing, S-E = single-engine, TRS = training squadron, TW = training wing</p>		

## FLYING TRAINING

***Basic Pilot Training Became Primary Pilot Training.*** In 1952 ATC renamed basic pilot training, the first phase of flying training, as "primary" training. The advanced flying phase became "basic pilot training." The change came with the activation of the Crew Training Air Force in March 1952, with its charter to conduct advanced pilot training. Primary and basic pilot training fell under ATC's Flying Training Air Force.

***Interceptor Training.*** Mechanical difficulties with the F-89 aircraft prevented ATC from training any students in this aircraft during the year. The F-86D program graduated 46 pilots during the year compared to a training plan of 1,200 per year (later reduced to 710 due to problems with the aircraft). The only significant interceptor pilot production occurred in F-94 aircraft, in which 598 pilots graduated (slightly below the 650 annual goal).

***Four-Phase Pilot Training.*** The most important change in training during the year involved the adoption of a four-phase pilot training program in November, with no change in flying hours. Part one of the program included 12 weeks of preflight training. The second part, called primary training, required 18 weeks and featured 120 hours of T-6 flight training. Part three, the basic flight phase, lasted 16 weeks and included 130 hours of flying. This phase included flying in the T-6 or T-28 and in tactical aircraft (T-33 jet trainer, F-80 jet fighter, F-51 conventional fighter, or B-25 multi-engine bomber). At the end of the third phase, cadets were commissioned and received pilot wings. The fourth phase of pilot training featured crew training and covered an average of 12 weeks. Total time spent in training lasted nearly 16 months. The first class to begin the four-phase program was 53-H (later changed to 54-A/B/C), which entered training at all flying bases on 3 November.

***Initiatives to Increase Pilot Applicants.*** In an effort to increase the number of pilot training applicants, ATC created aviation cadet selection teams to visit colleges across the nation. The first two teams came into existence in January. Along with other initiatives begun in 1951, ATC finally began to see the number of pilot training applicants increase. By April the monthly average had risen from less than 750 to over 3,800.

***B-47 Training.*** The shortage of aircraft that hindered the B-47 training program in 1951 continued through much of 1952. Three-man crews trained at Wichita totaled 14. The first B-47

students at Pinecastle did not enter training until 22 December.



**With the introduction of the H-19 at San Marcos AFB, Texas, Air Training Command cut helicopter training from 11 weeks to 10.**



***Fighter-Bomber Crew Training.*** In April ATC reduced its training requirements from 1,110 F-80 pilots per year to 288 and stopped all F-80 training in September. In November 1951 ATC had planned to train 345 pilots annually in the F-51, but in April 1952 the command instead directed the elimination of the program following the graduation of the 30 June class. As training for these older fighters decreased, programs for the newer F-84 and F-86 aircraft increased. Quotas for the F-84 grew from 420 in the November 1951 plan to 588 under the April 1952 schedule. For the new F-86 training course, ATC doubled its planned quotas from its initial 508, set in April 1952, to 1,224 in October.

***Observer Training.*** During the year, ATC revised its observer training program based on a 1 November 1951 training directive. Instead of three separate courses--cadet and nonrated officers, rated bombardiers and navigators, and pilots--ATC implemented a single basic observer course, with advanced training related to specific aircraft. Complete conversion to a single observer program was delayed by the necessity of providing refresher courses to navigators, bombardiers, and radar observers who had been trained during World War II.



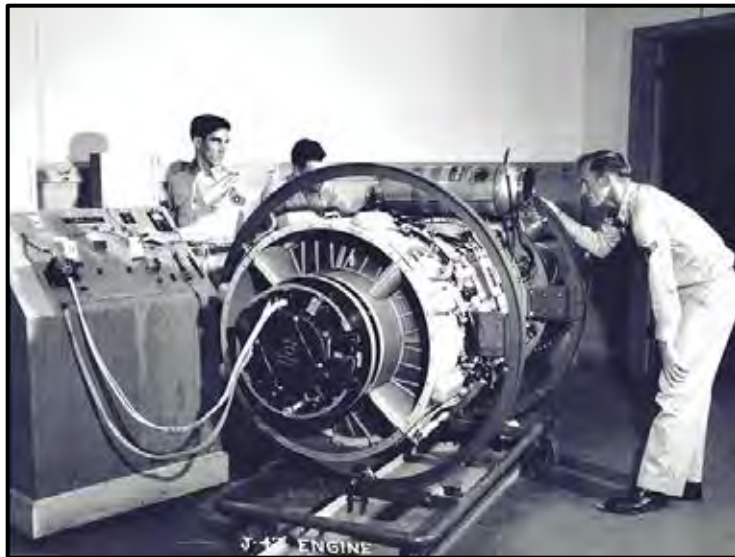
**A student pilot approaches his AT-6 on the ramp at Randolph. Note the unique nose art, the Taj.**

## **TECHNICAL TRAINING**

***Changes in Technology.*** The continued introduction of new aircraft and equipment forced ATC to develop new courses. Among the technical training courses begun in 1952 were specialized B-47 courses and F-86E and F-89 aircraft mechanic classes. As in 1951, the delayed delivery of new equipment to ATC caused shortages in trained technicians. Some of the most critical shortages were in the communications-electronics fields, because the command could not get the new cryptographic and electronic countermeasures (ECM) equipment being prepared for the war effort. In October ATC established an ECM operator-mechanic course at Keesler. Retention of instructors became an increasing problem. Reenlistment rates among electronics instructors dropped, and ATC experienced a high turnover among its civilian instructors as private industry offered these groups more money for their experience and expertise.

***Mechanic Training.*** In 1952, when the Air Force listed its 13 most critical specialties, 10 were in aircraft maintenance fields. In February ATC estimated that the Air Force would have a shortage of 32,000 aircraft mechanics by 30 June 1953. Most frustrating for the command was the fact that the capability existed to train far more mechanics. Air Training Command estimated it could train an additional 35,000 mechanics yearly if the Air Staff would increase the student load ceilings at Amarillo and Sheppard, the two main aircraft mechanic training centers, provide ATC with sufficient training equipment, and funnel more Airmen through the induction centers. Officials at ATC argued for intensified recruiting to gain inductees and that the major air commands should provide more training aircraft. At Amarillo, only one F-89, one F-86F, and three B-47s were available for training.

**Jet aircraft mechanic students engage in general trouble shooting procedures in maintenance of the J-47 jet engine.**



***Contract Training Reduced.*** The command decreased its reliance on civilian contract and other service schools during the year. In December 1951 the Air Force had more than 13,000 students enrolled in Army and contract schools. By June 1952 that number had been cut in half. At contract schools, the student load declined from 15,000 enrollments in June 1951 to 2,050 in June 1952. The number of contract schools ATC used declined from 53 to 5.

## MILITARY TRAINING

***Basic Military Training Course Lengthened.*** Before the Korean War, basic military training lasted anywhere from 4 to 13 weeks. In the rush to flow recruits through the training system and into the theater of conflict, ATC reduced the course to seven weeks in 1950 and then to two weeks in January 1951. After the initial push, ATC reintroduced the eight-week course and urged the Air Staff to lengthen the course. In July 1952 the Air Staff approved a 12-week course, which ATC implemented on 1 August at Lackland and Parks and on 1 September at Sampson. However, after only two months, the Air Staff decided that the course should be shortened, and ATC developed an 11-week program to begin in January 1953.

## MISCELLANEOUS

***Operation Sign Post.*** Air Defense Command conducted a nationwide air defense exercise 24-28 July, with the aid of Tactical Air Command and Air Training Command. Over 50 percent of the aircraft used in the exercise belonged to ATC.

# 1953

As in the previous year, the volume of training conducted steadily declined in 1953. Air Training Command graduated 333,332 students from all of its training programs, down from 439,991. Pilot production for the year neared the planned 7,200, but the crew training program failed to produce 7,200 combat-ready pilots from its advanced courses. In May the Air Staff dropped its plans to reach a production of 10,000 pilots annually and postponed plans to build up to 143 wings. Instead, the Air Staff looked to establish 120 wings by 30 June 1956. In a move to cut costs, the Air Staff shortened basic military training despite objections by Air Training Command. The command's permanent party assignments continued to decline despite the activation of another base. Air Training Command also saw its headquarters strength reduced to 839 authorizations as of 31 December, less than half of the 1,729 assigned at the beginning of the Korean War. By the time the three-year conflict ended, Air Training Command had produced 11,947 combat-ready pilots and graduated over 1,000,000 people from its various courses.

## ASSIGNED RESOURCES

(As of 31 December 1953)

**PRIMARY INSTALLATIONS:** 43

Alabama – Craig; Arizona – Luke, Marana, Williams; California – Mather, Parks; Colorado – Lowry; Florida – Bartow, Graham, Pinecastle, Tyndall; Georgia – Bainbridge, Moody, Spence; Kansas – Wichita; Illinois – Chanute, Scott; Mississippi – Columbus, Greenville, Keesler; Missouri – Malden; Nevada – Nellis; New York – Sampson; North Carolina – Stallings; Oklahoma – Vance; Texas – Amarillo, Bryan, Ellington, Foster, Gary, Goodfellow, Harlingen, Hondo, James Connally, Lackland, Laredo, Laughlin, Perrin, Randolph, Reese, Sheppard, Webb; Wyoming – Francis E. Warren

**PERSONNEL ASSIGNED:** 158,042 (15,974 officers, 113,454 enlisted, 28,614 civilians)



The ejection seat trainer at Williams AFB, Arizona, became known as the Boom Bucket in 1953 when Fox Movietone News made a film of the tower. Note the undergraduate pilot trainee riding the trainer.

**AIRCRAFT ASSIGNED:** 4,702 (B-25, B-26, B-29, B-47, C-45, C-47, F-80, F-84, F-89, F-94, H-5, H-13, H-19, L-5, L-13, L-16, L-17, L-19, L-21, T-6, T-28, T-29, T-33, T-34)

**MAJOR SUBORDINATE UNITS:** 3 training air forces:

**Crew, Randolph AFB TX**

- 9 flying training wings:
  - 3510th (Medium Bomb), Randolph AFB TX
  - 3520th (Medium Bomb), Wichita AFB KS
  - 3540th (Fighter), Pinecastle AFB FL
  - 3550th (Interceptor), Moody AFB GA
  - 3555th (Fighter), Perrin AFB TX
  - 3595th (Fighter), Nellis AFB NV
  - 3600th (Fighter), Luke AFB AZ
  - 3625th (Adv Interceptor), Tyndall AFB FL
  - 3645th (Fighter), Laughlin AFB TX

**Flying, Waco TX**

- 1 independent observer training group:
  - 3750th, Sheppard AFB TX
- 4 observer training wings:
  - 3535th, Mather AFB CA
  - 3565th, James Connally AFB TX
  - 3605th, Ellington AFB TX
  - 3610th, Harlingen AFB TX
- 11 pilot training wings:
  - 3500th (Basic Multi-Engine), Reese AFB TX
  - 3505th (Basic Single-Engine), Greenville AFB MS
  - 3525th (Basic Single-Engine), Williams AFB AZ
  - 3530th (Basic Single-Engine), Bryan AFB TX
  - 3545th (Primary), Goodfellow AFB TX
  - 3560th (Basic Single-Engine), Webb AFB TX
  - 3575th (Basic Multi-Engine), Vance AFB OK
  - 3580th (Basic Single-Engine), Foster AFB TX
  - 3585th (Liaison-Helicopter), Gary AFB TX
  - 3615th (Basic Single-Engine), Craig AFB AL
  - 3640th (Basic Single-Engine), Laredo AFB TX

- 9 independent pilot training squadrons (contract flying):
  - 3300th, Graham Air Base FL
  - 3301st, Columbus AFB MS
  - 3302d, Spence Air Base GA
  - 3303d, Bartow Air Base FL
  - 3304th, Hondo Air Base TX
  - 3305th, Malden Air Base MO
  - 3306th, Bainbridge Air Base GA
  - 3307th, Marana Air Base AZ
  - 3308th, Stallings Air Base NC



**On duty at Laughlin AFB**

## Technical, Gulfport MS

3 military training wings:  
3275th, Parks AFB CA  
3650th, Sampson AFB NY  
3700th, Lackland AFB TX

7 technical training wings:  
3310th, Scott AFB IL  
3320th, Amarillo AFB TX  
3345th, Chanute AFB IL  
3380th, Keesler AFB MS  
3415th, Lowry AFB CO  
3450th, Francis E. Warren AFB

WY

3750th, Sheppard AFB TX

1 mobile training wing: 3499th,  
Chanute AFB IL



**Rocket training received greater emphasis given the effectiveness of this weapon as demonstrated in the Korean War. Much of this training took place at Lowry AFB in Colorado.**

## COMMAND LEADERSHIP

Lieutenant General Robert W. Harper remained the Commander of Air Training Command. Major General Kenneth P. McNaughton continued to serve as vice commander.

## ORGANIZATION

***Officer Military Schools.*** To consolidate its officer training activities, Air Training Command established the USAF Officer Military Schools (a named activity) at Lackland, effective 1 August 1953. The command changed its Officer Candidate School (OCS) curriculum to include 86 hours of air base defense instruction and to provide greater emphasis on military training. The first class to receive the new syllabus would begin training in January 1954. During the last quarter of 1953, the OCS class quotas dropped from 600 to 156 per quarter. In the officer basic military course during the last half of the year, the Air Staff limited this direct commissioning program to applicants from medical, legal, chaplain, and meteorological fields.

***3505th Pilot Training Wing.*** In April 1953 Greenville AFB, Mississippi, began basic single-engine pilot training. That mission was performed by the 3505th Pilot Training Wing (Basic Single-Engine), which ATC had activated on 1 February 1953. Previously the Greenville wing had provided contract primary training.

***Military Training Wings.*** On 6 January 1953, Technical Training Air Force redesignated its three indoctrination wings - the 3700th at Lackland, the 3650th at Sampson, and the 3275th at Parks - as military training wings. This was in step with an ATC directive that said the training given to recruits was “basic military training” rather than “indoctrination training.”

## INSTALLATIONS

**Graham Air Base, Florida.** Air Training Command activated Graham Air Base on 27 January 1953 to replace Greenville AFB, Mississippi, as a contract primary pilot training school. Greenville then became an ATC basic single-engine pilot training school.

**Gary Air Force Base, Texas.** On 10 May 1953, Air Training Command changed the name of San Marcos AFB to Gary AFB to honor Second Lieutenant Arthur Edward Gary, a B-17 pilot killed in the Philippines in 1941. Gary was a native of San Marcos.



## TRAINING

**Changes in Technology.** As the B-26 left the Air Force inventory, ATC converted Perrin AFB, Texas, from B-26 training to all-weather interceptor crew training. After April 1953, all advanced flying training used jet aircraft, except that accomplished on B-26 and B-29 bombers. There was also a significant increase in the number of specialized technical training courses as new equipment, primarily electronic, moved into the Air Force inventory. Courses for specialties such as missile guidance, radio-radar, and rocket propulsion received emphasis in 1953.

**An instructor provides one-on-one training using a mockup of a missile.**

## FLYING TRAINING

**Pilot Production.** To attain its annual pilot production target, Air Training Command attempted to reduce the attrition rate to the 29 percent, the figure the command used in its planning. If and when the graduations from basic flight training increased, ATC faced a second problem, deficiencies in the advanced training program. In preflight training alone, Air Training Command saw an average of 14.2 percent attrition in the first half of 1953. Large numbers of students dropped out because of physical problems. Improved screening procedures corrected that problem. However, a second problem affected student motivation. With the lessening of tensions in Korea, the sense of urgency and of need to serve one's country had diminished.

**Training Realignment.** Air Training Command added Foster AFB, Texas, to its basic single-engine training program in 1952, and the base accepted its first students in February 1953.



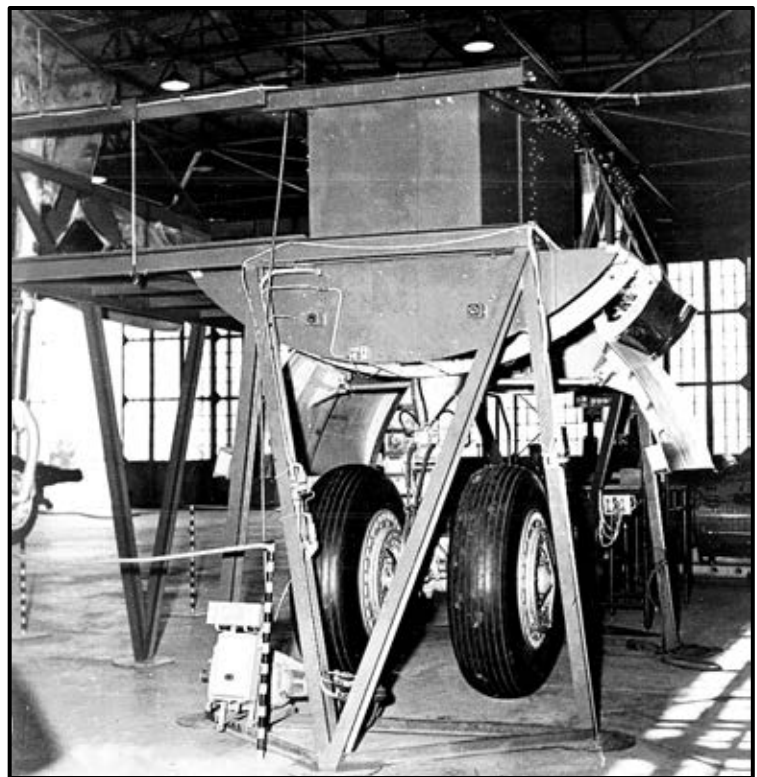
Greenville AFB, Mississippi, switched from operating a contract primary school to conducting basic single-engine training in April. With this realignment, Perrin, Goodfellow, Gary, and Craig discontinued basic single-engine training and concentrated on primary missions: interceptor training at Perrin, primary pilot instruction at Goodfellow, helicopter and liaison training at Gary, and pilot instructor training at Craig.

***Interceptor Training.*** During the year, ATC consolidated its interceptor training. Previously, the command gave instrument training at Moody, with applied training at either Tyndall or Perrin. Under the revised curriculum, each of the three bases provided both phases of training. Perrin and Tyndall concentrated on the F-86D, and Moody trained on the F-89 and F-94.

***Changes in B-29 Training.*** In May 1953 the size of a conventional B-29 crew increased from 11 to 12 when an electronic countermeasures (ECM) operator joined the team. Randolph continued to provide crew training, even though production was on a downward trend. In September Randolph began training B-29 reconnaissance crews (12-man). These crews included an aerial photographer in place of an ECM operator, and a photo navigator was substituted for the bombardier.

***B-47 Training Identified for Transfer Back to Strategic Air Command.*** Pinecastle AFB in Florida produced its first fully-trained B-47 bomber crews during 1953, and ATC saw an improvement in numbers graduated by the end of the year. However, lack of fully equipped B-47s meant ATC had difficulty training fully effective aircrews. As a result, the Air Staff decided it made more sense to send the training to Strategic Air Command, because that command had more than enough well equipped B-47s to provide crew training. Effective 1 January 1954, responsibility for B-47 training and Pinecastle AFB transferred to SAC.

**The training aids department at Amarillo AFB built a large B-47 trainer consisting of the main gear, outrigger, and co-pilot cockpit position. All units were in the same relative position and reacted exactly as those on the aircraft.**



***Advanced Multi-Engine Training.*** The command began a new advanced multi-engine training program involving the T-29 and B-25 aircraft, with plans to add TC-54 and B-50 aircraft

in the coming year. On 1 September Air Training Command established advanced multi-engine schools at Mather in California and James Connally, Ellington, and Harlingen in Texas as a part of Flying Training Air Force and at Keesler in Mississippi, under Technical Training Air Force.

**Observer Training.** The implementation of the four-phase flying training program in 1952 created an imbalance with the observer training program. Students in the observer program could receive their commission much more quickly than those in the lengthened flying training program. To rectify the situation, ATC added a preflight course to the observer training program, similar to that given to students in flying training. Other major changes in observer training included the implementation of B-57 bomber-observer and B-26 tactical reconnaissance training at Mather.

**Mutual Defense Assistance Program.** For the first time in its history, the Mutual Defense Assistance Program (MDAP) used a quota system to fill training requests. Training requests from West Germany made up almost 40 percent of the quotas. In addition, six new countries began receiving training authorizations under MDAP: Spain, Egypt, Iraq, Saudi Arabia, Syria, and South Korea. Air Training Command had provided instruction for various Arab countries prior to 1953, but never as a part of MDAP.

**Training Program Drawdowns.** With the end of the Korean War, Air Training Command ended many of its flying training courses. For example, during April the B-50 observer program entered its final class, and in June B-29 gunnery and bombardier refresher training ceased.



Shown here is a 1950s view of the flight line at Perrin AFB, Texas. For a time, Perrin provided F-86D interceptor crew training.

## TECHNICAL TRAINING

**Changes to Training Programs.** Air Training Command made three curricula changes which significantly affected its training programs in 1953. In July senior leadership directed the move of factory training courses to the technical training centers. Then in September ATC revised all of the advanced courses for officers and enlisted to a maximum of 19 weeks, saving permanent change of station (PCS) funds. In October the command reverted to a five-day academic week.

Overall, there was a shift from general instruction to more specialized training. A month later the Air Staff issued a new technical training directive that defined the difference between formal training and on-the-job training and delineated the responsibilities of Air Training Command and of the using agencies.

## MILITARY TRAINING

**Basic Military Training Course Shortened.** To save money, the Air Staff decreased basic military training from 12 to 9 weeks; ATC implemented the change at Lackland in January and at Parks and Sampson in February. During the first half of 1953, the Air Staff reduced its induction quotas from 10,000 to 15,000 per month to less than 5,000. With the lower quotas, ATC no longer needed to use Parks AFB for basic military training, so BMT phased out at the end of September. Parks continued to be used for air base defense training (began in September 1952) and processing overseas returnees.

## INSIGNIA OF THE NAMED AIR FORCES IN ATC



## MISCELLANEOUS

**Mission Change.** With the addition of crew training and the acquisition of interceptor aircraft, HQ USAF decided effective 20 October to assign Air Training Command responsibility for supporting Air Defense Command (ADC). All three of ATC's interceptor training bases had air defense commitments. Moody maintained two combat-ready aircraft and crews on five-minute active air alert as ADC augmentation forces. Tyndall had a requirement to deploy 16 combat-ready F-86D aircraft and to maintain 16 others in a 4-hour readiness state in the event of an emergency. Perrin maintained an ADC defense squadron manned with ATC aircraft and instructor pilots as part of the active air alert force.

**Construction Savings.** In February the federal government imposed a freeze on military construction and began reviewing its building program. The Secretary of the Air Force canceled or deferred nearly one-third of ATC's projects - almost \$25 million. The greatest single block of

cancellations involved the decision to delay activation of Moore Field, Texas, as a flying training base. That saved ATC \$8 million.

*Operation Tail Wind.* On 11 and 12 July 1953, Air Defense Command tested its augmentation plan. A total of seven ATC bases actively participated in the exercise, deploying aircraft and aircrews, as well as supporting the ADC radar net.



**Wichita AFB, Kansas, sustained extensive damage when a tornado hit the installation on 21 June 1953. The 3520th Flying Training Wing (Medium Bombardment) reported damage to buildings, equipment, and aircraft.**

# 1954

During the year, pilot training leveled out at 7,000 per year, observer training remained unchanged, and technical training production jumped from 30,000 at the end of 1953 to 47,000 by the end of June 1954. In the last half of the year, Headquarters USAF told Air Training Command that beginning in fiscal year 1957 pilot production would drop to 4,800, a 30 percent cut in production. That was enough to support a 137-wing Air Force. The plan was to evenly divide production between single- and multi-engine aircraft as opposed to the 65-35 split in place in 1954. Air Training Command noted it could close one of its five basic single-engine training bases; however the Air Staff wanted to take a more gradual approach so as not to cause financial hardship for its civilian contractors.

## ASSIGNED RESOURCES

(As of 31 December 1954)

**PRIMARY INSTALLATIONS:** 42

Alabama – Craig; Arizona – Luke, Marana, Williams; California – Mather, Parks; Colorado - Lowry; Florida – Bartow, Graham, Tyndall; Georgia – Bainbridge, Moody, Spence; Kansas – McConnell (previously Wichita); Illinois – Chanute, Scott; Mississippi – Columbus, Greenville, Keesler; Missouri – Malden; Nevada – Nellis, Stead; New York – Sampson; North Carolina – Stallings; Oklahoma – Vance; Texas – Amarillo, Bryan, Ellington, Gary, Goodfellow, Harlingen, Hondo, James Connally, Lackland, Laredo, Laughlin, Perrin, Randolph, Reese, Sheppard, Webb; Wyoming – Francis E. Warren

**PERSONNEL ASSIGNED:** 156,773 (16,078 officers, 111,739 enlisted, 28,956 civilians)

**AIRCRAFT ASSIGNED:** 4,702(B-25, B-26, B-29, B-47, B-57, F-51, F-80, F-84, F-86, F-89, F-94, F-100, H-5, H-13, H-19, H-21, L-19, L-21, T-6, T-28, T-29, T-33, T-34)

## MAJOR SUBORDINATE UNITS

1 USAF recruiting wing: 3500th, Wright-Patterson AFB OH

3 training air forces:

## Crew, Randolph AFB TX

### 9 flying training wings:

- 3510th (Medium Bombardment), Randolph AFB TX
- 3520th (Medium Bombardment), McConnell AFB KS
- 3550th (Interceptor), Moody AFB GA
- 3555th (Advanced Interceptor), Perrin AFB TX
- 3595th (Fighter), Nellis AFB NV
- 3600th (Fighter), Luke AFB AZ
- 3625th (Advanced Interceptor), Tyndall AFB FL
- 3635th (Survival), Stead AFB NV
- 3645th (Fighter), Laughlin AFB TX

**Captain Edward W. Kenney, 3600th Flying Training Wing, Luke AFB, Arizona, talks with a crew chief before taking off in his F-84F on a record-setting flight. On 4 September 1954, he won the Bendix Trophy Air Race by setting a new cross country record of 3 hours and 1 minute at an average speed of 616 miles per hour.**



## Flying, Waco TX

### 4 observer wings:

- 3535th, Mather AFB CA
- 3565th, James Connally AFB TX
- 3605th, Ellington AFB TX
- 3610th, Harlingen AFB TX

### 2 flying training wings:

- 3585th (Liaison-Helicopter), Gary AFB TX
- 3615th (Basic Single-Engine), Craig AFB AL

### 8 pilot training wings:

- 3500th (Basic Multi-Engine), Reese AFB TX
- 3505th (Basic Single-Engine), Greenville AFB MS
- 3525th (Basic Single-Engine), Williams AFB AZ



(pilot training wings continued)

3530th (Basic Single-Engine), Bryan AFB TX  
3545th (Basic Multi-Engine), Goodfellow AFB TX  
3560th (Basic Single-Engine), Webb AFB TX  
3575th (Basic Multi-Engine), Vance AFB OK  
3640th (Basic Single-Engine), Laredo AFB TX

9 independent pilot training squadrons (contract primary):

3300th, Graham AB FL  
3301st, Columbus AFB MS  
3302d, Spence Air Base GA  
3303d, Bartow Air Base FL  
3304th, Hondo Air Base TX  
3305th, Malden Air Base MO  
3306th, Bainbridge Air Base GA  
3307th, Marana Air Base AZ  
3308th, Stallings Air Base NC

**Technical, Gulfport MS**

3 military training wings:

3275th, Parks AFB CA  
3650th, Sampson AFB NY  
3700th, Lackland AFB TX

7 technical training wings:

3310th, Scott AFB IL  
3320th, Amarillo AFB TX  
3345th, Chanute AFB IL  
3380th, Keesler AFB MS  
3415th, Lowry AFB CO  
3450th, Francis E. Warren AFB WY  
3750th, Sheppard AFB TX

1 mobile training wing: 3499th, Chanute AFB IL



**A student wears protective clothing before beginning training in the rocket propulsion course at Chanute AFB, Illinois.**

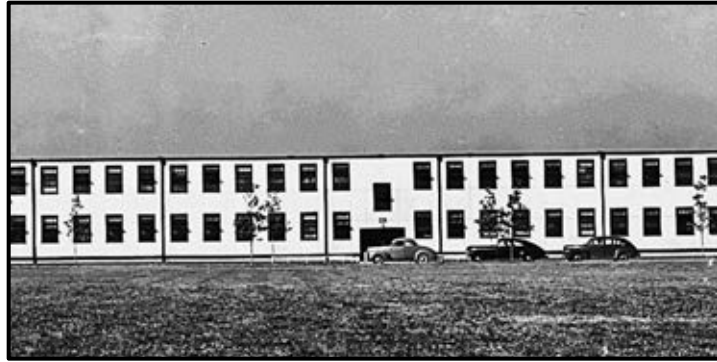
## **COMMAND LEADERSHIP**

On 1 July 1954, the ATC vice commander, Maj Gen Glenn O. Barcus, temporarily assumed command from Lieutenant General Harper, who retired. The new ATC commander, Lt Gen Charles T. Myers, arrived on 26 July. Air Training Command welcomed a new vice commander on 2 July, Maj Gen Edward H. Underhill.

## **ORGANIZATION**

***Deputy Chief of Staff, Installations.*** The Deputy Chief of Staff, Installations office went into operation at HQ ATC on 12 August 1954. This was the forerunner of civil engineering.

**Recruiting Wing Activated.** As part of its plan to manage Air Force recruiting, Air Training Command activated the 3500th USAF Recruiting Wing at Wright-Patterson AFB, Ohio, on 10 April 1954. The command formed the new wing using personnel from the former 3500th Personnel Processing Group that had operated at Waco AFB in Texas.



**HQ 3500th USAF Recruiting Wing**

**3635th Combat Crew Training Wing.** Effective 1 September 1954, Strategic Air Command transferred the 3904th Composite Wing at Stead AFB, Nevada, to ATC. On the same day, ATC discontinued the 3904th and established the 3635th Combat Crew Training Wing (Survival) and assigned it to Crew Training Air Force.

**Wing Redesignations.** In September-October 1954, Air Training Command renamed its eight flying training wings as combat crew training wings to describe their mission better. The command also renamed its four observer training wings as aircraft observer training wings, effective 10 September, and changed its two pilot training wings - the 3615th at Craig and the 3585th at Gary - into flying training wings.

## **INSTALLATIONS**

**McConnell AFB, Kansas.** On 12 April 1954, Air Training Command memorialized Wichita AFB as McConnell AFB, honoring two brothers – Second Lieutenant Thomas L. McConnell, killed in the South Pacific in 1943, and Capt Fred M. McConnell, Jr., who died in a plane crash in October 1945. There were three McConnell brothers, Tom, Fred, and Edwin, all from Wichita, and all co-pilots during World War II. In a rededication ceremony in 1999, base officials added Edwin’s name (he died in 1997), making McConnell the namesake of all three brothers.

## **MISSILE TRAINING**

**Air-to-Air Missile Training.** In August 1954 Air Training Command learned that it had gained the responsibility of providing air-to-air missile training to units in Air Defense Command. Although the Air Staff suggested using Tyndall as the site for the training, in November the two commands agreed to put the training at Moody AFB in Georgia. Training began in February 1955.

## **FLYING TRAINING**

**Combat Crew Training Transferred.** Air Training Command returned various combat crew training responsibilities to Strategic Air Command and Tactical Air Command in 1954. Among these was the transfer of Pinecastle AFB, Florida, and its B-47 training mission to SAC

on 1 January 1954 and the transfer of Foster AFB to TAC on 1 July. In addition, SAC assumed responsibility for B-47 training at McConnell AFB, Kansas, but ATC continued providing B-47 transition training. At Vance, TAC started training B-26 combat crews.

***The Century Problem.*** In World War II, pilots flew propeller-driven aircraft. After the war the all-jet combat force began to take shape. The next step was replacement of subsonic jets with supersonic jets, which posed the "Century Problem" for Air Training Command. The tactical wings already had some new 100-series aircraft, while ATC schools still made do with a combination of T-34s, T-28s, and T-33s. In fact, ATC received its first F-100 in August 1954 at Nellis, but not long after that the Air Force grounded all F-100s following three major accidents. As a result, ATC officials believed it would be 1956 before the command could begin training. With this outdated training, graduates were handicapped before they reached their first assignment. In the eyes of ATC officials, the only way to improve the quality of pilot trainees was by acquiring new trainer aircraft. Planners felt three new trainers were needed. The first, the T-34, had already



arrived in ATC in significant numbers by the end of the year. The second, a T-37 twin-jet trainer, was set to replace the conventional T-28 in the second phase of primary training. It would give ATC its first jet trainer in primary training. The F-100 was intended to replace the T-33 in basic single-engine training. Its purpose was to prepare student pilots for supersonic flight. What that aircraft would be was still to be determined.

**F-100A in flight.**

***Basic Pilot Training.*** With the Korean War past, USAF officials became concerned that Air Training Command was producing too many pilots at too great a cost. The Air Staff decided the best way to handle the problem was by limiting advanced combat flying training to pilots who signed an agreement to remain in the Service for four years beyond graduation from basic pilot training. The first class asked to sign such agreements was 55-G. About 44 percent signed. Still ATC had too many enrolled in basic to the point when they had great difficulty placing graduates. In fact, during the last three months of the year, a total of 178 graduates were transferred to technical training programs, when Air Training Command was unable to find cockpit assignments for these individuals. Also as a result of this overproduction, ATC temporarily discontinued its advanced multi-engine training program (B-25s, B-50s, and T-29s) in December.

***Observer Training.*** As a cost-cutting measure, Headquarters USAF directed ATC in November 1953 to reorganize its observer training program and decrease training time. Air Training Command managed the restructure by converting primary observer training into a primary-basic course and by providing advanced instruction in the basic course. Under the new

program, every graduate of primary-basic training was a qualified navigator. At the beginning of 1954, nine ATC bases provided various types of observer training: Lackland taught preflight; Ellington and Harlingen gave primary training; and Mather, Lowry, Keesler, James Connally, and Sheppard provided advanced training. Sheppard was only in the program temporarily to help relieve congestion at James Connally, and Lowry dropped out of the program in November when armament instruction ended. By 31 December 1954, only five bases remained in the observer program: Mather, James Connally, Harlingen, Ellington, and Keesler.

***Contract Primary Flying Training.*** Since the formation of the primary contract flying training schools in the early 1950s, the only military base to provide primary training was Goodfellow. It was in that position to monitor the training given by the contractors. By the end of 1953, ATC was satisfied with the quality of training provided by the schools, and officials felt it was unnecessary for Goodfellow to continue its monitoring role. Instead, in February 1954 Goodfellow converted to basic multi-engine pilot training. Meanwhile, the contract schools were in the midst of a major aircraft conversion. Beginning in May, Marana started receiving T-34s and T-28s to replace the older T-6s and PA-18s. The Spence school reported the arrival of its first T-34 in June, and Bainbridge and Columbus received new aircraft in September. By year's end, Marana had 55 T-34s in its inventory and Spence had 56. The government-owned T-6s went back to Air Materiel Command. The PA-18s belonged to the contractors; they gave several of their surplus aircraft to the Civil Air Patrol in early 1955.

***C-119 and B-57 Training.*** At Randolph B-29 combat crew training was sharply curtailed midway through the year, so that the base could prepare for operation of a four-engine transport school, using the C-119. Student training began in July. In addition, Randolph began its first B-57 pilot training course in late October. While some classroom instruction took place, students did not fly the B-57 in 1954. It was November before ATC received its first four B-57s, and another four aircraft arrived in December; however, the command had immediate maintenance problems with the aircraft, recording an in-commission rate of only seven percent. Besides the maintenance problems, Air Training Command also had difficulty finding qualified instructors because of the newness of the aircraft. Most of the qualified pilots were in TAC units converting to the B-57. The Randolph program had to qualify T-33 pilots as B-57 instructors.

**A Fairchild C-119 takes off from Randolph AFB, Texas.**



***Basic Multi-Engine Training.*** Here again production exceeded need. The command had made the decision to change its proportion of single-engine graduates to multi-engine, from a 75/25 mix to 65/35. Air Training Command accomplished this by repurposing Goodfellow from primary

pilot training to multi-engine instruction in the first half of 1954. Reese and Vance also trained multi-engine pilots.

***Interceptor Weapons Training.*** The command established interceptor weapons instructor training at Moody and Tyndall in July 1954. To inject more realism into the training, ATC made arrangements with Strategic Air Command to allow instructor pilots to fly intercept missions against SAC bombers.

***Atomic, Biological, and Chemical Warfare.*** For several years, the Armed Forces Special Weapons Project at Sandia Base, New Mexico, had provided all atomic, biological, and chemical (ABC) warfare training for the Air Force. Beginning in October 1954, Air Training Command added ABC instruction to its bomber training program at Randolph and its fighter pilot programs at Luke and Nellis. In addition, ATC established six general ABC courses to train aircrews already in the field, using mobile training teams.



**The first B-57B was accepted at Randolph AFB, Texas, for operational use in October 1954. On hand were Capt R.D. Rush; Lt Col Craddock; O.E. "Pat" Tibbs, Glenn L. Martin Company Flight Operations director; Maj Allen Warfield, USAF acceptance test pilot; Capt John A. Gliese, and Maj Larry Smith.**

## TECHNICAL TRAINING

***Helper Positions Added as Option to Technical School or Direct Duty.*** When incoming Airmen completed basic military training, a large percentage went directly to formal technical training courses. Other recruits were direct-duty assigned and received on-the-job training to the apprentice level. The remainder of basic military training graduates, beginning in October 1954, were sent into the field to fill "helper" positions. Commanders could assign these individuals to any career field where an authorized vacancy existed.

## MILITARY TRAINING

***Recruiting.*** Effective 6 March 1954, Secretary of Defense Charles E. Wilson signed a memorandum specifying that the Air Force would assume operational control of its recruiting function not later than 1 July. When the Air Force became a separate service in 1947, recruiting had remained a joint function carried out through the Army's recruiting organization. Now Head-

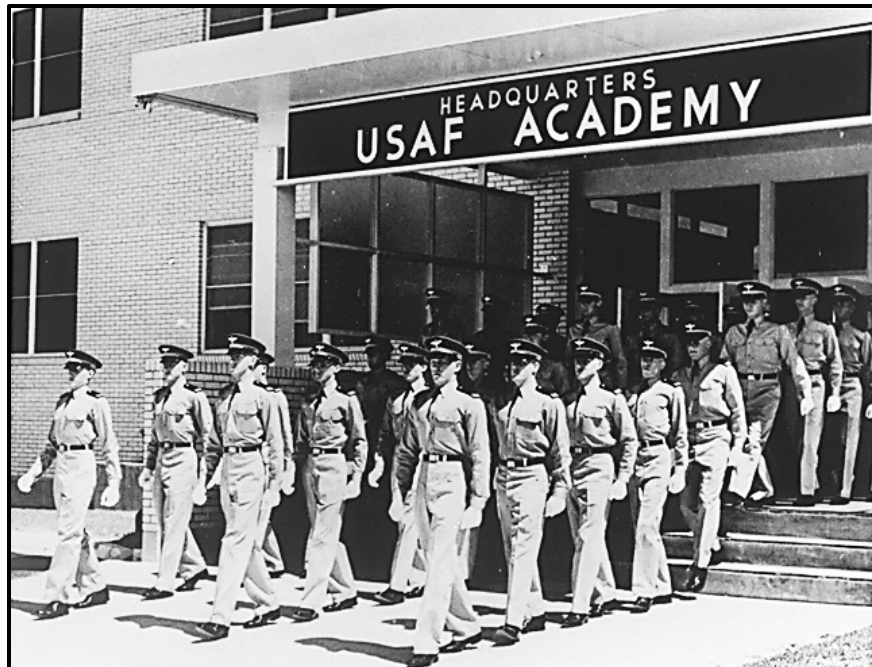
quarters USAF delegated recruiting responsibility to Air Training Command. The primary reason the Defense Department had decided to give the Air Force control of its recruiting function was to save money and manpower. The new organization that would exist under ATC included a wing, six groups, 71 detachments, and recruiting stations, as necessary.

***Third Basic Training Facility Needed.*** At the beginning of the year, ATC had two basic military training facilities, Lackland and Sampson. However, the Air Force projected that an average of 12,000 new enlistees would enter the service every month through fiscal year 1956. For that reason, ATC decided to reopen a third processing center. On 7 September Parks began receiving new recruits after a year in standby status.

## MISCELLANEOUS

***Survival Training.*** Since October 1950, SAC had taught survival techniques for downed aircraft crews. The first course was held at Camp Carson, Colorado, and in 1952 the training moved to Stead AFB, Nevada. Originally, SAC had begun the training for its personnel, teaching them how to survive if forced down in remote and/or unfriendly terrain, how to escape capture, and how to escape if captured. Later other commands used the training. In the spring of 1954, since ATC had primary responsibility for training, Air Force officials decided to transfer survival training to ATC. On 1 September 1954, SAC transferred its survival training mission to ATC, along with Stead AFB.

***Lowry Named Interim Site for Air Force Academy.*** In July 1954 USAF officials named Lowry AFB, Colorado, as the interim site for the new Air Force Academy. At the same time, Strategic Air Command also wanted to use Lowry to support missile units. In both cases, no new construction was allowed. According to HQ USAF, the base had to support the new academy, and if necessary, training could relocate so that the academy had the facilities it needed. In September Lowry's 3415th Technical Training Wing moved some courses beginning in September. It relocated intelligence, comptroller, and transportation training programs to Sheppard AFB, Texas. At the same time, the Sheppard school also gained 37 jet engine, hydraulic, and electrical repairman courses from Chanute AFB, because the training load at the Illinois school had overtaxed base support facilities.





# 1955

**Pilot production continued its downward trend. However, there was a positive side in that smaller classes meant Air Training Command could give more attention to the quality of pilot they produced. Course syllabi increased the amount of flying time pilot trainees received. The command also increased its efforts to acquire more modern aircraft for training purposes. That way pilot trainees would experience flying heavier, faster aircraft before receiving an assignment to a tactical unit. By mid-year four of ATC's nine contract primary schools had replaced their P-18 and T-6 trainers with T-34s and T-28s. Also during the year, Headquarters USAF took a close look at ATC's technical and basic military instruction programs in preparation for integrating basic military and basic technical training, establishing a field training system, and readjusting training loads to economize the use of the command's facilities.**

## **ASSIGNED RESOURCES**

(As of 31 December 1955)

**PRIMARY INSTALLATIONS:** 42

Alabama – Craig; Arizona – Luke, Marana, Williams; California – Mather, Parks; Colorado - Lowry; Florida – Bartow, Graham, Tyndall; Georgia – Bainbridge, Moody, Spence; Kansas – McConnell; Illinois – Chanute, Scott; Mississippi – Greenville, Keesler; Missouri – Malden; Nevada – Nellis, Stead; New York – Sampson; North Carolina – Stallings; Oklahoma – Vance; Texas – Amarillo, Bryan, Ellington, Edward Gary, Goodfellow, Harlingen, Hondo, James Connally, Lackland, Laredo, Laughlin, Moore, Perrin, Randolph, Reese, Sheppard, Webb; Wyoming – Francis E. Warren

**PERSONNEL ASSIGNED:** 146,814 (16,658 officers, 96,934 enlisted, 33,222 civilians)

**AIRCRAFT ASSIGNED:** 4,830 (B-25, B-29, B-47, C-45, C-47, F-51, F-80, F-84, F-86, F-89, F-94, F-100, H-13, H-19, H-23, L-19, L-21, T-28, T-29, T-33, T-34)

## **MAJOR SUBORDINATE UNITS**

1 USAF recruiting wing: 3500th, Wright-Patterson AFB OH

3 training air forces:

## Crew, Randolph AFB TX

8 flying training wings:

- 3510th (Medium Bomb), Randolph AFB TX
- 3520th (Medium Bomb), McConnell AFB KS
- 3550th (Interceptor), Moody AFB GA
- 3555th (Advanced Interceptor), Perrin AFB TX
- 3595th (Fighter), Nellis AFB NV
- 3600th (Fighter), Luke AFB AZ
- 3625th (Advanced Interceptor), Tyndall AFB FL
- 3635th (Survival), Stead AFB NV

## Flying, Waco TX

1 combat crew training wing: 3645th  
(Fighter), Laughlin AFB TX

4 aircraft observer wings:

- 3535th, Mather AFB CA
- 3565th, James Connally AFB TX
- 3605th, Ellington AFB TX
- 3610th, Harlingen AFB TX

2 flying training wings:

3585th (Liaison-Helicopter), Edward  
Gary AFB TX  
3615th, Craig AFB AL



**A flight records table in use at Randolph AFB, Texas, in the mid-1950s.**

8 pilot training wings:

- 3500th (Basic Multi-Engine), Reese AFB TX
- 3505th (Basic Single-Engine), Greenville AFB MS
- 3525th (Basic Single-Engine), Williams AFB AZ
- 3530th (Basic Single-Engine), Bryan AFB TX
- 3545th (Basic Multi-Engine), Goodfellow AFB TX
- 3560th (Basic Single-Engine), Webb AFB TX
- 3575th (Basic Multi-Engine), Vance AFB OK
- 3640th (Basic Single-Engine), Laredo AFB TX

9 independent pilot training groups (contract primary):

- |                               |                                |
|-------------------------------|--------------------------------|
| 3300th, Graham Air Base FL    | 3304th, Hondo Air Base TX      |
| 3301st, Moore Air Base TX     | 3305th, Malden Air Base MO     |
| 3302d, Spence Air Base GA     | 3306th, Bainbridge Air Base GA |
| 3303d, Bartow Air Base FL     | 3307th, Marana Air Base AZ     |
| 3308th, Stallings Air Base NC |                                |

## Technical, Gulfport MS

3 military training wings:

- 3275th, Parks AFB CA
- 3650th, Sampson AFB NY
- 3700th, Lackland AFB TX

1 mobile training wing: 3499th, Chanute AFB IL

7 technical training wings:

3310th, Scott AFB IL

3380th, Keesler AFB MS

3320th, Amarillo AFB TX

3415th, Lowry AFB CO

3345th, Chanute AFB IL

3450th, Francis E. Warren AFB WY

3750th, Sheppard AFB TX

## COMMAND LEADERSHIP

Lieutenant General Myers continued to serve as Commander, Air Training Command, and Major General Underhill remained vice commander.

## ORGANIZATION

***Project Jericho.*** During the year, ATC officers put together a plan to relocate the command headquarters from Scott to Randolph and to inactivate the Crew Training Air Force and combine its mission with Flying Training Air Force. That plan was called Project Jericho. Officials in ATC realized that the Air Force was nearing its goal of establishing 137-wings. Once that happened, training demands would decrease. By consolidating and relocating, ATC believed the Air Force would save money and personnel. However, Headquarters USAF disagreed. Project Jericho died, but the command still continued its efforts to reduce operating costs. On 3 October 1955, ATC reorganized its headquarters, reducing its authorized strength from 782 to 580 positions by putting only planning, policy-making, and flying and technical training inspection functions in the headquarters. At the same time, the headquarters changed the designation of two Deputy Chiefs of Staff (DCS). The DCS/Comptroller Office became DCS/Comptroller, and the DCS/Operations Office became DCS/Plans and Operations. Earlier, on 1 February, ATC dissolved its Deputy Chief of Staff/Programming Office. This function then became a part of the DCS/Operations Office.

***3645th Combat Crew Training Wing.*** Laughlin AFB, Texas, and its 3645th Combat Crew Training Wing (Fighter) moved from the Crew Training Air Force to ATC's Flying Training Air Force effective 1 September 1955.

## INSTALLATIONS

***Edward Gary AFB, Texas.*** On 1 September 1955, ATC redesignated Gary as Edward Gary AFB. Air Training Command continued to provide helicopter training there for the Air Force and Army; however, the Army wanted to take responsibility for training its aviation personnel. The base would see more changes in 1956.

***Contract Primary Installations.*** For simplicity sake since 1952, Air Training Command had listed its contract primary fields (those not already designated as Air Force Bases) as air bases. However, the command did not make those designations official until 1 November 1955. Also the contract primary squadrons became pilot training groups (contract primary) effective 25 April 1955.

**Columbus AFB, Mississippi.** Air Training Command transferred jurisdiction of Columbus AFB to Strategic Air Command on 1 April 1955. Since 1951, Columbus had operated a contract primary squadron for ATC's Flying Training Air Force. Air Training Command relocated the flying training mission to Moore Air Base, Texas.

**Moore Air Base, Texas.** Between December 1954 and March 1955, Air Training Command moved the contract flying training program at Columbus AFB, Mississippi, to Moore Air Base, Texas, including the 3301st Pilot Training Squadron. The command had announced in mid-1954 that contract pilot training would move to Moore with activation of the base on 1 January 1955. Training began on 3 January 1955.

**Just before a routine T-33 training flight at Bryan AFB, Texas, an instructor and student discuss last minute details with the crew chief.**



## FLYING TRAINING

**Training Program Changes.** At year's end, single-engine programs continued at Bryan, Greenville, Laredo, Laughlin, and Webb. Williams transferred its program to Laughlin in September 1955, in preparation for assuming an advanced fighter training role. Multi-engine training remained at Goodfellow, Reese, and Vance. By fiscal year 1958, ATC planned to end multi-engine training and conduct all basic training in jet T-33 trainers. During 1955 ATC removed all of its T-28s from the multi-engine program, leaving only B-25s. The T-28s went to the primary flying schools. All-jet basic training would begin at Reese and Vance in 1957 and at Goodfellow in 1958.



**Lieutenants Vince D. Meyer and John Tyson made the last student flight in the T-6 at Moore AFB, Texas, on 22 June 1955.**

## TECHNICAL TRAINING

**Field Training, a Revised Concept.** A combination of factors like low reenlistment rates, failure of tactical units to maintain adequate on-the-job training (OJT) programs, too lengthy formal training followed by increased instances of malassignment, and a mobile training program with limited capability caused the Air Staff to look closer at the way ATC trained people. Of key importance was Air Training Command's ability to produce "combat-ready" personnel. From the Air Staff perspective, ATC responsibilities went beyond graduating Airmen from technical training. What the Air Force wanted was a well-organized system of continuation training. The Air Staff directed Air Training Command to explore the possibility of providing continuation training through field training detachments (FTD). Officials at ATC suggested that continuation training should include the use of mobile training units and on-the-job (OJT) training. Headquarters USAF agreed, and Air Training Command prepared to test the FTD concept at Hamilton AFB, California, a base belonging to Air Defense Command; Smoky Hill AFB, Kansas, a SAC installation; and Foster AFB, Texas, a TAC station; however, a shortage of qualified

instructors delayed the test. (Only one mobile training wing existed in the entire Air Force, the 3499th at Chanute. This wing, with its over 170 detachments, was to become the nucleus of a new field training program.) It was early 1956 before the test began. If the test proved successful, the Air Staff proposed sending 95 percent of all new enlistees to formal technical training, with only five percent receiving a direct-duty assignment. All technical training courses would be revised to include only the basics, and OJT or mobile training units would provide more specific instruction.



**A student officer from Thailand receives hydraulic systems training at Chanute AFB, Illinois, all possible through the Mutual Defense Assistance Program.**





**At the 3650th Military Training Wing, Sampson AFB, New York, basic trainees practice dry firing (no ammunition used) as a first step in becoming a marksman.**

## MILITARY TRAINING

***Basic Military and Technical Training Combined.*** In early 1955, Headquarters USAF proposed that Air Training Command integrate its basic military and technical training programs. Officials in ATC conducted a study and determined that the best way to proceed was by retaining the current recruiting system, a minimum of two basic military training bases, and seven technical training bases. However, instead of providing all basic military training at these bases, ATC suggested that the military training bases process, test, and classify all basic Airmen and provide the first six weeks of basic training. Then Airmen selected for technical training would receive their last six weeks of basic military training at a technical training center. Headquarters USAF approved this plan, and Air Training Command put it into effect on 2 January 1956. Not included in this program were prior service and WAF [Women in the Air Force] personnel.



**Students marching to class at Sampson AFB.**



# 1956

Air Training Command remained the largest major command in the Air Force, but strength continued to drop as the demand for training decreased. At a US Air Force conference in 1956, officials made plans to reduce annual pilot production to a point where ATC could possibly close two of its primary bases, Marana and Stallings, in 1958 and two basic schools, Greenville and Goodfellow, in fiscal year 1959. However by 31 December 1956, ATC had changed its plans partially because the number of foreign students had increased and because the command began receiving new T-37s earlier than expected. Instead of recommending four bases for closure, Air Training Command only identified one, Stallings. Besides flying training, ATC had concerns about the quality and quantity of new trainees it received. Training was expensive. Retention was a major problem. First-termers accounted for about 70 percent of all enlisted strength, and many did not remain in the Air Force for a second term. Instead, civilian industry often lured them away, especially those in highly technical fields. On the officer side of the house, the Air Force found it equally as difficult to attract qualified officer candidates as it did to retain them.



A new hospital went up at Lackland AFB, Texas, in the mid-1950 (later named Wilford Hall USAF Medical Center). It replaced temporary structures first occupied in June 1942.

## ASSIGNED RESOURCES

(As of 31 December 1956)

### PRIMARY INSTALLATIONS: 40

Alabama – Craig; Arizona – Luke, Marana, Williams; California – Mather, Parks; Colorado - Lowry; Florida – Bartow, Graham, Tyndall; Georgia – Bainbridge, Moody, Spence; Kansas – McConnell; Illinois – Chanute, Scott; Mississippi – Greenville, Keesler; Missouri – Malden; Nevada – Nellis, Stead; North Carolina – Stallings; Oklahoma – Vance; Texas – Amarillo, Bryan, Ellington, Goodfellow, Harlingen, Hondo, James Connally, Lackland, Laredo, Laughlin, Moore, Perrin, Randolph, Reese, Sheppard, Webb; Wyoming – Francis E. Warren

**PERSONNEL ASSIGNED:** 139,831 (15,538 officers, 80,805 enlisted, 43,488 civilians)

**AIRCRAFT ASSIGNED:** 4,179 (B-25, B-47, F-84, F-86, F-89, F-94, F-100, H-13, H-19, H-21, KC-97, T-28, T-29, T-33, T-34)

**MAJOR SUBORDINATE UNITS:** 3 training air forces:

**Crew, Randolph AFB TX**

- 9 combat crew training wings:
  - 3510th, Randolph AFB TX
  - 3520th (Medium Bombardment),  
McConnell AFB KS
  - 3525th Fighter), Williams AFB AZ
  - 3550th (Interceptor), Moody AFB GA
  - 3555th (Interceptor), Perrin AFB TX
  - 3595th (Fighter), Nellis AFB NV
  - 3600th (Fighter), Luke AFB AZ
  - 3625th (Interceptor), Tyndall AFB FL
  - 3635th (Survival), Stead AFB NV



**B-29 on crew training mission over Randolph AFB. Training had ended by October 1956 to accommodate incoming KC-97 combat crew training.**

**Flying, Waco TX**

1 flying training wings: 3615th, Craig AFB AL

4 navigator training wings:

- 3535th, Mather AFB CA
- 3565th, James Connally AFB TX

- 3605th, Ellington AFB TX
- 3610th, Harlingen AFB TX

8 pilot training wings:

- 3500th (Basic Multi-Engine), Reese AFB TX
- 3505th (Basic Single-Engine), Greenville AFB MS
- 3530th (Basic Single-Engine), Bryan AFB TX
- 3545th (Basic Multi-Engine), Goodfellow AFB TX
- 3560th (Basic Single-Engine), Webb AFB TX
- 3575th (Basic Multi-Engine), Vance AFB OK
- 3640th (Basic Single-Engine), Laredo AFB TX
- 3645th (Basic Single-Engine), Laughlin AFB TX

9 independent pilot training groups (contract primary):

- 3300th, Graham Air Base FL
- 3301st, Moore Air Base TX
- 3302d, Spence Air Base GA
- 3303d, Bartow Air Base FL
- 3304th, Hondo Air Base TX
- 3305th, Malden Air Base MO
- 3306th, Bainbridge Air Base GA
- 3307th, Marana Air Base AZ
- 3308th, Stallings Air Base NC



## **Technical, Gulfport MS**

1 USAF recruiting wing: 3500th, Wright-Patterson AFB OH

1 military training wing: 3700th, Lackland AFB TX

1 mobile training wing: 3499th, Chanute AFB IL

7 technical training wings:

3310th, Scott AFB IL

3380th, Keesler AFB MS

3320th, Amarillo AFB TX

3415th, Lowry AFB CO

3345th, Chanute AFB IL

3450th, Francis E. Warren AFB WY

3750th, Sheppard AFB TX

## **COMMAND LEADERSHIP**

Lieutenant General Myers continued to serve as Commander, Air Training Command, and Major General Underhill remained vice commander.

## **ORGANIZATION**

***Possible Headquarters Move.*** Early in the year, USAF officials considered the possibility of moving Headquarters ATC from Scott to Randolph; Military Air Transport Service from Andrews AFB, Maryland, to Scott; and Headquarters, Air Research and Development Command from Baltimore, Maryland, to Andrews. However, the Air Staff had not made a definite decision by the end of the year.

***Deputy Chief of Staff, Manpower and Organization.*** Effective 1 March 1956, the ATC headquarters elevated its manpower and organization function to deputy chief of staff level.

***Recruiting Wing Assigned to Technical Training Air Force.*** Air Training Command assigned its 3500th USAF Recruiting Wing at Wright-Patterson AFB, Ohio, from the headquarters to Technical Training Air Force, effective 1 January 1956. The change took place because of the new program that integrated basic military and basic technical training. Between this consolidation and an earlier headquarters reduction, Air Training Command had cut its authorized personnel strength by about 10,000 spaces.

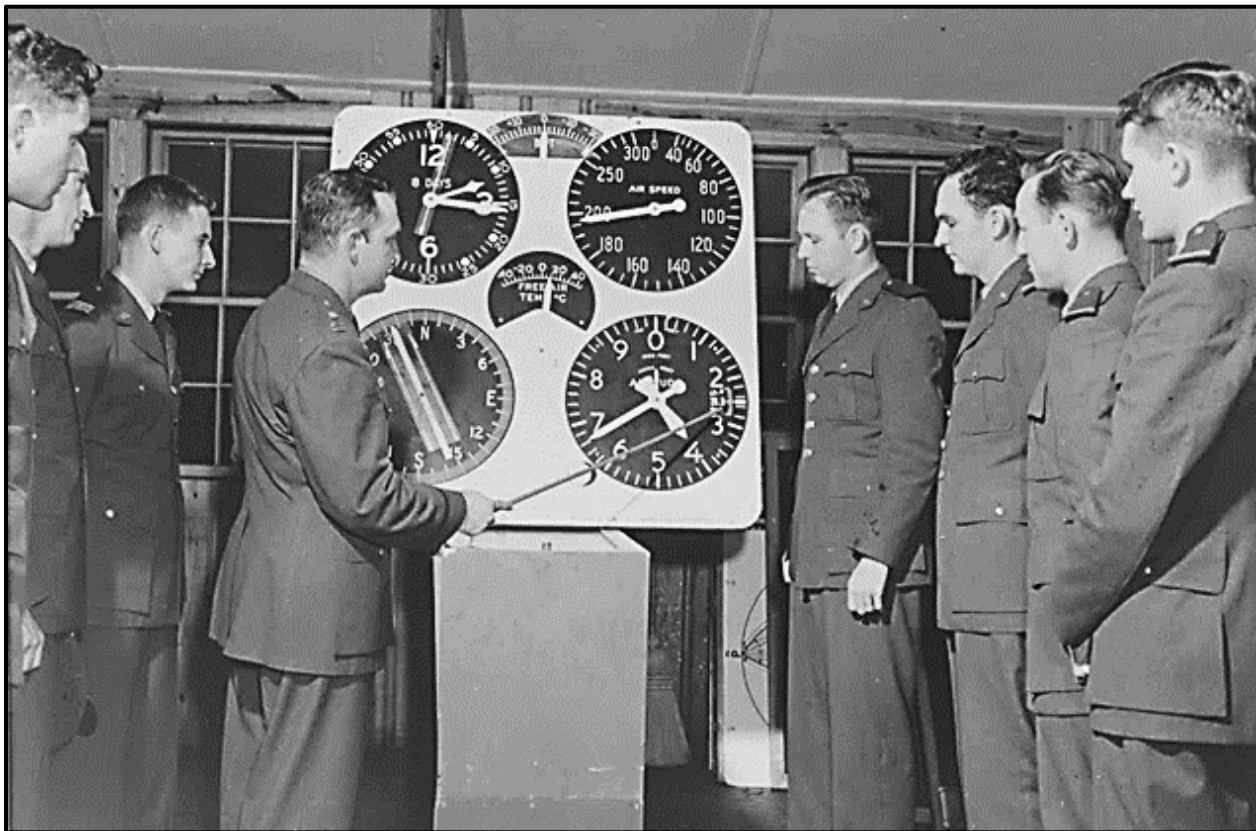
***3525th Pilot Training Wing.*** On 8 January 1956, ATC discontinued the single-engine basic pilot school at Williams and replaced it with an advanced fighter school. (Williams had transferred its single-engine training responsibilities to Laughlin in September 1955.) Providing the training was the 3525th Combat Crew Training Wing (Fighter). On the first of the following month, ATC relieved Williams from assignment to Flying Training Air Force and assigned it to Crew Training Air Force. In preparation for this changes, Air Training Command had redesignated the 3525th Pilot Training Wing (Basic Single-Engine) 1 January as the 3525th Combat Crew Training Wing (Fighter).

**3645th Combat Crew Training Wing.** The 3645th Combat Crew Training Wing (Fighter) at Laughlin as the 3645th Pilot Training Wing (Basic Single-Engine), effective 1 January 1956.

## INSTALLATIONS

**Edward Gary AFB, Texas.** The command inactivated Edward Gary AFB on 14 December 1956. Earlier ATC had discontinued the 3585th Flying Training Wing (Liaison-Helicopter). For several years the Edward Gary AFB had served as a helicopter training school for Air Force and Army personnel. When the Defense Department announced in early 1956 that the Army would resume its own aviation instruction, ATC moved its helicopter training to other bases. Then for a short period of time late in the year, an Army contractor used base facilities until Air Training Command closed the installation on 14 December. A day later the Department of the Air Force transferred the base to the Department of the Army, and the Army designated it as Camp Gary and its airfield as Gary Army Air Field.

**Sampson AFB, New York.** Air Training Command discontinued its basic training school at Sampson AFB on 1 July 1956. Shortly thereafter, ATC inactivated Sampson's 3650th Military Training Wing. Three months later, on 1 October, the Sampson installation transferred to Air Materiel Command.



**Aviation cadets at Ellington AFB, Texas, take part in a 42-week navigation course that included 180 hours of in-flight training.**

## TRAINING

**Training Flow.** In 1954 Lieutenant General Myers, the ATC commander, suggested to HQ USAF that ATC could provide a more stable flow of Airmen in the basic and technical courses if the Air Staff stopped making frequent procurement changes. If the Air Staff took this action, it would eliminate a lack of operational control and recruiting pressures. Headquarters USAF granted that request in December 1954 and provided ATC with the annual procurement objective for fiscal year 1956, but in spite of this agreement, the Air Staff continued to send monthly procurement quotas to Air Training Command.

## FLYING TRAINING

**Basic Flying Training.** By 1 July ATC's single-engine pilot training bases, Bryan, Greenville, Laredo, Webb, and Laughlin, had phased out T-28s and converted to the T-33.

**Observer Training.** All four ATC observer schools - Ellington, Harlingen, James Connally, and Mather - were redesignated as USAF Navigator Schools on 15 September. Effective 15 November 1956, HQ USAF directed the term navigator be substituted in all cases for observer or aircraft observer. That directive resulted in the redesignation of ATC's four observer training wings as navigator training wings.

**Navigational Proficiency Flights.** With the assignment of B-47 and KC-97 crew training to support Strategic Air Command, Air Training Command asked HQ USAF for permission to conduct continuation training of navigator instructors in overwater navigation. The Air Staff agreed, and the first flight, a T-29 to Ramey AFB, Puerto Rico, left McConnell on 5 November 1956. Two flights were scheduled each month, one from Randolph and one from McConnell.

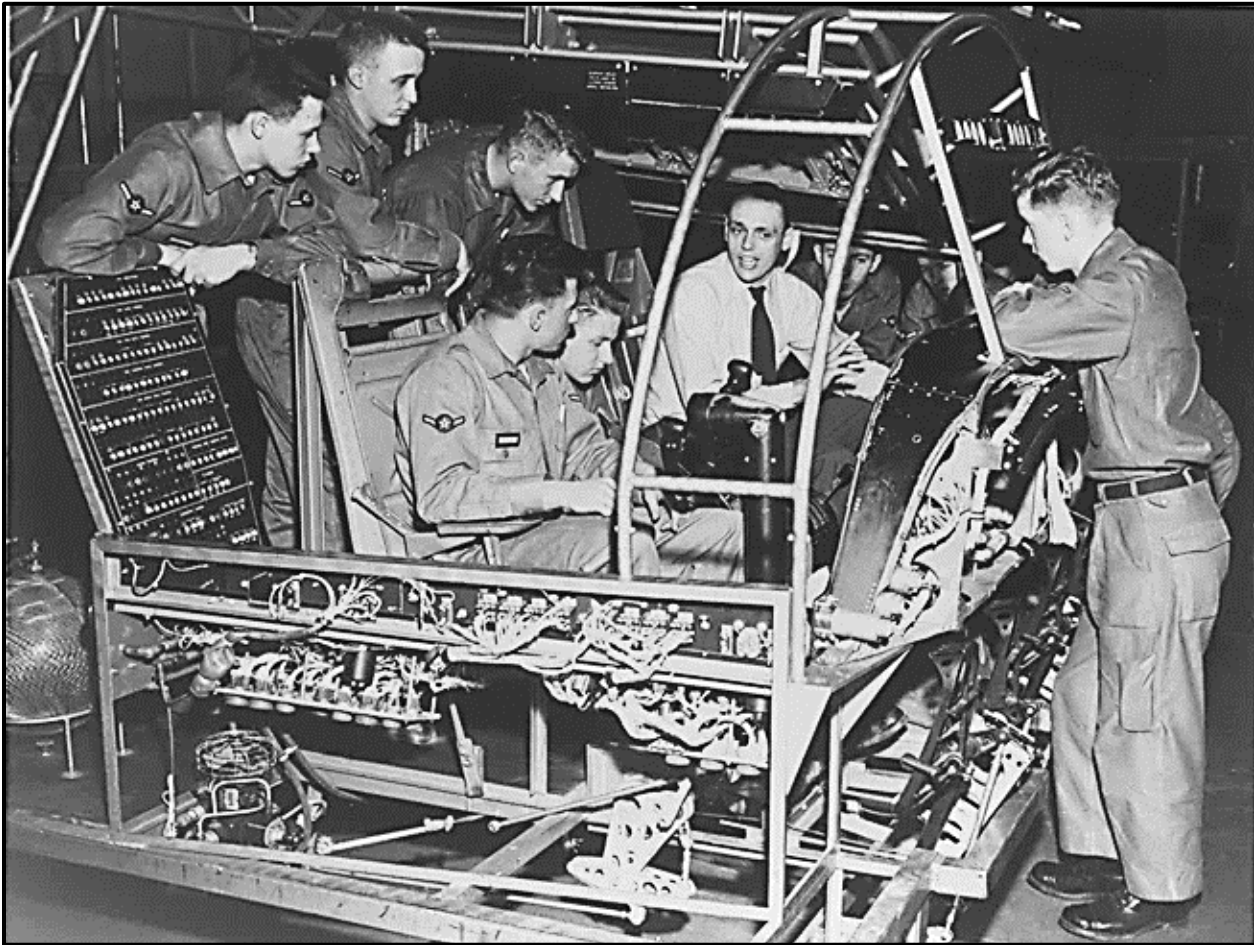
**US Army Aviation Training at Edward Gary AFB.** In mid-April 1956, the Department of Defense notified the Secretary of the Army and the Secretary of the Air Force that the Army would conduct aviation training required in support of current Army activities. As a result of that announcement, in late December ATC transferred Edward Gary AFB, Texas, to the Army for use in pilot training. The ATC helicopter mechanic courses at Edward Gary moved to Sheppard, and pilot training went to Randolph.

**Mission Change at Williams AFB, Arizona.** On 8 January 1956, ATC discontinued the single-engine basic pilot school at Williams and replaced it with an advanced fighter school. (Williams had transferred its single-engine training responsibilities to Laughlin in September 1955.) Providing the training was the 3525th Combat Crew Training Wing (Fighter). On the first of the following month, ATC relieved Williams from assignment to Flying Training Air Force and assigned it to Crew Training Air Force.

## TECHNICAL TRAINING

**Changes in Technical Training.** Air Training Command began new instructional programs for the semiautomatic ground environment (SAGE) defense system, guided missiles,

and field training. It would be through the SAGE system that the Air Force entered the age of computers. Prior to SAGE, radar systems operated manually. Beginning in 1953, the Air Force contracted with Western Electric Corporation to develop a semiautomatic system. That system was created at Lincoln Laboratory, Massachusetts Institute of Technology. The first training took place at the laboratory beginning in 1956. Not long after, Air Training Command moved operations training to Richards-Gebaur AFB in Missouri and located maintenance instruction at Keesler.



**An instructor in the 3345th Technical Training Wing at Chanute AFB, Illinois, provides hands-on training for students in a Flight Training Devices course.**

***Instructor Ratio.*** The manpower costs of providing technical training continued to climb, even though Air Training Command had managed to reduce its student-instructor ratio from 2 students to 1 instructor down to 2.9 to 1. At mid-year, the Deputy Chief of Staff for Manpower and Organization suggested establishing a required ratio of 4 to 1 for all of the technical training groups; however, ATC had not acted on that recommendation as of 31 December 1956.

***Project Big Triangle.*** While ATC carried a high instructor ratio for the first half of the year, it was a false reading. Most instructors were only marginally qualified, primarily because ATC had taken graduates directly out of technical school and assigned them to instructor duty. They had no practical experience. The Air Force needed these individuals to fill combat positions,



while ATC needed more skilled airmen to fill instructor jobs. So, in July the Air Force initiated Project Big Triangle, a program that transferred experienced airmen direct from overseas assignments to instructor positions. However, the program was only in existence for a short period of time, because of the success of Project Home Front. Under Home Front, a large number of instructor jobs were filled by civilians. In addition, the Air Force stabilized military instructor tours for two years in scarce skills and three years in all others. All of these efforts improved the instructor manning situation in ATC.

**Guided Missiles.** In late 1955, President Dwight D. Eisenhower approved recommendations of the National Security Council to research and develop an intercontinental ballistic missile program. At the same time, all of the Services were preparing plans for their individual missile programs. In the Air Force, training responsibility remained with Air Training Command.

Lowry and Keesler AFBs developed the first general courses in 1956, and plans called for other courses to open at Chanute in 1957, Amarillo in 1958, and Sheppard in 1959.



**Students and instructor in the Guided Missile course at Lowry.**

**Career Field Terminology Changed** Beginning in July, the Air Force discontinued the use of the terms like hard core and soft core when describing career fields. Instead, career fields included four classes: highly technical, technical, semi-technical, and non-technical.

## MILITARY TRAINING

**Training Transfers from Parks AFB, California.** On 21 November 1956, Air Training Command discontinued the basic military and air defense schools at Parks. By year's end, ATC had discontinued the 3275th Military Training Wing also at Parks. That left the command with a single installation providing basic military instruction, Lackland. Where the air defense school would go was still to be determined.

## MISCELLANEOUS

**Project Home Front.** As the Air Force neared its goal of establishing 137 wings, it became more difficult to find military personnel to fill positions. To work around this problem, the Air

Force decided to convert a number of military jobs to civilian. By putting civilians in certain positions, military personnel would then be available for assignment to combat units. In Air Training Command, officials identified almost 15,500 military positions that civilians could fill.

## **MYTH OF THE REESE AFB HAILSTORM**

Over the years, a story made the rounds about a disastrous hailstorm that hit Reese AFB, Texas, in the late 1950s. It so decimated the B-25s used in multi-engine training that the Air Force decided to switch to a single-track generalized undergraduate pilot training (UPT) program. However, there is not a documented link between the hailstorm and the decision to move from specialized dual-track training to generalized UPT. A hailstorm did strike Reese Friday afternoon, 24 May 1957. For six long minutes, hailstones two to three inches in diameter pelted the B-25s parked on the ramp and damaged 84 aircraft. Among the items damaged were 168 control surfaces and 156 window and windshield panels.

To fix the B-25s, the San Bernadino Air Materiel Area at Norton AFB, California, sent a C-124 with their entire supply of control surfaces. Reese's C-47 picked up more control surfaces from Vance and Goodfellow. Throughout the weekend, Reese personnel, civilian and military, worked almost around the clock patching and installing control surfaces, and forming, trimming, and installing windows and windshield panels using all the plexiglass on base, including some taken off desk tops and wall charts. By Monday morning, workers had repaired most of the aircraft, and the wing was only one sortie short of meeting its flying commitment for the day.

Although the hailstorm caused severe damage, the decision to switch from specialized to generalized UPT was made long before the storm hit. Air Training Command had hoped to acquire a conventional multi-engine aircraft to replace the B-25, but the Defense Department deleted funds for that purpose from the fiscal year 1954 budget because of the high cost involved. By May 1956 ATC had decided to phase out the B-25 and rely exclusively on the T-33 in the basic phase of UPT. Plans called for Vance to begin the conversion to single-engine training in October 1957 and complete it in March 1958. Reese was to begin converting to the T-33 in September 1958, and Goodfellow in late 1959 or early 1960. Vance completed the conversion as scheduled and began single-engine training on a full-time basis on 1 April 1958. Shortly thereafter, on 1 October 1958, the base transferred from ATC to the USAF Security Service. Multi-engine training at Reese came to a close with the graduation of the last B-25 class on 24 January 1959.

# 1957

In fiscal year 1958 (1 July 1957-30 June 1958), the Air Force reduced its training budget by \$75 million. To operate under such circumstances, Air Training Command initiated an Economy Resources Program. For example, at Chanute AFB officials instituted a civilian hiring freeze, reduced civilian authorizations by 259, decreased overtime by 94 percent, sliced temporary duty travel by 60 percent, and cut transportation costs by 10 percent. At Keesler AFB, almost half of the training equipment orders in the budget was put on hold. In addition, all of the technical training centers cut back on the number of special training courses offered. Overall, Technical Training Air Force generated about \$8 million in savings. Flying Training Air Force reduced flying hours and dropped its pilot and navigator training rates. That was possible because in August 1957 the Air Force lowered its new pilot training rate to 2,700 per year. In addition, the command projected a large savings from the consolidation of Crew and Flying Training Air Forces and the movement of ATC headquarters from Scott to Randolph. After years of talking, the Air Staff had approved these changes. By the end of December 1957, Congress had loosened its purse strings, primarily in response to the tremendous scientific advances that had taken place in the Soviet Union during the year, specifically the space race and the successful launching of Sputnik I.

## ASSIGNED RESOURCES

(As of 31 December 1957)

**PRIMARY INSTALLATIONS:** 34

Alabama – Craig; Arizona – Luke, Williams; California – Mather; Colorado - Lowry; Florida – Bartow, Graham; Georgia – Bainbridge, Moody, Spence; Kansas – McConnell; Illinois – Chanute; Mississippi – Greenville, Keesler; Missouri – Malden; Nevada – Nellis, Stead; Oklahoma – Vance; Texas – Amarillo, Bryan, Ellington, Goodfellow, Harlingen, Hondo, James Connally, Lackland, Laredo, Moore, Perrin, Randolph, Reese, Sheppard, Webb; Wyoming – Francis E. Warren

**PERSONNEL ASSIGNED:** 113,279 (12,808 officers, 69,817 enlisted, 31,654 civilians)

**AIRCRAFT ASSIGNED:** 3,783 (B-25, B-47, C-54, F-84, F-86, F-89, F-100, H-13, H-19, H-21, KC-97, T-28, T-29, T-33, T-34, T-37)

**MAJOR SUBORDINATE UNITS:** 2 training air forces:

## **Flying, Waco TX**

1 independent combat crew training group: 3625th (Interceptor), Tyndall AFB FL

8 combat crew training wings:

- 3510th, Randolph AFB TX
- 3520th (Medium Bombardment), McConnell AFB KS
- 3525th Fighter, Williams AFB AZ
- 3550th (Interceptor), Moody AFB GA
- 3555th (Interceptor), Perrin AFB TX
- 3595th (Fighter), Nellis AFB NV
- 3600th (Fighter), Luke AFB AZ
- 3635th (Survival), Stead AFB NV

1 flying training wings: 3615th, Craig AFB AL

4 navigator training wings:

- 3535th, Mather AFB CA
- 3565th, James Connally AFB TX
- 3605th, Ellington AFB TX
- 3610th, Harlingen AFB TX

7 pilot training wings:

- 3500th (Basic Multi-Engine), Reese AFB TX
- 3505th (Basic Single-Engine), Greenville AFB MS
- 3530th (Basic Single-Engine), Bryan AFB TX
- 3545th (Basic Multi-Engine), Goodfellow AFB TX
- 3560th (Basic Single-Engine), Webb AFB TX
- 3575th (Basic Multi-Engine), Vance AFB OK
- 3640th (Basic Single-Engine), Laredo AFB TX

7 independent pilot training groups (contract primary):

- 3300th, Graham Air Base FL
- 3301st, Moore Air Base TX
- 3302d, Spence Air Base GA
- 3303d, Bartow Air Base FL
- 3304th, Hondo Air Base TX
- 3305th, Malden Air Base MO
- 3306th, Bainbridge Air Base GA

## **Technical, Gulfport MS**

1 USAF recruiting wing: 3500th, Wright-Patterson AFB OH

1 field training wing: 3499th, Chanute AFB IL

1 military training wing: 3700th, Lackland AFB TX

7 technical training wings:  
3310th, Scott AFB IL  
3320th, Amarillo AFB TX  
3345th, Chanute AFB IL  
3380th, Keesler AFB MS  
3415th, Lowry AFB CO  
3450th, Francis E. Warren AFB WY  
3750th, Sheppard AFB TX



**Between July and October 1957, Air Training Command transferred its headquarters from Scott AFB, Illinois, to Randolph AFB, Texas. The new headquarters was in Building 900 which originally served as the aviation cadet administrative building and more recently as the headquarters for Crew Training Air Force.**

## **COMMAND LEADERSHIP**

Lieutenant General Charles T. Myers continued as the Commander, Air Training Command. Effective 20 April 1957, Maj Gen Henry R. Spicer replaced Maj Gen Edward H. Underhill as ATC vice commander. Underhill became Commander of Eastern Air Defense Force and Continental Air Defense Force, Eastern Continental Air Defense Region. On 1 July 1957, Major General Spicer became the Flying Training Air Force (Advance) commander. Succeeding him as the ATC vice commander was Maj Gen Carl A. Brandt, previously the Commander of Technical Training Air Force.

## **ORGANIZATION**

***Project New Home.*** For almost two years, ATC officials tried to convince the Air Staff that Randolph AFB, Texas, would make a better command headquarters because it was located closer to ATC's major installations. However, politics kept the Air Staff from approving such a move. Then in June 1957, the Air Staff reversed itself, approving the ATC move to Randolph.

While Scott AFB lost ATC, it gained Headquarters, Military Air Transport Service (MATS); Air Weather Service; and Airways and Air Communications Service. The ATC move took place between July and October. On 1 August 1957, Headquarters ATC (Advance) set up at Randolph. Headquarters ATC (Rear) came into existence at the same time at Scott and then discontinued on 30 September 1957. Effective 1 October, control of Scott AFB transferred from ATC to MATS. By the end of the year, all technical training courses at Scott either had moved or were in the process of moving to other ATC bases. Most went to Keesler and Lackland.

***Flying Training Air Force Assumes Crew Training Air Force Mission.*** With the reduction in pilot training requirements and closure of some bases, Air Training Command decided to combine all flying and crew training responsibilities under a single headquarters. Effective 1 July 1957, ATC discontinued Crew Training Air Force at Randolph and transferred its mission, personnel, and assets to Flying Training Air Force. Eight wings and one independent group were included in that move: the 3525th, 3595th, and 3600th Combat Crew Training Wings (Fighter); the 3520th CCTW (Medium Bombardment); the 3550th and 3555th Combat Crew Training Wings (Interceptor); the 3510th CCTW; the 3635th CCTW (Survival); and the 3625th Combat Crew Training Group (Aircraft Controller). On the same day, ATC established Headquarters FTAF (Advance) at Randolph; and between July and October, Flying Training Air Force relocated its headquarters from Waco to Randolph.

***Mobile Training Wing Replaced by a Field Training Wing.*** Effective 24 June 1957, Air Training Command discontinued the 3499th Mobile Training Wing at Chanute AFB, Illinois, and activated the 3499th Field Training Wing also at Chanute. The new wing operated the command's extensive field training program.

## INSTALLATIONS

***Massive Facilities Upgrade Needed; Could Result in Loss of Bases.*** In November 1957 Headquarters USAF sent a survey team to the field to view firsthand the effects of reduced spending in training. Officials in Air Training Command were especially concerned about facilities. Less than 20 percent of the buildings (2,467 out of 13,117) on ATC bases were of permanent construction. The average age of ATC bases was 20 years. Just to bring 25 bases - 18 in Flying Training Air Force and 7 in Technical Training Air Force - up to prescribed Air Force standards was estimated to cost over \$892 million, more than the current value (\$667.4 million) of those 25 bases. In the opinion of ATC leadership, the best way to deal with the problem was to reduce the number of active bases.

***Laughlin AFB, Texas.*** One of ATC's basic pilot training installations, Laughlin graduated its final pilot training class on 27 April 1957. Jurisdiction of the base had passed from Air Training Command to Strategic Air Command on 1 April. Air Training Command inactivated its basic pilot training school on 15 May 1957.

***Parks AFB, California.*** Parks AFB discontinued all of its military training in late 1956. On 1 January 1957, ATC transferred the base to Continental Air Command.

***Tyndall AFB, Florida.*** Interceptor pilot training ended at Tyndall on 20 June 1957. Less than two weeks later, on 1 July, ATC transferred control of the base to Air Defense Command.



Loss of Tyndall meant the transfer of navigator radar intercept training to James Connally AFB in Texas. Tyndall's F-86Ds moved to Moody. Moody sent its F-89Ds to James Connally, and James Connally gave its F-94Cs to the Air National Guard. Tyndall kept the interceptor weapons school, which also had transferred to Air Defense Command. Also on 1 July, ATC discontinued the 3625th Combat Crew Training Wing (Interceptor) at Tyndall. The only remaining ATC assets at Tyndall were the 3625th Combat Crew Training Group (Aircraft Controller) and its subordinate units.

## FLYING TRAINING

**Contract Primary.** In April 1957 Air Training Command proposed closing the contract flying training schools at Marana and Stallings. The Secretary of the Air Force approved the idea; and on 2 September 1957, ATC discontinued the 3307th Pilot Training Group at Marana, followed by the discontinuance of the 3308th Pilot Training Group at Stallings on 1 October. Seven contract groups continued primary pilot training.

**Bainbridge Air Base group commander Lt Col E. L. Masters and Southern Airways School general manager H.W. Davis stand with 2Lt T.W. Beaghen following his first flight in the T-37 on 18 July 1957. The flight was part of Project Palm, the suitability testing of the T-37.**



## TECHNICAL TRAINING

**Field Training.** On 6 March 1957, after a lengthy test, the Air Force approved establishment of a new field training program under the control of Air Training Command. The field test conducted in 1956 had proven highly successful. It showed that ATC could cut training costs, increase productivity of first-termers, and still maintain training quality by using field training detachments (FTD) to provide hands-on training. This approach would lift the heavy burden of on-the-job training from the shoulders of the users of this type of training. Unfortunately, ATC had to delay implementation until it had enough personnel to operate the FTDs. In July Air Training Command organized the first of its planned 70 field training detachments. By the time ATC had all of its detachments in operation in 1958, a total of 32 command detachments supported SAC, 18 operated in TAC, and 20 in ADC. If these proved successful, then other FTDs might come on line to support additional commands.

**McCormick Board.** In 1957 Technical Training Air Force formed a base utilization board to examine all TTAF facilities, looking at existing and future training requirements. The board

concluded that ATC could release two bases - Francis E. Warren in Wyoming and Scott in Illinois. The Wyoming base had a number of strikes against it, including poor weather conditions that limited training to seven months of the year, lack of a flying field, and many inadequate buildings. Board members also considered Scott superfluous, because Keesler had the facilities available to absorb Scott's communications training, and Lackland had the capability to absorb Scott's personnel training program. For political reasons, the Air Force did not recommend closing either base; but by year's end, Air Training Command had closed most of its operation at Scott and transferred the base to Military Air Transport Service.

## MILITARY TRAINING

***Changes in Basic Military Training.*** In 1957 basic military training was an 11-week, two-phase program. All male, non-prior service personnel selected for technical training were scheduled to complete four weeks of BMT at Lackland and the remaining seven weeks at a technical training center. Female Airman and others not selected for technical training took the entire basic military training course at Lackland. The most significant change to take place in the BMT program in 1957 was the decision to use experienced noncommissioned officers as BMT instructors, rather than continuing the practice of using recent graduates. This change came about as the result of an inspection, which had found that many of the program's shortcomings were attributable to immature instructors, who had not developed the leadership skills needed to fill such positions.

***Marksmanship Center.*** Effective 1 December 1957, Air Training Command established a USAF Marksmanship Center at Lackland and assigned it to the 3700th Military Training Wing. The school came about in response to a USAF directive to place greater emphasis on small arms training.



**A flight instructor at Randolph AFB uses a simulator to explain the operation of a KC-97 to an aircrew member.**

# 1958

During 1958 Air Training Command discontinued its Flying Training and Technical Training Air Forces; transferred Francis E. Warren and McConnell to Strategic Air Command; Ellington to Continental Air Command; and Luke, Williams, and Nellis to Tactical Air Command. Just the losses to SAC and TAC cost ATC 762 aircraft. These reassignments came about as the result of a USAF-directed study of the feasibility of putting all combat crew training under the appropriate operational commands. Already, SAC had sole responsibility for tankers and bombers. From the results of the study, the Air Force directed the transfer of tanker and bomber training to Strategic Air Command but left interceptor, helicopter, and survival training in ATC. Effective 1 July 1958, the Air Staff passed the fighter training program to Tactical Air Command. Also on 1 July, appropriate stateside commands gained control of the traveling instructor teams responsible for nuclear weapons delivery training and delivery training material for fighter, interceptor, and bomber weapons systems.

## ASSIGNED RESOURCES

(As of 31 December 1958)

**PRIMARY INSTALLATIONS:** 25

Alabama – Craig; California – Mather; Colorado - Lowry; Florida – Bartow, Graham; Georgia – Bainbridge, Moody, Spence; Illinois – Chanute; Mississippi – Greenville, Keesler; Missouri – Malden; Nevada – Stead; Oklahoma – Vance; Texas – Amarillo, Harlingen, James Connally, Lackland, Laredo, Moore, Perrin, Randolph, Reese, Sheppard, Webb

**PERSONNEL ASSIGNED:** 87,396 (9,458 officers, 339 warrant officers, 53,574 enlisted, 24,025 civilians)



The first practice scramble by the 331st Fighter Interceptor Squadron at Webb AFB, Texas, took place in mid-October 1958 just after the squadron became operational.



had previously served as the Commander of Fifth Air Force. Major General Brandt continued to serve as the ATC vice commander.

## ORGANIZATION

***Air Training Command Inactivates Its Training Air Forces.*** In January 1958 Air Training Command announced that the command headquarters would absorb the missions of Flying Training and Technical Training Air Forces. By merging all three headquarters into one, ATC estimated it would save about \$5.6 million in operating costs and reduced headquarters authorizations by 780. Effective 1 April 1959, ATC discontinued Flying Training Air Force and, on 1 June 1958, Technical Training Air Force closed. The assets of the two training air forces became part of HQ ATC.

***Internal Reorganization of Headquarters ATC.*** After assuming command of ATC, Lt Gen Frederic H. Smith ordered an in-depth study of the headquarters structure. In particular, the general wanted to know more about the huge Deputy Chief of Staff (DCS) for Plans and Operations organization. General Smith also wanted to elevate technical and flying training directors to deputy chief of staff (DCS) level; to reduce DCS/Manpower and Organization to directorate level; and to create a new DCS/Plans, Programs, and Operations Services. Based on the study and the general's directives, Air Training Command submitted a proposal to Air Staff to reorganize the headquarters. The Air Staff approved the plan, and by year's end, Air Training Command had three DCS-level organizations: flying training; technical training; and plans, programs, and operations services.

**Student pilots participate in flight training on the simulated parachute jump rig at Lackland AFB, Texas.**



***3510th Redesignated.*** On 1 June 1958, ATC redesignated the 3510th Combat Crew Training Wing at Randolph AFB as the 3510th Flying Training Wing. The wing provided jet qualification training.

***Interceptor Wings Redesignated.*** The command renamed two of its interceptor wings, the 3550th and 3555th Combat Crew Training Wings (Interceptor), on 15 August. They became the 3550th and 3555th Flying Training Wings (Advanced Interceptor).

***Pilot Training Wings.*** All of the basic (multi- and single-engine) pilot training wings in ATC became pilot training wings (basic) on 1 September. Air Training Command made the change in conjunction with its decision to close its multi-engine program.

**Weapons Controller.** As ground-controlled interception systems became more complex, the Air Force realized it needed separate career fields, one for aircraft controllers directing airborne intercepts and the other for those concerned only with air traffic control. The new career field, established in August 1958, was called weapons controller. On 15 August Air Training Command discontinued the 3625th Combat Crew Training Group (Aircraft Controller) at Tyndall and concurrently organized the 3625th Technical Training Group (Weapons Controller).

## INSTALLATIONS

**Bryan AFB, Texas.** Basic single-engine training ended at Bryan on 12 June 1958. The command discontinued Bryan's 3530th Pilot Training Wing on 25 October 1958 and placed the base on inactive status until it transferred to Air Materiel Command on 1 April 1960.

**Four Combat Crew Training Bases Transfer out of Air Training Command.** Effective 1 July 1958, Air Training Command passed jurisdiction of McConnell AFB in Kansas to Strategic Air Command. Williams and Luke AFBs in Arizona and Nellis AFB in Nevada became assets of Tactical Air Command on the same date.

**Ellington AFB, Texas.** The Air Force directed ATC to transfer Ellington to Continental Air Command on 1 April 1958. With the termination of navigator training at Ellington, Air Training Command no longer had a need for this base.

**Goodfellow AFB, Texas Transferred.** Basic pilot training ended at Goodfellow in September. On 1 October Air Training Command transferred the base to the USAF Security Service. The only active ATC unit remaining on Goodfellow AFB was the 3545th USAF Hospital.

The base enjoyed the services of the hospital until 30 June 1971 when ATC inactivated it.



At right the flight commander of the 3565th Navigator Training Squadron at James Connally AFB, Texas, uses a new astronomical triangle to brief celestial navigation instructors. Any portion of the heavens could be projected on the ceiling of the local Spitz planetarium for study by navigation students.

**Hondo Air Base, Texas.** Another contract primary pilot training school closed in 1958. Air Training Command discontinued its 3304th Pilot Training Group at Hondo on 1 July. Training had stopped on 30 June, and ATC released the base on 31 October 1958.



***Stead AFB, Nevada, Wing Renamed.*** Air Training Command redesignated the 3635th Combat Crew Training Wing at Stead on 15 July. It became the 3635th Flying Training Wing (Advanced). The reason for the redesignation was because helicopter pilot training had transferred from Randolph to Stead, and the 3635th had become responsible for that training, as well as operation of the survival school.

***Francis E. Warren AFB, Wyoming.*** Air Training Command finally received permission from Headquarters USAF to phase out its training programs at Francis E. Warren AFB. Effective 1 February 1958, the base transferred from ATC to Strategic Air Command. Sheppard AFB gained communications operations, wire maintenance, and utilities courses. Aircraft and engine maintenance training went to Chanute, and Amarillo took administrative and supply training.

## FLYING TRAINING

***Fighter Weapons School.*** The command had suspended training at its Nellis-based fighter weapons school in late 1956. The reason for the suspension was because of the almost total failure of the F-86 aircraft used at that location. The school was to receive F-100s in fiscal year 1958; however, those aircraft went to tactical units. In January 1957 the ATC commander told the Air Force chief of staff that the only way Air Training Command could continue to operate the school was if the Air Force would agree to provide first-line aircraft on a timely basis. If that could not happen, then ATC felt Tactical Air Command should handle the school mission. In December 1957 USAF officials announced that TAC would assume responsibility for the fighter weapons school, which it did on 1 February 1958.

***Advanced Flying Training.*** When the Air Force transferred tanker and bomber training to Strategic Air Command and fighter training to Tactical Air Command, ATC found itself with a much smaller advanced flying training program. All that was left was interceptor training at Moody and Perrin, helicopter and survival training at Stead, weapons controller instruction at Tyndall, and jet qualification and flight surgeon indoctrination training at Randolph. Jet qualification training had been taught at Craig, but by moving it to Randolph, Air Training Command was able to free Craig for basic pilot training and close Bryan.

***T-37s in Primary Training.*** Bainbridge AB was the first primary pilot training base to begin using T-37s. Training began with Class 59-9 on 21 January 1958 with a combination of T-34s and T-37s. At left, Second Lieutenant Gene D. McGinnis, with flight instructor Richard Munson shortly after McGinnis soloed in the T-37 on 17 December 1958. He was the first student pilot to solo a jet aircraft without first receiving 30 hours or primary instruction in a propeller-driven aircraft.



***Nuclear Weapons Training.*** Beginning on 1 January 1958, Air Training Command consolidated all of its nuclear weapons delivery training at McConnell, including courses at Randolph. Other nuclear weapons training at Lowry continued without change

***Helicopter Pilot Training.*** At Randolph trainers had divided the helicopter course into three stages: H-13s, H-19s, and H-21s. In January 1958 ATC added a fourth phase, operational flying at Stead AFB, Nevada, using the H-19. At the same time, ATC proposed to the Air Staff that all helicopter pilot training move to Stead. If that happened, Randolph could assume a jet flying mission. The Air Staff approved the move; and on 1 July 1958, Air Training Command discontinued the Randolph school and, concurrently, established a new helicopter pilot school at Stead AFB. The H-13s retired to Davis-Monthan AFB in Arizona, while all the H-19s and H-21s moved to Stead. Air Training Command collocated the new school with the survival school.

## TECHNICAL TRAINING

***Using Television in the Classroom.*** Lowry was the first technical training base to study the possibility of using television in the classroom. The first televised training program began in 1958 for bomber navigation systems.



***USAF Sentry Dog Program.*** In early 1957 the Army announced that it would close its dog training school at Fort Carson, Colorado. The Air Force established a similar training program at Lackland AFB, Texas, in fiscal year 1958. One of the first courses set up trained air policemen as sentry dog handlers. It began on 8 October 1958.

## MILITARY TRAINING

***Marksmanship Center Established.*** By early January 1958, Lackland had secured instructors and equipment for its new marksmanship center, but it had not found an acceptable training site. The Department of the US Army had refused a request from Air Training Command to transfer Camp Stanley to the Air Force. So, leadership in the 3700th Military Training Wing at Lackland looked at other options, such as acquiring property on Leon Springs Reservation, which encompassed Camp Stanley and Camp Bullis. Also under study were sites in the vicinity of Hondo.

## HELICOPTER TRAINING

Like the shuttlecock in a badminton game, helicopter pilot training had been batted back and forth over the years, from base to base and service to service. The Army Air Forces Training Command (AAFTC) initiated helicopter training at Freeman Field, Indiana, in June 1944. Six months later AAFTC moved the training to Chanute Field, Illinois, so it could consolidate the flying training operation with helicopter mechanic training. Helicopter pilot training remained at Chanute until 1 June 1945 when it transferred to Sheppard Field, Texas. A year later, on 31 May 1946, it moved yet again to San Marcos Field, Texas.

**Pilots received rescue sling instruction using the H-5 helicopter during survival training.**



In the years after the war, the helicopter training pipeline slowed to a trickle. Army Ground Forces had a small contingent of helicopter pilots, but training for any additional pilots stopped altogether in July 1946. When the Air Force became a separate service in September 1947, it reestablished helicopter training for the Army and collocated it with Air Force training at San Marcos. There it remained until 1 March 1949 when ATC moved it to James Connally AFB, Texas.

The Korean War generated more than a tenfold increase in Army requirements. Because San Marcos had access to a number of small auxiliary fields and was located in the midst of rough terrain approximating that of Korea, ATC returned helicopter training to San Marcos. At the same time, since the preponderance of pilots in training were Army students, the Army made a bid to take over its own helicopter training, so it could tailor the course to better suit its requirements. However, responsibility for providing that training remained with the Air Force throughout the war. It was not until 1956 that the Department of Defense (DOD) gave the Army approval to train helicopter pilots. To accommodate the transfer of training, the Air Force also gave the Army two Texas bases, Wolters in July 1956 and Edward Gary (formerly San Marcos) in December 1956.

Before transferring Edward Gary, the Air Force relocated its helicopter training program to Randolph. Two years later ATC moved the school to Stead AFB, Nevada, to take advantage of the varying conditions that location offered, desert, water, snow, mountains, and high altitude. Stead was also the site of the Air Force's survival school, and the collocation of the schools presented opportunities for invaluable collateral training.

From the beginning, the Air Force had restricted entry into helicopter training to those who were already rated pilots. This approach meant a helicopter student pilot spent 17 months in flying training. That changed in July 1964 when the Air Force instituted the Undergraduate Pilot Training (Helicopter) program, 26 weeks of instruction in T-28 fixed-wing aircraft and 21 weeks in H-19 and H-21 helicopters. This UPT helicopter program remained in effect until July 1967 when the

Air Force again decided that all helicopter students had to be graduates of the standard undergraduate pilot training program. In the meanwhile, helicopter training moved from Stead AFB (which was closing) to Sheppard AFB, Texas, early in 1966.

As the war in Vietnam droned on, it became clear that the Army had assumed the dominant role in the employment of helicopters. In December 1969 DOD directed the Air Force and Navy to abandon their practice of requiring helicopter pilots to first complete fixed-wing UPT. As it so frequently did, the Navy went its own way. The Army agreed to provide undergraduate helicopter pilot training for the Air Force in a two-phase program; the first phase at Fort Wolters, Texas, and the second at Fort Rucker, Alabama. Students received their wings upon completion of the training at Fort Rucker. In 1973 the Army closed Fort Wolters and consolidated both phases of helicopter pilot training at Fort Rucker. For the next several years the Air Force sent first assignment instructor pilots, other instructor pilots, and recent UPT graduates with banked assignments through the Army's Rotary Wing Qualification course to meet its modest requirements.

In January 1978 ATC instructor pilots began conducting 30 hours of Air Force unique flying training instead of participating in the tactical training the Army provided. Three years later ATC ended the UPT-Helicopter program at Fort Rucker. In 1992 the Air Staff replaced it with a specialized undergraduate pilot training (SUPT) helicopter track. Students flew T-34s, T-37s, or later T-6s before moving to Fort Rucker for 11 weeks of rotary wing initial qualification training. The command activated the 23d Flying Training Squadron (FTS) to perform the SUPT-Helicopter training mission, assigning it to the 58th Special Operations Wing at Kirtland AFB, New Mexico.

In late 2001 the Army decided to retire its UH-1H and replace it with the TH-67, but AETC chose to upgrade 24 UH-1Hs (later increased to 28) into the TH-1H. On 11 May 2004, the first Air Force students arrived at Fort Rucker for "All Blue" initial helicopter training. Squadron pilots flew the first two production aircraft from Bell Aerospace Services in Arkansas to Georgia in April 2008. To compensate for the late delivery of the flight simulator, AETC created the UH-1H/TH-1H interim syllabus and moved up the start training date to August 2008. However, the path was not smooth. Maturation and sustainment processes delayed the Bell helicopter's ability to produce the adequate number of mission-ready aircraft to begin student training. Areas of specific concern included availability of simulators, parts provisioning, and validating the correct number of aircraft needed. Finally, in August 2013, the squadron received its last TH-1H.



**A TH-1H helicopter from the 23d Flying Training Squadron, Fort Rucker, Alabama, lifts off on another training mission.**

# 1959

**A major change in flight training occurred when the US Air Force shifted from specialized to generalized training. Rather than select students for single-engine or multi-engine training, each pilot went through the same training and was considered universally assignable. Also, the Air Force ended contract primary training, established an undergraduate pilot training program using military instructors throughout, and decided to end the aviation cadet program. The pilot production goal dropped from 2,200 to 1,500 by the end of the year. Congress levied deep budget and personnel cuts on the Service. The Air Force solution was to reduce all headquarters by 10-20 percent. Air Training Command met that intent by abolishing the materiel function at each of the technical training centers and passing those responsibilities to the maintenance and supply group commanders. On 1 April 1959, USAF Recruiting Service began pre-enlistment testing and selective recruiting of non-prior service Airmen to improve the quality of incoming recruits.**

## **ASSIGNED RESOURCES**

(As of 31 December 1959)

### **PRIMARY INSTALLATIONS: 26**

Alabama - Craig; California - Mather; Colorado - Lowry; Florida - Bartow, Graham; Georgia - Bainbridge, Moody, Spence; Illinois - Chanute; Mississippi - Greenville, Keesler; Missouri - Malden; Nevada - Stead; Oklahoma - Vance; Texas - Amarillo, Brooks, Harlingen, James Connally, Lackland, Laredo, Moore, Perrin, Randolph, Reese, Sheppard, Webb

**PERSONNEL ASSIGNED:** 88,999 (9,997 officers, 339 warrant officers, 54,203 enlisted, 24,460 civilians)

**AIRCRAFT ASSIGNED:** 2,713 (B-25, C-45, C-47, C/TC-54, C-119, C-123, C-131, F-86, F-89, H-13, H-19, H-21, T-28, T-29, T-33, T-34, T-37)

### **MAJOR SUBORDINATE UNITS:**

6 numbered air force equivalent units:

Lackland Military Training Center, Lackland AFB TX  
Amarillo Technical Training Center, Amarillo AFB TX  
Chanute Technical Training Center, Chanute AFB IL  
Keesler Technical Training Center, Keesler AFB MS  
Lowry Technical Training Center, Lowry AFB CO  
Sheppard Technical Training Center, Sheppard AFB TX





Center at Brooks. Concurrently, Air University issued orders reassigning the School of Aviation Medicine at Brooks to Air Training Command and the USAF Aerospace Medical Center. In addition, ATC assigned the USAF Hospital Lackland to the medical center. Previously, the hospital fell under the control of the Lackland Military Training Center. The last action, the organization of the 3790th Epidemiological Laboratory at Lackland, took place on 1 November 1959. Air Training Command assigned the laboratory to the USAF Aerospace Medical Center. The addition of all of these units increased ATC's assigned strength by 4,965 people.

***Technical Training Bases Reorganized.*** Concerned that the size of each of the technical training bases was more than a single commander could successfully manage, in late 1958 the ATC commander Lt Gen Frederic Smith asked Headquarters USAF for permission to replace the technical training wings with technical training centers. Headquarters USAF approved the request. Effective 1 January 1959, Air Training Command renamed its military training wing and all five of its technical training wings. The 3700th Military Training Wing became the Lackland Military Training Center; the 3320th Technical Training Wing the Amarillo Technical Training Center; the 3345th, Chanute Technical Training Center; the 3380th, Keesler Technical Training Center; the 3415th, Lowry Technical Training Center; and the 3750th, Sheppard Technical Training Center.

***USAF Recruiting Service Activated.*** During the first half of 1959, there was much discussion about renaming the 3500th USAF Recruiting Wing as a higher-level organization. However, because the new organization had greater status than the current wing, Headquarters USAF ordered discontinuance of the 3500th and activation, on 8 July, of the USAF Recruiting Service, assigned to Air Training Command. As a "service," the new organization had responsibility for recruiting personnel for the entire United States Air Force. Recruiting Service remained headquartered at Wright-Patterson AFB, Ohio. Also on this date, Air Training Command assigned six recruiting groups to the new service. They were located at Mitchel AFB in New York, Olmsted AFB in Pennsylvania, Robins AFB in Georgia, Lackland AFB in Texas, Chanute AFB in Illinois, and Mather AFB in California.

***3499th Field Training Wing Discontinued.*** Effective 1 September 1959, Air Training Command discontinued the 3499th Field Training Wing at Chanute. This wing had managed field training operations, but ATC determined it could reduce duplication of effort if field training responsibilities fell under the technical training centers. The command established field training squadrons at Sheppard on 15 June, Amarillo on 15 July, and Chanute on 15 August 1959.

***Officer Military Schools.*** Besides the Officer Candidate School (OCS), the preflight training school, and the officer basic military training courses, Lackland's Officer Military Schools added an additional organization on 1 July 1959, the USAF Officer Training School (OTS). While OCS was a six-month program, OTS only lasted three months. Besides length, the other major difference between the two schools was that OCS required only two years of college for entrance, while Officer Training School required a four-year degree.

## TRAINING

***Contractor vs Military-Conducted Training.*** In early 1958, Headquarters USAF directed ATC to restudy the issue of training provided by civilian contractors as opposed to training conducted by the military. Lieutenant General Smith reported back to the Air Staff in November

1958 that while the use of some contracting services was advantageous to the Air Force, he did not think civilian contracting would solve the manpower and money problems facing the Air Force. By mid-1959 Air Training Command had convinced the Air Staff not to expand contractual services in primary mission functions such as flight instruction and aircraft maintenance. However, ATC was not opposed to contracting semi-technical or indirect support functions such as food services and petroleum, oil, and lubrication (POL) operations.

## FLYING TRAINING

***Final T-33 Delivered.*** The most widely used aircraft in Air Training Command was the T-33, first produced in 1948 by Lockheed. The company ended production in 1959, and this command took possession of its last T-33 in early September at James Connally AFB.

***Primary Training.*** By August 1959 five of ATC's contract primary pilot training bases, Bainbridge, Graham, Bartow, Moore, and Spence, had begun using T-37s in place of T-28s. Only Malden kept the old training program, T-34s and T-28s, since it was to close in the early 1960s.

***Observer Training.*** In March 1959 Air Training Command directed the 3535th Navigator Training Wing at Mather to move its primary-basic observer training to Harlingen by early 1962. This training had to relocate so that Mather could take over Keesler's electronic warfare officer (EWO) training by early 1963. As a part of EWO training, students used TC-54 aircraft. However, jet aircraft were to replace the TC-54, and Keesler did not have the facilities to support jets. Even if Keesler had been in a position to expand its runways, there was no land available. While the Keesler Technical Training Center was reluctant to lose EWO training, it allowed the base to close one runway, and that space was then available for a new family housing project.



**In 1959 Air Training Command began phasing out its last World War II trainer, the B-25. Almost 30,000 pilots had earned their wings in B-25 cockpits, logging nearly 2.5 million flying hours. The last class graduated in January 1960 at Reese AFB, Texas.**



**10 February 1959:** A clerk checks unit items and an unidentified individual watches as 19-year-old Robert A. Young, right, a college student from Kokomo, Indiana, in-processes. Young was the one millionth recruit to enter basic training at Lackland AFB, Texas.

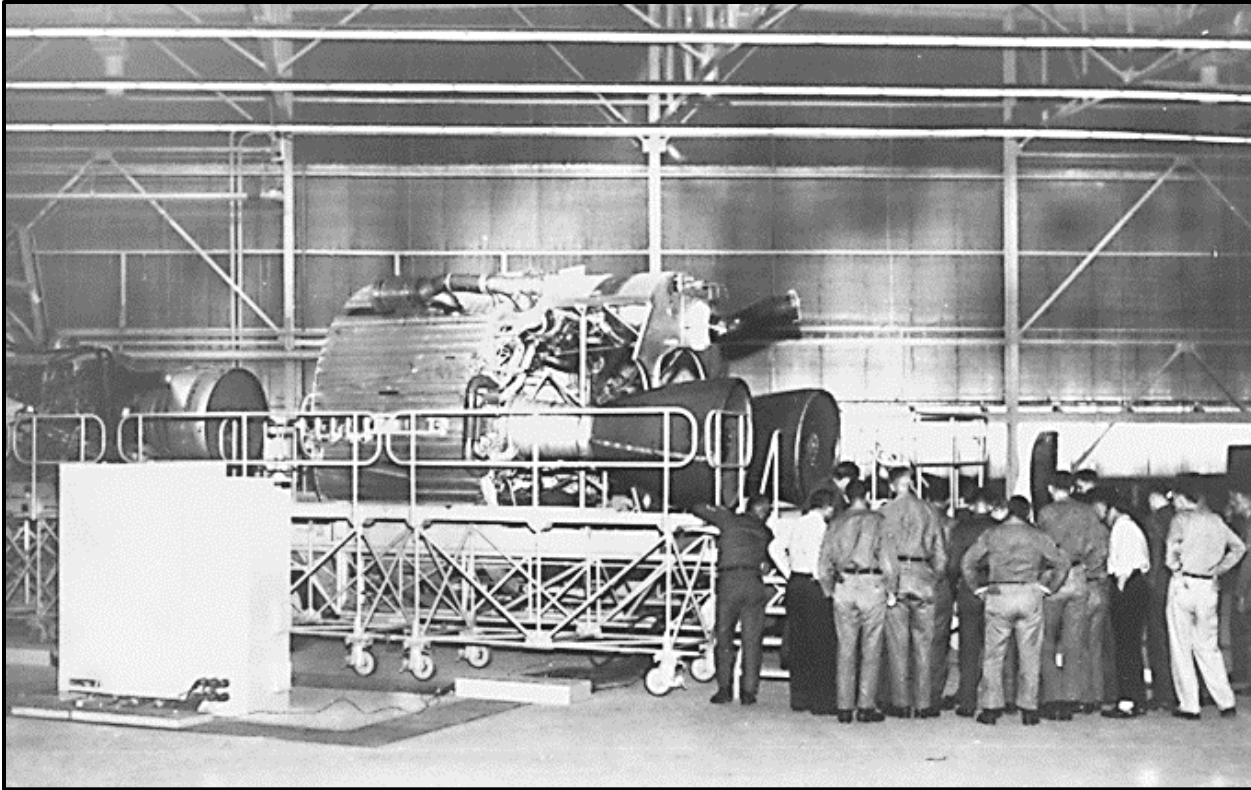
## TECHNICAL TRAINING

***Air Training Command Ends Training at Scott and F.E. Warren AFBs.*** Training ended at Francis E. Warren on 24 March, but it was 1 May before ATC discontinued its 3450th Technical Training Group. At Scott the last students graduated in late February, and ATC inactivated the 3310th Technical Training Group.

***Instructor Shortage and Project Tight Fist.*** Throughout its history, one of the most difficult tasks Air Training Command had was that of meeting its instructor requirements. For example, in 1959 ATC was short of instructors in its Officer Military Schools at Lackland. The turnover in instructors at Keesler was so high it was impossible to maintain a high level of field-experienced teachers in the classroom. The school at Lowry reported critical shortages in atomic weapons courses, and at Amarillo supply courses had a limited number of instructors available. The Air Staff was of the opinion that the commands had overstated their training requirements. They asked for a complete review of job standards, a consolidation of similar courses, greater use of field training detachments, and elimination of subject matter that an OJT program could cover. Air Training Command called this review Project Tight Fist. As a result of the reexamination, ATC shortened 93 technical training courses, reducing the number of instructors needed.

**Starting his descent, a pilot is ejected from his aircraft in conditions that simulate a bailout over water. It was all part of learning how to get out of a parachute harness and into a dinghy. This was part of the water survival training taught at Stead AFB, Nevada, beginning in October 1959.**



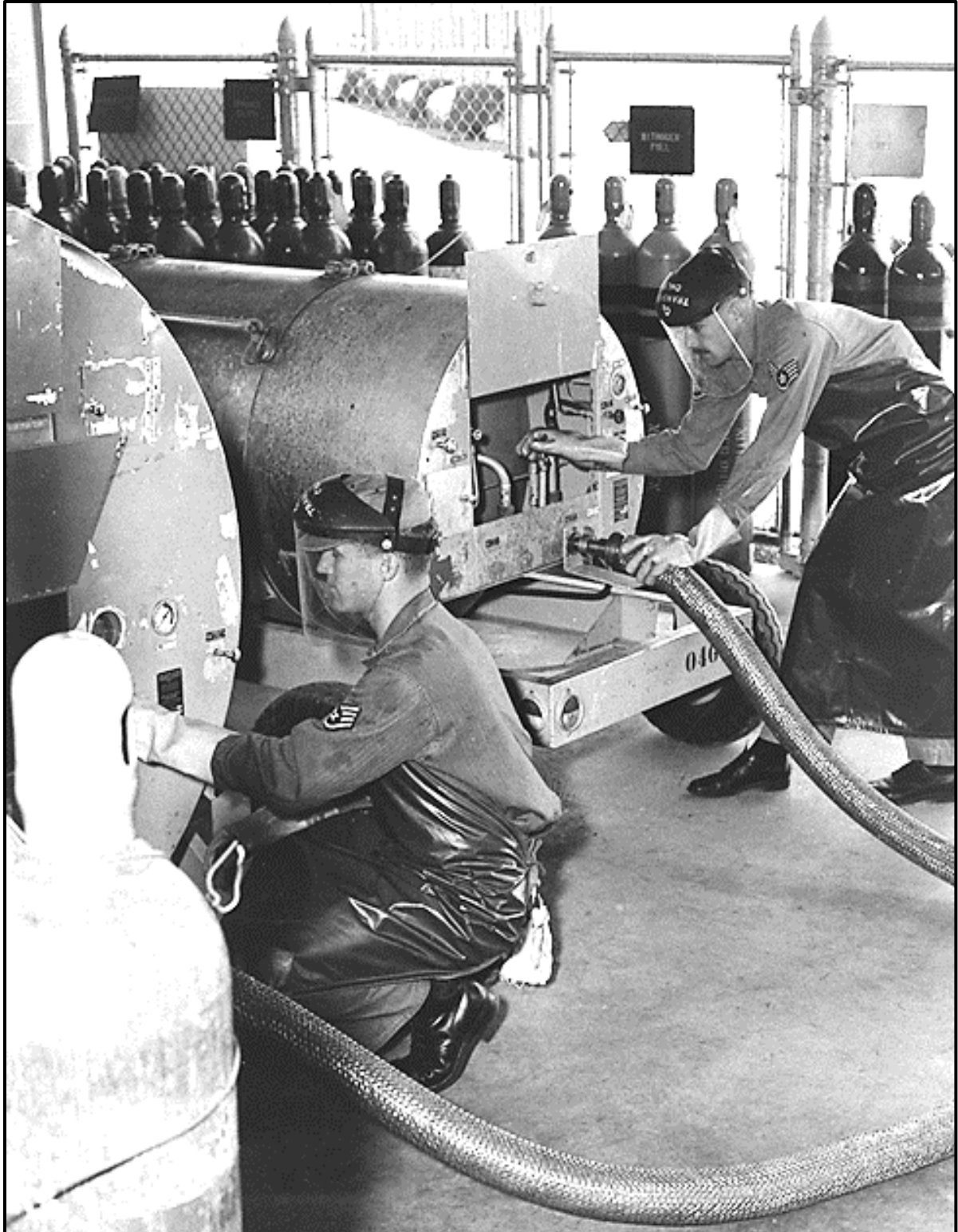


**Students in the missile training course at Sheppard AFB, Texas, receive instruction on the intricacies of intercontinental ballistic missile power production.**

*Missile Training.* Although ATC had trained personnel in various missile career fields since 1951, graduate totals had been fairly small. However, that changed in FY 59, when the command graduated more personnel in missile career fields in this 12-month period than in all previous years combined. Various ATC bases conducted a total of 219 courses during the year and graduated 8,004 students.

## MISCELLANEOUS

*Permanent Facilities on the Increase throughout the Command.* Between fiscal years 1955 and 1959, the number of ATC primary installations decreased from 43 to 25. With more modern facilities, officials believed the command could operate with 6 training centers and 16 flying training bases. Many buildings constructed during World War II were in such poor shape it was not economically feasible to repair them. As more sensitive electronic equipment arrived on the training scene, there were problems with environmental controls. Some support facilities, such as warehouses, shops, and a hospital, had tarpaper exteriors. Many of the flying training bases had support facilities built for conventional aircraft and not adaptable for jet aircraft. Unless these problem areas received attention, it would handicap ATC in its ability to provide more modern training in the coming decade. However, to make these changes, the command estimated it would cost almost \$110 million, money Congress seemed unlikely to approve anytime soon.



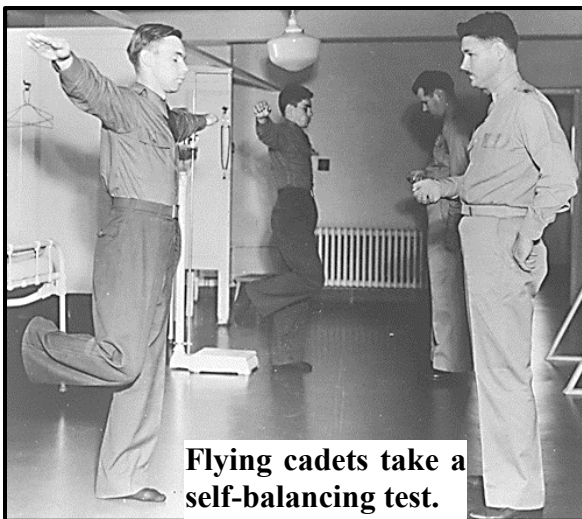
**Missile students at Chanute AFB, Illinois, learn how to handle liquid oxygen (LOX), used as a missile final oxidizer. Here students transfer LOX from storage to mobile service tanks.**



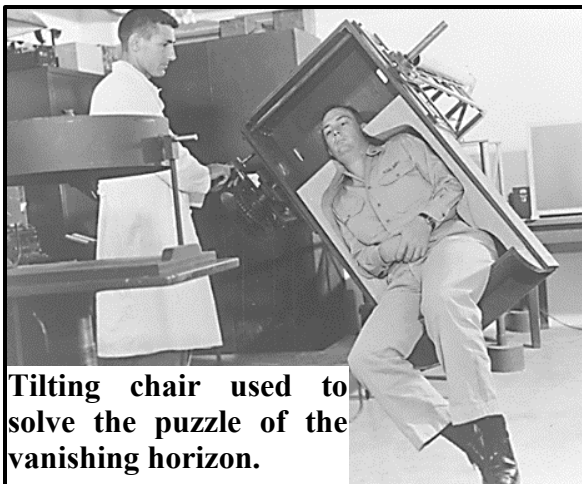
## SCHOOL OF AVIATION MEDICINE



From 1931 until 1959, the School of Aviation Medicine operated on Randolph AFB, Texas. Then it moved across town to Brooks AFB. Above is the research laboratory on Randolph.



Flying cadets take a self-balancing test.



Tilting chair used to solve the puzzle of the vanishing horizon.



In the 1930s, the School of Aviation Medicine used the Wobblemeter as a screening device to check balance and orientation abilities of flying cadets.



# 1960

During the first half of 1960, Air Training Command focused on consolidating future preflight, primary, and basic pilot training programs with military instructors at USAF-owned facilities. Training at all of the contract primary schools had ended by December 1960; however, ATC did not discontinue the five contract pilot training groups until January-February 1961. All of those bases closed in 1961. This plan caused some problems in cancellation of facility projects and the departure of personnel. Civilians left their jobs in such large numbers that some contractors had difficulty hiring experienced replacements for short-term employment. Also through the end of the year, budget limitations prevented ATC from acquiring the high performance jet aircraft and equipment it needed for training purposes.

## ASSIGNED RESOURCES

(As of 31 December 1960)

**PRIMARY INSTALLATIONS:** 25  
Alabama – Craig; California – Mather; Colorado - Lowry;  
Florida – Bartow, Graham; Georgia – Bainbridge, Moody,  
Spence; Illinois – Chanute; Mississippi – Greenville,  
Keesler; Nevada –Stead; Oklahoma – Vance; Texas –  
Amarillo, Brooks, Harlingen, James Connally, Lackland,  
Laredo, Moore, Perrin, Randolph, Reese, Sheppard, Webb

**PERSONNEL ASSIGNED:** 89,692 (10,430 officers, 55,353 enlisted, 23,909 civilians)

**AIRCRAFT ASSIGNED:** 2,202 (C-47, C-54, C-123, C-131, F-86, F-89, F-100,  
F/TF-102, H-19, H-21, H-43, T-28, T-29, T-33, T-34, T-37)

**MAJOR SUBORDINATE UNITS:**

6 numbered air force equivalent units:  
Lackland Military Training Center, Lackland AFB TX  
Amarillo Technical Training Center, Amarillo AFB TX  
Chanute Technical Training Center, Chanute AFB IL  
Keesler Technical Training Center, Keesler AFB MS  
Lowry Technical Training Center, Lowry AFB CO  
Sheppard Technical Training Center, Sheppard AFB TX

2 wing equivalent units:  
USAF Recruiting Service, Wright-Patterson AFB OH  
USAF Aerospace Medical Center, Brooks AFB TX

4 flying training wings:

3510th, Randolph AFB TX  
3550th (Advanced Interceptor), Moody AFB GA  
3555th (Advanced Interceptor), Perrin AFB TX  
3635th (Advanced), Stead AFB NV

3 navigator training wings:

3535th, Mather AFB CA  
3610th, Harlingen AFB TX  
3565th, James Connally AFB TX

6 pilot training wings:

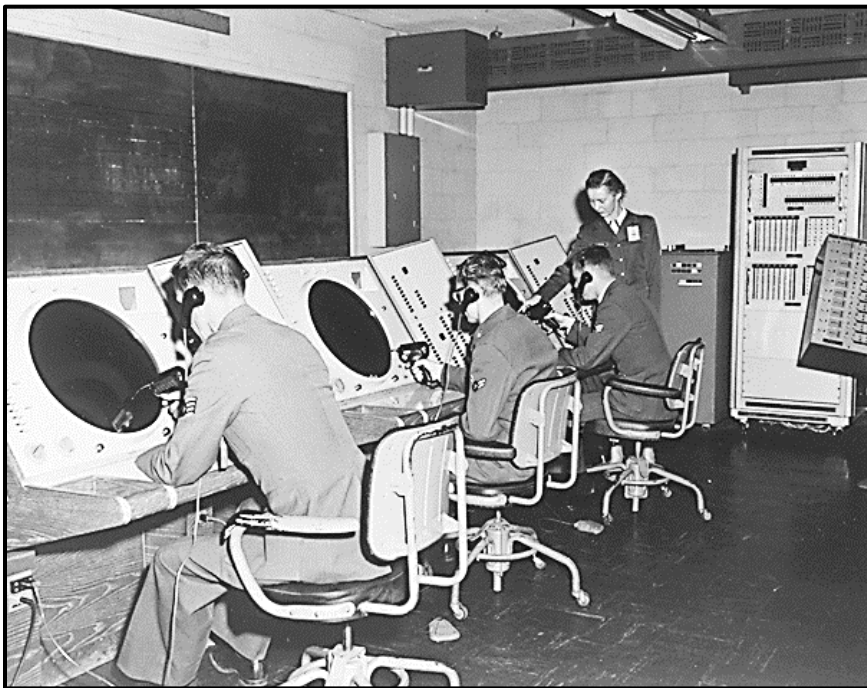
3500th (Basic), Reese AFB TX  
3560th (Basic), Webb AFB TX  
3615th (Basic), Craig AFB AL  
3525th, Williams AFB AZ  
3575th (Basic), Vance AFB OK  
3640th (Basic), Laredo AFB TX

3 independent groups or group equivalents:

3505th Technical Training, Greenville AFB MS  
3545th USAF Hospital, Goodfellow AFB TX  
3625th Technical Training (Weapons Controller), Tyndall AFB FL

5 independent pilot training groups (contract primary)<sup>1</sup>:

3300th, Graham Air Base FL  
3302d, Spence Air Base GA  
3306th, Bainbridge Air Base GA  
3301st, Moore Air Base TX  
3303d, Bartow Air Base FL



**The Keesler schoolhouse taught students how to maintain the computer-based air defense system known as SAGE or the semiautomatic ground environment system.**

<sup>1</sup> Training had ended, but units remained active into 1961 to assist with closure of the air bases.

## COMMAND LEADERSHIP

Continuing as the ATC commander was Lt Gen James E. Briggs. On 16 November 1960, the vice commander, Maj Gen Carl A. Brandt, retired. He was succeeded by Maj Gen Henry K. Mooney, former commander of SAC's Sixteenth Air Force. Mooney had served as the ATC assistant vice commander since September.

## ORGANIZATION

**3505th Pilot Training Wing (Basic).** Air Training Command discontinued its 3505th Pilot Training Wing (Basic) at Greenville AFB, Mississippi, on 1 December 1960. Plans called for the base to offer some type of technical training in the near future.

**USAF Language School.** On 1 January 1960, Air Training Command established the USAF Language School at Lackland and assigned it to the USAF Officer Military Schools. The school provided English language instruction to foreign students coming to the United States for training under the Military Assistance Program. Staffing for the new organization came from the 3746th Preflight Training Squadron (Language), which the command had discontinued on 1 January 1960.



**Chaplain School Opened.** Since July 1953 the Air Force had conducted a training course for chaplains at Lackland AFB. That course evolved into a separate school when, on 1 June 1960, ATC established the USAF Chaplain School at Lackland and assigned it to the Officer Military Schools. The new school provided instruction for chaplains as well as legal officers.

**Chaplain orientation course at Lackland.**

## INSTALLATIONS

**Bryan AFB, Texas.** In caretaker status since 1 October 1958, Air Training Command transferred Bryan to Air Materiel Command on 1 April 1960.

**Malden Air Base, Missouri.** With pilot production decreasing, the ATC commander suggested closing Malden, a contract flying training base, in early 1959. However, it was not until late December 1959 that Headquarters USAF approved the ATC request. The last primary class graduated on 29 June 1960, and one day later Air Training Command terminated its training contract. On 26 July the command discontinued the 3305th Pilot Training Group (Contract Primary) and released the base on 1 September 1960. That left Air Training Command with five contract primary schools as of the end of the calendar year.

*Williams AFB, Arizona.* On 1 October 1960, Tactical Air Command transferred Williams AFB back to Air Training Command.<sup>2</sup> This Arizona base became part of ATC's new consolidated pilot training program. On the same date, Tactical Air Command reassigned its 4530th Combat Crew Training Wing (Tactical Fighter) and subordinate units at Williams to Air Training Command, and ATC discontinued the wing. Concurrently, Air Training Command used assets from the 4530th to organize and establish the 3525th Pilot Training Wing.

## TRAINING

*First OTS Class Graduates.* On 9 February 1960, the USAF Officers Training School at Lackland graduated its first class. A total of 94 students had entered the 12-week course, and 89 graduated and received their commissions.

*Foreign Language Training.* In early 1960, HQ USAF suggested the foreign language training program, currently conducted at 22 colleges and universities, be transferred from Air University control to Air Training Command. After considerable study, the Air Force passed control of the program to ATC on 1 July 1960. At that time, the training program covered 59 languages. Air Training Command subsequently assigned management responsibility to the Chanute Technical Training Center. Unlike the Lackland program, which provided language training for foreign students, this program provided language instruction for USAF personnel.



**In 1960-1961 Randolph AFB, Texas, acquired several early production North American T-39s to use as small jet transport throughout the command.**

## FLYING TRAINING

*All Flying Activity Ends at Brooks AFB, Texas.* In early 1960, the remaining flying activities (medical evacuation and operational support airlift) at Brooks AFB, Texas, transferred to either Randolph or Kelly. Brooks officially ended all flying activities on 23 June. To that date,

<sup>2</sup> Air Training Command had transferred Williams to Tactical Air Command on 1 July 1958.

it was the oldest continuously active flying establishment in the nation, its flying training mission dating back to World War I.

***Preflight Training.*** Early in 1960, the Air Force authorized Air Training Command to discontinue pilot and navigator preflight courses at Lackland AFB. Pilot preflight training became the responsibility of the primary training bases, and navigator preflight moved to the navigator schools. Lackland graduated its last preflight class in early May, and ATC discontinued the school on 1 July 1960. Preflight had accounted for more than half of the training load under the Officer Military Schools. The contract schools were the first to use the newly-published syllabus for consolidated preflight-primary pilot training, beginning on 1 July. New navigator training programs went into effect at Harlingen on 6 April and at James Connally on 14 April 1960.

***Consolidated Pilot Training.*** With pilot production continuing to decrease, Air Training Command began looking at a new training concept - combining preflight, primary, and basic instruction into consolidated pilot training (CPT). Secretary of the Air Force Dudley C. Sharp approved the idea in March 1960, and Air Training Command intended to have the training program in operation by March 1961. At the same time, Secretary Sharp approved initiation of a consolidated pilot training program, ATC decided to replace all civilian flying instructors with military officers and to phase out all contract primary schools. The six bases selected for CPT were Craig, Webb, Vance, Reese, Williams, and Moody; however, by year's end, ATC had added Laredo. In addition, USAF officials sanctioned contracting base support functions where beneficial. As a part of the implementation plan, Tactical Air Command returned Williams AFB to ATC. The basic instructor school at Craig moved to Randolph, basic flying training ended at Greenville, interceptor training ceased at Moody, and the remaining contract primary schools - Graham, Moore, Spence, Bartow, Malden, and Bainbridge - closed or prepared to close. All contract primary training ended in late December. The new undergraduate pilot training program (UPT) contained three phases - preflight, primary, and basic and used only jet aircraft (T-37s and T-33s).



**A Convair TF-102A Delta Dagger trainer lands at Edwards AFB, California, with a drag chute. This trainer from Perrin AFB, Texas, was similar to the F-102A but had a wider front fuselage seating two side-by-side.**

***F/TF-102s Begin Arriving in Air Training Command.*** The Air Force first programmed the F-102 for use in ATC training programs in 1955. At that time, the Air Force followed an aircraft allocation program where a portion of the first production units of newly-designed aircraft went to Air Training Command so ATC could supply trained crewmembers to operational commands at the same time those commands received the new weapon system. That policy changed in 1956 when Gen Nathan B. Twining, Chief of Staff of the Air Force, on a visit to Russia, witnessed the flyover of a fleet of jet bombers known to have intercontinental range, but which USAF officials had thought were still in the prototype stage. General Twining altered this aircraft allocation policy, directing that Air Training Command not receive new fighter-interceptors until all requirements of operational units were filled. As a result, ATC did not receive F-102 aircraft until 25 May 1960, when the first TF-102 landed at Perrin AFB in Texas. The first class began F-102 training on 12 August. By year's end, the 3555th Flying Training Wing (Advanced Interceptor) at Perrin had transitioned from F-86Ls to F-102 and TF-102 aircraft. The command's second interceptor base, Moody in Georgia, stopped interceptor training on 3 November 1960 and became one of ATC's new undergraduate pilot training schools.

***Firefighters and Helicopters.*** Beginning on 19 April 1960, the helicopter training program at Stead AFB, Nevada, gained a new course of instruction, teaching helicopter pilots and firefighters to operate fire suppression equipment using the H-43B.

***Phase-Out of the B-25.*** Since 1943 the venerable B-25 was a part of this command's flying training (and technical training) mission. The last of these aircraft departed the command on 18 January 1960 from James Connally AFB in Texas.

## TECHNICAL TRAINING

***Instructor Shortages Continue.*** Even though the technical training centers trained over 5,000 instructors in various formal resident courses during the year, the command still had problems filling critical instructor vacancies. Part of the problem was that turnover in personnel continued at a high rate.

***Electronic Counter Countermeasures.*** In early 1959 during the Berlin crisis, the US Air Force found its transport forces had inadequate capability to conduct operations in an electronic countermeasures environment. The Military Air Transport Service recommended to the Air Staff that ATC develop a field training program to provide initial and refresher training for transport aircrews. Air Training Command initiated an electronic counter countermeasures ground training program at Keesler AFB, Mississippi, for personnel in Military Air Transport Service and Tactical Air Command. The first class began on 17 October 1960. The field training program started in mid-1961.

***Greenville AFB, Mississippi, Gains Technical Training Mission.*** In mid-October 1960, basic pilot training ended at Greenville AFB in west central Mississippi. Air Training Command wanted to close the installation; however, for political reasons, ATC senior leadership had to find a new training mission for Greenville. Between November 1960 and mid-1961, six personnel courses transferred from Lackland AFB, Texas, to Greenville AFB along with two fire protection courses from Lowry AFB, Colorado.



## OFFICER TRAINING SCHOOL

In the late 1950s, the four officer sources, the US Air Force Academy, Reserve Officer Training Corps (ROTC), Officer Candidate School (OCS), and direct commissioning were not producing the needed mix of skills and knowledge, especially in technical, engineering, and scientific fields. With four-year maturation periods, the Air Force Academy and ROTC were slow in responding to programmed manpower requirements. The Air Force was also reluctant to rely too heavily on direct commissioning. The solution was to tap into a significant pool that had largely been ignored, graduating college seniors who had not participated in ROTC.

To train those graduates, the Air Force resurrected a concept tried during World War II, an Officer Training School (OTS). On 1 July 1959, Air Training Command activated OTS at Lackland AFB. The first class entered on 18 November 1959 and graduated on 9 February 1960. Believing that college graduates needed a shorter, but more intense course than OCS, the Air Force established a three-month course for OTS, versus six months in OCS. At the same time, the Air Force created the Airman Education and Commissioning Program (AECMP), allowing qualified Airmen to complete degree requirements and earn a commission through OTS.

The OTS system had several advantages over OCS. It provided a more expeditious and responsive procurement system, and training costs per graduate were less. Also, OTS met the Air Force's desire to make a college degree the minimum education requirement. The school quickly outgrew its quarters on Lackland and in 1961 moved to nearby Medina Base. With the tremendous growth of OTS and the establishment of AECMP, ATC phased out Officer Candidate School on 1 July 1963. Not only did OTS absorb production quotas after 1963 for OCS, but the Vietnam War soon accelerated officer procurement. As its peak, OTS produced 7,894 officers in fiscal year 1967. The unpopularity of the war on college campuses resulted in significant drops in ROTC enrollment, and OTS took up the slack. After the war, AFROTC scholarships proved very attractive, and the military became more accepted on campuses. Eventually, the ratio between ROTC and OTS reversed itself, with ROTC doubling and even tripling OTS production.

With the realignment of training and education under a single command, Air Education and Training Command, in 1993, OTS became part of Air University. Its last class graduated from the Medina Annex on 22 September 1993. In the late 1990s with a new campus at Maxwell AFB, Alabama, HQ USAF shortened OTS from 13.5 weeks to 12 weeks. Beginning in September 1998, OTS offered eight classes a year instead of the previous seven.

By 2003 it was clear that the open ended commitment of the US military ensured continued increasingly heavy reliance on the reserve component. Consequently, the Secretary of the Air Force and Chief of Staff of the Air Force established a goal to integrate the three air components. OTS leadership moved to combine Active Duty, Reserve, and Air National Guard (ANG) officer training to ensure all line officers received the same training and trained together. The first step aligned the OTS curricula program (a 12-week course for Regular Air Force and Reserve trainees) and the Academy of Military Science course (6 weeks for ANG trainees). Officer Training School restructured its course to 9.5 weeks with one week of indoctrination for non-prior service trainees that preceded eight weeks of training. The ANG expanded its program to eight weeks. Both courses went into effect on 6 August 2014. Next came the combination of the two programs into one Total Force commissioning course. The first class graduated on 13 March 2015.

## MILITARY TRAINING

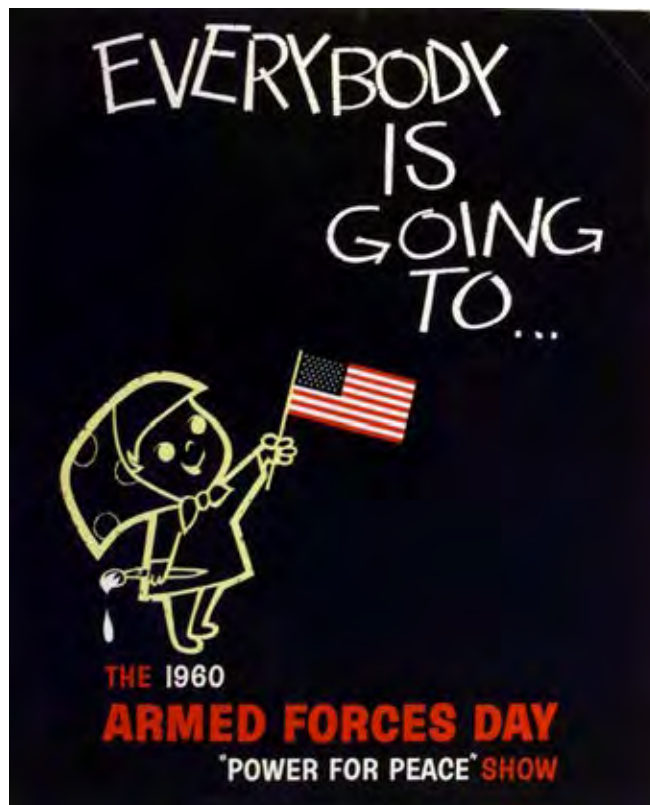
***Basic Military Training Undergoes Revision.*** During the last half of 1959, the Air Force announced it was short 13,304 personnel to meet critical new requirements in Strategic Air Command and overseas. The Air Staff asked all major commands to look for ways to release personnel to fill these important vacancies. Officials in ATC determined that they could release almost 3,000 military authorizations by cutting three flying training bases. The command also found it could save another 893 positions by reducing basic military training from 11 weeks to 8. Headquarters USAF approved the BMT reduction effective 1 February 1960.

***Marksmanship Center Created.*** The Air Force directed formation of a marksmanship school at Lackland in late 1957. By the end of 1958, the center had a three-part mission: training, developing USAF competitive teams, and performing weapons research and maintenance. One of the problems the center had faced from its beginning was a lack of range space. In fiscal year 1960, Air Training Command finally began construction of four carbine ranges at Lackland, and the command signed a joint use agreement with the Army for construction of a range at Camp Bullis, Texas.

## MISCELLANEOUS

***Permanent Facilities on the Increase throughout the Command.*** Between fiscal years 1955 and 1959, the number of ATC primary installations decreased from 43 to 25. With more modern facilities, officials believed the command could operate with 6 training centers and 16 flying training bases. Many buildings constructed during World War II were in such poor shape, and it was not economically feasible to repair them. Also, as more and more sensitive electronic equipment arrived on the training scene, there were problems with environmental controls. Some support facilities, such as warehouses, shops, and a hospital, had tarpaper exteriors. Many of the flying training bases had support facilities that were built for conventional aircraft and were not adaptable for jet aircraft. Unless these problem areas received attention, it would handicap Air Training Command in its ability to provide more modern training in the coming decade. However, to make these changes, the command estimated it would cost almost \$110 million, money Congress was unlikely to approve anytime soon.

The 1960 Armed Force Day show provided rich opportunity for ATC's recruiters.



# 1961

**On 25 July 1961, President John F. Kennedy addressed the nation, outlining the crisis developing in Berlin and calling for a military buildup to cope with the growing tensions in East-West relations. At the same time, Kennedy asked Congress for authority to order to active duty certain reserve and guard personnel and to extend by one year enlistments and active duty tours. Congress gave its approval, and the Air Force immediately took steps to increase the strength and readiness of its forces. It recruited more people, especially in electronic and aircraft support career fields, and the rapid buildup caused some disruption in training plans.**

## **ASSIGNED RESOURCES**

(As of 31 December 1961)

**PRIMARY INSTALLATIONS:** 20

Alabama – Craig; Arizona – Williams, California – Mather; Colorado – Lowry; Georgia – Moody; Illinois – Chanute; Mississippi – Greenville, Keesler; Nevada – Stead; Oklahoma – Vance; Texas – Amarillo, Harlingen, James Connally, Lackland, Laredo, Perrin, Randolph, Reese, Sheppard, Webb

**PERSONNEL ASSIGNED:** 83,283 (8,967 officers, 52,144 enlisted, 22,172 civilians)

**AIRCRAFT ASSIGNED:** 1,954 (C-47, C-54, C-123, C-131, F-86, F-89, F/TF-102, H-19, H-21, H-43, T-28, T-29, T-33, T-37, T-38, T-39, U-3)



**Air Training Command received its first Northrop T-38 Talon on 17 March 1961.**

## **MAJOR SUBORDINATE UNITS:**

6 numbered air force equivalent units:

Lackland Military Training Center, Lackland AFB TX  
Amarillo Technical Training Center, Amarillo AFB TX  
Chanute Technical Training Center, Chanute AFB IL  
Keesler Technical Training Center, Keesler AFB MS  
Lowry Technical Training Center, Lowry AFB CO  
Sheppard Technical Training Center, Sheppard AFB TX

2 wing equivalent units:

USAF Recruiting Service, Wright-Patterson AFB OH  
Medical Service School, Gunter Air Force Station AL

3 flying training wings:

3510th, Randolph AFB TX  
3555th (Advanced Interceptor),  
Perrin AFB TX  
3635th (Advanced), Stead AFB  
NV

3 navigator training wings:

3535th, Mather AFB CA  
3565th, James Connally AFB  
TX  
3610th, Harlingen AFB TX

8 pilot training wings:

3500th, Reese AFB TX  
3525th, Williams AFB AZ  
3550th, Moody AFB GA  
3560th, Webb AFB TX  
3575th, Vance AFB OK  
3615th, Craig AFB AL  
3640th, Laredo AFB TX  
3645th, Laughlin AFB TX

3 independent groups or group equivalents:

3505th Technical Training, Greenville AFB MS  
3545th USAF Hospital, Goodfellow AFB TX  
3625th Technical Training (Weapons Controller), Tyndall AFB FL



**A military training instructor inspects basic trainees at Lackland AFB, Texas.**

## **COMMAND LEADERSHIP**

Lieutenant General James E. Briggs continued as the ATC commander, and Maj Gen Henry K. Mooney remained vice commander.

## ORGANIZATION

***New Mission Statement.*** Headquarters USAF published a new mission statement for Air Training Command in late December 1961. New responsibilities added to ATC included marksmanship training, instruction in foreign language and area studies, assistance training for friendly foreign powers, prisoner training, on-the-job training advisory service, and operational readiness training to support missiles. Air Training Command already performed all of these duties, but previous mission statements had not described them.

***Contract Pilot Training Groups Discontinued.*** While training at the contract schools ended in December 1960, Air Training Command did not stop operation of the training units until early 1961. Effective 16 January, ATC discontinued the 3306th Pilot Training Group at Bainbridge, and on 1 February the other four groups, the 3300th at Graham, the 3301st at Moore, the 3302d at Spence, and the 3303d at Bartow, ceased to exist. The command had intended to shut all five bases by March, but an Air Force-imposed freeze on shipping property delayed closure. Finally, ATC released control of Bainbridge and Spence on 31 March, Bartow on 19 May, and Graham on 31 August. Moore Air Base remained on inactive status until 15 July 1963, when part of the installation was sold to private concerns and the rest transferred to the Department of Agriculture.

***Pilot Training Wings Redesignated.*** On 5 January 1961, ATC redesignated five of its pilot training wings - the 3500th, 3560th, 3575th, 3615th, and 3640th - by dropping the parenthetical notation (basic). In addition, the 3550th Flying Training Wing (Advanced Interceptor) underwent a name change, becoming the 3550th Pilot Training Wing.

***3645th Pilot Training Wing Established on Laughlin.*** Effective 16 October 1961, Air Training Command designated and organized the 3645th Pilot Training Wing at Laughlin AFB, Texas. The purpose of the activation was so that ATC could transfer half of its training mission from Laredo (where facilities were substandard) to Laughlin. Between 1952 and 1957, ATC had trained pilots at Laughlin, and then the base transferred to Strategic Air Command. Air Training Command hoped to reacquire Laughlin within a number of months, when SAC moved its U-2 mission to another base.

## INSTALLATIONS

***Brooks AFB, Texas.*** On 1 November 1961, Air Training Command transferred Brooks AFB to Air Force Systems Command (AFSC). This was all part of an Air Force plan to reorganize aerospace medical research. Along with the transfer of Brooks, ATC passed to Air Force Systems Command (and its newly formed Aerospace Medical Division at Brooks) control of the USAF Aerospace Medical Center, the School of Aerospace Medicine, the USAF Hospital Lackland, and the 3790th Epidemiological Laboratory. (Headquarters USAF had approved the redesignation of the School of Aviation Medicine as the School of Aerospace Medicine effective 8 May 1961.) The Medical Service School at Gunter was reassigned from the medical center to Headquarters ATC on 1 October 1961.

***Harlingen AFB, Texas.*** In March, during his budget message to Congress, President Kennedy announced that the Department of Defense would close 73 military installations (70 stateside), including Harlingen AFB, Texas, the only ATC base on the list. Harlingen entered its

last group of students into navigator training on 9 August 1961. From that point on, James Connally AFB provided all undergraduate navigator training.

**Medina Annex, Texas.** Air Training Command had intended to move the USAF Officer Training School and the Officer Candidate School from Lackland to the Medina Annex in 1961. However, in response to the Berlin crisis, production rates for both schools increased to the point where only OTS could be accommodated at Medina Annex. As a result, Air Training Command delayed the completion of the OCS move until 30 June 1962.

## FLYING TRAINING

**First T-38 Arrived in Air Training Command.** At Randolph on 17 March 1961, ATC took possession of its first T-38. The Talon was ATC's first supersonic flying trainer, and it was intended to replace the T-33 in pilot training. By mid-year 15 Talons had arrived at Randolph to take part in an extensive test and evaluation program. The first ATC students who had the opportunity to fly the new T-38s came from Webb's Class 62-F. By year's end, Randolph had 44 new T-38s and Webb had 21.

**Undergraduate Navigator Training.** Like the consolidation of the pilot training program, in 1961 ATC combined preflight and primary-basic navigator training into a new program known as undergraduate navigator training or UNT. James Connally AFB was to conduct UNT, and Mather would provide advanced training. The command expected full operation by mid-1962.

**Space Systems.** In 1961 ATC had a limited space training program that covered the Samos (a reconnaissance satellite) and Midas (a missile detection and alarm system) research and development program. Field training detachments provided instruction (primarily theory) because the Air Staff had not made funding available to ATC for purchase of training equipment.

**Training Yugoslav Pilots and Maintenance People.** In January 1961 the United States agreed to sell 135 surplus F-86 Sabrejets to the government of Yugoslavia. As part of the agreement, US officials promised to train four pilots and four maintenance personnel at Perrin AFB in Texas. Training began in September and ended in November.



**At left Gen John P. McConnell, Air Force chief of staff, visits a mobile training team from Sheppard AFB that was providing maintenance training on the A-37B in Vietnam to members of the Vietnam Air Force.**



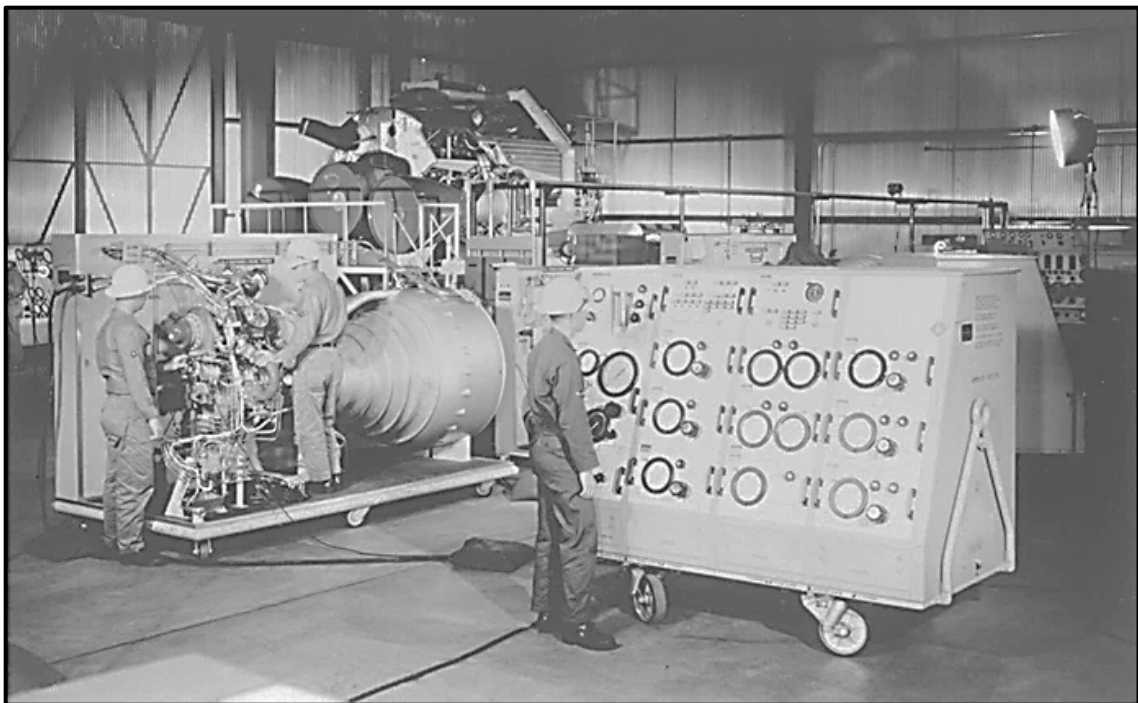
## TECHNICAL TRAINING

**Field Training.** When ATC first established its field training program, its purpose was to support Strategic Air Command, Tactical Air Command, and Air Defense Command. In 1961 Air Training Command agreed to expand its field program provided necessary instructor authorizations came from the gaining commands. Headquarters USAF approved that proviso; and during the year, Pacific Air Forces (PACAF) and United States Air Forces in Europe (USAFE) transferred slots to ATC for the establishment of field training detachments in those commands.

**EWO Instruction.** The last electronic warfare officer (EWO) course began at Keesler on 13 December 1961. Students graduated in August 1962. Beginning in January 1962, Mather AFB in California provided all EWO instruction in Air Training Command.

## MILITARY TRAINING

**Overcrowding at Lackland.** While the command had the funding and personnel to support basic military training, it lacked money for new construction. As a result, Lackland AFB continued to operate with limited barracks space. Not only were crowded conditions unpleasant for incoming trainees, but crowding also posed possible health risks especially with communicable illnesses. To alleviate the problem of overcrowding, officials at the Military Training Center looked at other options, such as using facilities at the Medina Annex near Lackland or putting all phases of basic military training at the technical training centers. Before that could happen, Lackland officials found a temporary fix by phasing out preflight training at that location, transferring personnel courses to Greenville, and receiving funding for building renovation.

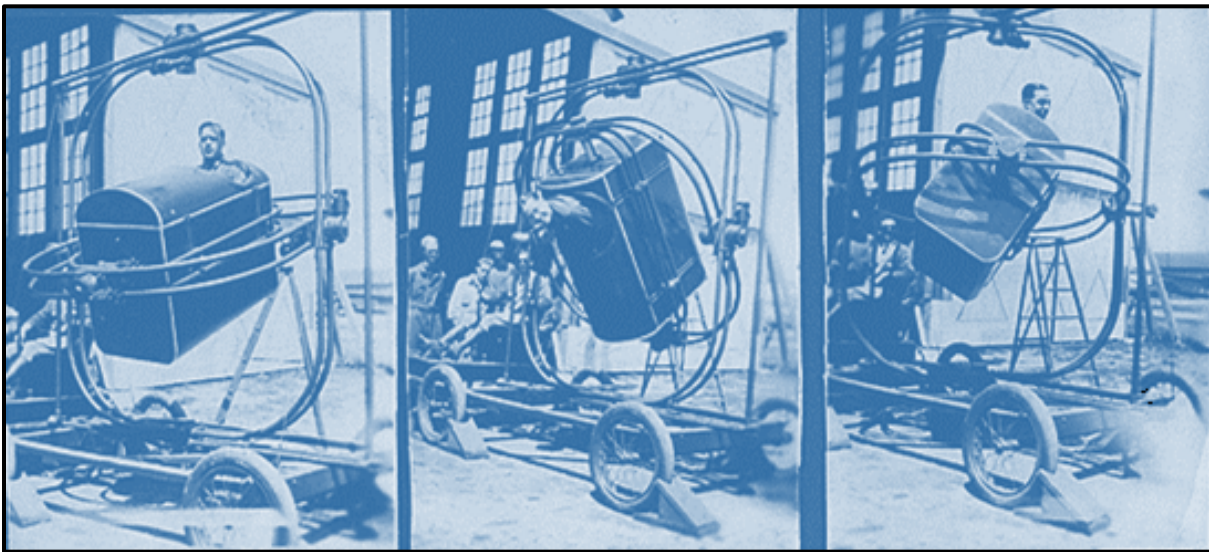


**Using operational training aids, future missile engineer mechanics learn the complex Job of servicing an Atlas missile at Chanute AFB, Illinois.**

## AVIATION CADET PROGRAM

The aviation cadet program was the source of most rated officers until the late 1950s. Originally called flying cadet, the program started during World War I in an effort to build up the nation's air arm. The term was often used restrictively to denote a pilot cadet, but in its general application included persons in cadet training to become a rated officer. When the United States entered the war, it had a total of 65 rated pilots and two flying schools. By the end of the war, over 10,000 pilots had been trained on 41 American bases or by allies in Europe and Canada.

To qualify as a flying cadet, an applicant had to be "under 25, have 2-3 years of college, be athletic, honest, and reliable." This was a far cry from the extensive battery of physical, mental, and psychological tests required in later years.



The Ruggles Orientator was used in preflight testing to give the cadets the feel of instrument flying. Major William Ocker and Capt Carl Crane developed the device in the 1930s. A hood was placed over the cockpit to simulate conditions when flying at night or under nonvisual circumstances.



At left, cadets at clothing supply. Above, a cadet's room prepared for inspection.



**Aviation Cadets in basic flight training head for their planes.**

Although the cadet program ended with the armistice, Congress authorized its resumption in 1919, but limited the number on active duty to 1,300. Austerity hit the air arm in the 1920s; by 1926 the authorized number of cadets on duty had dropped to 196. A cadet who earned his wings could either serve out his enlistment or take a discharge and enter the Officers' Reserve Corps as a second lieutenant. In 1929, during the midst of a five-year expansion program, the law changed, and cadets had to serve three years, one in flying school and two either as a reserve officer on active duty or as a regular Army officer.

The term flying cadet changed to aviation cadet in 1941, just prior to the expansion of the cadet program during World War II. Although the cadet program normally required at least two years of college, this was reduced to a high school diploma. At the close of the war, aviation cadet training came to a standstill. It was not until 1948 that aviation cadet training began again in earnest but at the modest rate of 5,000 pilots per year. With the start of the war in Korea, flying quotas again began to rise.

During the war, the educational requirement for the cadet program was again lowered to a high school diploma, but more and more officers commissioned through the Air Force Reserve Officer Training Corps (AFROTC) began entering flying training. After the Air Force Academy (AFA) graduated its first class in 1959, the number of AFROTC and AFA graduates entering pilot and navigator training continued to rise. In 1961 the Air Force discontinued aviation cadet pilot training, and in 1965 it ended aviation cadet navigator training. Since then, applicants for either pilot or navigator training had to have a college degree.

## MISCELLANEOUS

**Family Housing.** Hundreds of family housing units constructed in the late 1940s and early 1950s also received facelifts in the early 1960s. Soon after taking the oath of office, President Kennedy directed acceleration of housing contract awards as a means of bolstering the sagging economy. In ATC not only were older units refurbished, but by year's end, contractors had 930 new family housing units under construction at Brooks, Keesler, and Mather.

**Contracting Base Support.** Also as a part of the consolidation of all pilot training, the Air Force directed ATC to test the idea of using contractors to provide support services at pilot training bases. During the test, the command contracted for all support services at Vance, while at Craig all operations were to be provided by military personnel. Craig's expenditures were not to exceed those at Vance. The other pilot training bases, Reese, Webb, Williams, and Moody, used civilian contractors in a limited capacity in such areas as food service, housing, transportation, garbage collection, custodial and photographic services, and aircraft refueling. The command completed its year-long study in June 1962 and recommended that Vance be returned to normal military operation as soon as possible. However, because of the cost savings, Headquarters USAF disagreed and, instead, directed renewal of the Vance contract.

**Modernization of Facilities.** Early in 1959 the Air Force noted it had limited funds available for military construction projects. To stretch the dollars, USAF officials suggested renovating old, structurally sound facilities. That could be done at half the cost of building new facilities. At Chanute, Keesler, Lowry, Perrin, and Sheppard, open bay barracks were gutted and divided into rooms holding three men each. At Lackland the same World War II-vintage barracks also received a facelift inside and out. However, they remained open bay barracks. Also, the Air Force released additional funds to pay for modernization of over 200 buildings at Amarillo, Chanute, James Connally, Keesler, Lackland, and Sheppard. Part of that modernization included the installation of air conditioning in barracks at Keesler, James Connally, and Sheppard. By mid-June 1961, contractors had completed most of the renovation work. The entire project cost \$18.6 million and rehabilitated 551 buildings.

**Command Motto.** Air Training Command conducted a command-wide contest in 1961 to find a motto that best described its mission. A family member at Greenville AFB, Mississippi, had the winning entry: "Prepare the Man." That motto remained in effect until 29 October 1974.

**In October because ATC no longer conducted basic search and rescue operations, it transferred its H-43A helicopters at Stead AFB, Nevada, to Military Air Transport Service. However, ATC flying bases kept some of the helicopters to provide fire rescue service.**





# 1962

**In the summer of 1962, the Soviet Union began increasing military assistance to Cuba. Intelligence reports indicated that the Russians had placed offensive weapons, including ballistic missiles, on the island. On 22 October 1962, in an address to the nation, President John F. Kennedy said the Soviet Union was building long-range missile bases in Cuba. In response the President ordered an air and sea quarantine of the island. For its part, Air Training Command provided personnel and materiel support. Also, one of its newly acquired bases, Laughlin, played a major role in the Cuban crisis, as it was home to the U-2s that first spotted missiles in Cuba, aircraft assigned to Strategic Air Command.**

## **ASSIGNED RESOURCES**

(As of 31 December 1962)

### **PRIMARY INSTALLATIONS: 19**

Alabama – Craig; Arizona – Williams, California – Mather; Colorado - Lowry; Georgia –Moody; Illinois – Chanute; Mississippi – Greenville, Keesler; Nevada – Stead; Oklahoma – Vance; Texas – Amarillo, James Connally, Lackland, Laredo, Laughlin, Randolph, Reese, Sheppard, Webb

**PERSONNEL ASSIGNED:** 80,057 (8,803 officers, 50,391 enlisted, 20,863 civilians)

**AIRCRAFT ASSIGNED:** 1,782 (C/VC-47, C/TC/VC-54, C-123, C-131, CH-21, HH-43, T-28, T/NT/VT-29, T/JT-33, T-37, T-38, T-39, U-3, and UH-19)

### **MAJOR SUBORDINATE UNITS:**

6 numbered air force equivalent units:

Lackland Military Training Center, Lackland AFB TX  
Amarillo Technical Training Center, Amarillo AFB TX  
Chanute Technical Training Center, Chanute AFB IL  
Keesler Technical Training Center, Keesler AFB MS  
Lowry Technical Training Center, Lowry AFB CO  
Sheppard Technical Training Center, Sheppard AFB TX

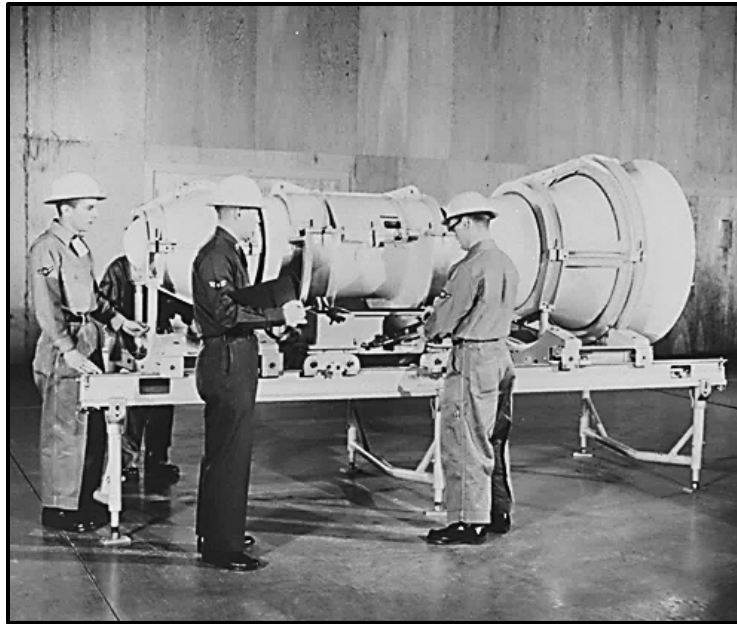
2 wing equivalent units:

USAF Recruiting Service, Wright-Patterson AFB OH  
USAF Medical Service School, Gunter Air Force Station AL

2 flying training wings:  
3510th, Randolph AFB TX  
3635th (Advanced), Stead  
AFB NV

2 navigator training wings:  
3535th, Mather AFB CA  
3565th, James Connally AFB  
TX

8 pilot training wings:  
3500th, Reese AFB TX  
3525th, Williams AFB AZ  
3550th, Moody AFB GA  
3560th, Webb AFB TX  
3575th, Vance AFB OK  
3615th, Craig AFB AL  
3640th, Laredo AFB TX  
3646th, Laughlin AFB TX



**Nuclear Weapons Specialist (Reentry Vehicles) course taught at the Lowry Technical Training Center.**

3 independent groups or group equivalents:  
3505th Technical Training, Greenville AFB MS  
3545th USAF Hospital, Goodfellow AFB TX  
3625th Technical Training (Weapons Controller), Tyndall AFB FL

## COMMAND LEADERSHIP

Lieutenant General James E. Briggs continued as the ATC commander, and Maj Gen Henry K. Mooney remained vice commander.

## ORGANIZATION

***Path Finder Study.*** In November 1961 the ATC commander appointed a Path Finder study group to assess the command's ability to meet future training requirements and provide new ideas that could be applied to training technology. Group members completed the study in May 1962. Their major finding was that Headquarters ATC was too large. The final report included recommendations for reorganizing the headquarters and transferring certain functions to the training centers and wings to allow Headquarters ATC more time to focus on policy-making and mission. Air Training Command implemented most of the recommendations that came from the study.

***Officer Military Schools Discontinued.*** Effective 1 July 1962, Air Training Command discontinued its Officer Military Schools at Lackland. The Path Finder study, mentioned above,



found this headquarters unnecessary, since the Officer Candidate School was about to go away, leaving only the Officer Training School.

**3646th Pilot Training Wing.** On 15 February 1962, Air Training Command redesignated the 3645th Pilot Training Wing at Laughlin as the 3646th Pilot Training Wing.

**3610th Navigator Training Wing Discontinued, Harlingen AFB Inactive.** Air Training Command discontinued its 3610th Navigator Training Wing and subordinate units at Harlingen AFB, Texas, on 1 July. At the same time, the command placed the base on inactive status.

## INSTALLATIONS

**Perrin AFB, Texas.** In 1958 when SAC and TAC took responsibility for conduct of their combat crew training, Air Defense Command had refused the opportunity to train pilots as all-weather interceptor crews, so that mission had remained in Air Training Command. In March 1962 Air Defense Command recommended merging the interceptor assets at Perrin AFB, Texas, with other air defense resources. The plan was to use Perrin to provide tactical alert training. Air Defense Command acquired Perrin AFB, Texas, on 1 July 1962 and with it the 3555th Flying Training Wing. However, on the same date, Air Defense Command discontinued the 3555th and, using the wing's assets, formed the 4780th Air Defense Wing (Training).

**Laughlin AFB, Texas.** Strategic Air Command transferred jurisdiction of Laughlin AFB to Air Training Command on 1 April 1962.

## FLYING TRAINING

**Foreign Pilot Training.** Air Training Command began using the T-28 in foreign pilot training in 1958 at Graham Air Base in Florida. When that contract school closed in early 1961, this training moved to Moody AFB in Georgia. In early 1962 the number of South Vietnamese students entering this program began to increase sharply. As a result, the Air Force stopped disposal action on all T-28s stored at Davis-Monthan AFB in Arizona. Twenty-six of those aircraft moved to Moody, plus the Navy transferred four. Besides the pilot training, the Air Force also directed Air Training Command to form a 45-member mobile training team to go to Southeast

Asia to train T-28 maintenance personnel.



**Air Training Command put its C-47 pilot training program at Randolph AFB in 1963. Students primarily came from South Vietnam and Latin America.**

***Undergraduate Navigator Training.*** In early June 1962, Harlingen AFB, Texas, closed its UNT program, leaving James Connally AFB, Texas, as the only ATC base still providing this training. Air Training Command published a new syllabus during the year, which extended training by six weeks. That extension was needed to cover the basic electronics instruction added back to the course from the advanced navigator training program. This was a shift back to the way training was conducted in 1957, before basic electronics moved into the advanced training syllabus.

***Strategic Air Command and KC-97 Operations at Randolph AFB.*** Since July 1958, Strategic Air Command had conducted KC-97 training at Randolph in a tenant status. Its 4397th Air Refueling Wing oversaw the training program. However, ATC wanted SAC to relocate so that Randolph could be used for other ATC programs. While Headquarters USAF agreed with ATC, it was reluctant to push the relocation issue, since the KC-97 mission was soon to end. However, a series of delays pushed that inactivation to 30 June 1962.

## TECHNICAL TRAINING

***SAGE Instruction.*** On 1 July 1962, Air Training Command ended its semiautomatic ground environment (SAGE) system training program at Richards-Gebaur AFB in Missouri. From that point on, the Keesler Technical Training Center conducted all of the SAGE training.

***F/RF-4 Training.*** Although the Air Force did not expect to receive its first F/RF-4C until late 1963, the technical training centers at Amarillo and Lowry were already preparing lesson plans for courses that would support these aircraft. In addition, ATC trainers were developing field training programs to support the new aircraft.

***Intelligence Training.*** On 14 March 1962, Headquarters USAF notified Air Training Command that the Defense Department had assigned responsibility for all DOD air intelligence training and advanced training in photographic, radar, and infrared interpretation to the Air Force.

Sheppard already conducted some intelligence training. However, late in 1962, Lowry officials proposed placing all intelligence training at Lowry, and ATC and the Air Staff agreed.



**A survival training instructor at Stead AFB, Nevada, shows students how to slice meat and preserve it as jerky.**

**Field Training.** Air Training Command moved closer to worldwide training coverage when, in the second half of 1962, it began providing field training support to Military Air Transport Service and Alaskan Air Command.

## MILITARY TRAINING

**Student Housing Issues at Lackland AFB.** In 1960-1961 Air Training Command found a fix for the crowded housing conditions on Lackland AFB, Texas. Officials made plans to move the language school to Lowry AFB in Colorado and to put medical helper training at Greenville AFB in Mississippi. However, by 1962 the training load at Lowry was to increase substantially. There would not be room for the language school. Rather than moving the language school, ATC transferred medical helper training to Greenville in July; and in August and September, the cryptographic operator courses at Lackland relocated to Sheppard. Officials in ATC expressed concern that these moves were nothing more than band aid fixes. The only way to correct the housing problem was by building new facilities.

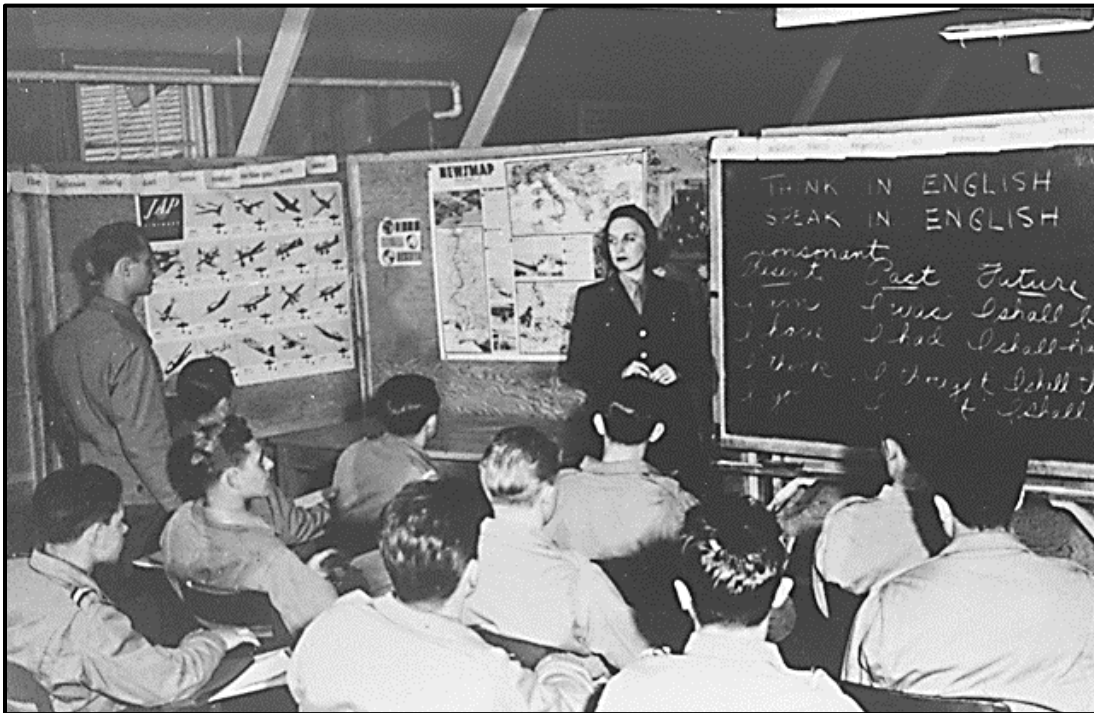


**Physical Fitness Training.** In October 1962 Air Training Command began testing the physical fitness of its military personnel. The command had emphasized physical fitness training throughout its history as shown by this class of Tuskegee Airmen in 1942.

***Jungle Jim and Counter Guerilla Operations.*** In January 1961 Soviet Premier Nikita S. Krushchev announced his regime would support national wars of liberation. At that time, the Department of Defense lacked troops specially trained to oppose insurgent forces. In response, the Chief of Staff of the Air Force, Gen Curtis LeMay, ordered establishment of a combat crew training squadron at Eglin AFB, Florida, to develop forces able to instruct US allies in counter guerrilla operations. The Air Staff gave Air Training Command the responsibility to establish a special survival course for Jungle Jim personnel (those assigned to the Eglin squadron). Stead AFB, Nevada, personnel began that training in April 1961. It was because of projects like Jungle Jim that Air Training Command, on 1 March 1962, changed the name of its USAF Survival School to the USAF Survival and Special Training School.

## MISCELLANEOUS

***Operation Overhaul.*** In July 1962 ATC initiated Operation Overhaul, an effort to improve the Officer Training School (OTS) program. The school had expanded to the point where it provided the Air Force with more than half of its newly-commissioned officers. By implementing Operation Overhaul, ATC adjusted the OTS program so that it more nearly reflected job requirements of a junior officer.



***Foreign Language Training.*** The Department of Defense, in early 1962, assigned the US Army responsibility for all DOD foreign language training. Headquarters USAF opposed the move because the Air Force program at Lackland was oriented toward language used in flying and technical training. To answer Air Force concerns, the Defense Department directed the Army to establish a Defense Language Institute; however, the institute was to have only technical control over Lackland's foreign language program. Air Training Command would retain operational control.

# 1963

The Air Force established a standard wing structure, a dual deputy concept, in 1963. While there was some reluctance in Air Training Command to implement such a system, in July seven of the UPT wings set up a dual deputy operation (Laredo, Laughlin, Mather, Moody, Reese, Webb, and Williams). Each had a Deputy Commander for Operations, a Deputy Commander for Materiel, an air base group, and a medical function. In early August 1963, ATC replaced the Deputy Commander for Operations with a Deputy Commander for Training. The remaining flying training and technical training centers expected to change over on 1 January 1964; however, lack of support at Headquarters ATC resulted in the rescinding of the plan. In July 1963, ATC closed the Officer Candidate School which had commissioned second lieutenants into air service since 1942.

## ASSIGNED RESOURCES

(As of 31 December 1963)

**PRIMARY INSTALLATIONS:** 19

Alabama – Craig; Arizona – Williams, California – Mather; Colorado - Lowry; Georgia –Moody; Illinois – Chanute; Mississippi – Greenville, Keesler; Nevada – Stead; Oklahoma – Vance; Texas – Amarillo, James Connally, Lackland, Laredo, Laughlin, Randolph, Reese, Sheppard, Webb

**PERSONNEL ASSIGNED:** 72,272 (8,524 officers, 50,521 enlisted, 20,227 civilians)

**AIRCRAFT ASSIGNED:** 1,724 (C/VC-47, C/TC/VC-54, C-123, C-131, CH-21, HH-43, T-28, T/NT/VT-29, T/JT-33, T-37, T-38, T-39, U-3, UH-19)

**MAJOR SUBORDINATE UNITS:** 6 numbered air force equivalent units:

Lackland Military Training Center, Lackland AFB TX  
Amarillo Technical Training Center, Amarillo AFB TX  
Chanute Technical Training Center, Chanute AFB IL  
Keesler Technical Training Center, Keesler AFB MS  
Lowry Technical Training Center, Lowry AFB CO  
Sheppard Technical Training Center, Sheppard AFB TX

2 wing equivalent units:

USAF Recruiting Service, Wright-Patterson AFB OH  
USAF Medical Service School, Gunter Air Force Station AL

2 flying training wings:  
3510th, Randolph AFB TX  
3635th (Advanced), Stead AFB NV

2 navigator training wings:  
3535th, Mather AFB CA  
3565th, James Connally AFB TX

8 pilot training wings:  
3500th, Reese AFB TX  
3525th, Williams AFB AZ  
3550th, Moody AFB GA  
3560th, Webb AFB TX  
3575th, Vance AFB OK  
3615th, Craig AFB AL  
3640th, Laredo AFB TX  
3646th, Laughlin AFB TX



**An instructor shows students a laser photo reconnaissance system and how it polarized light with a laser light source.**

2 independent groups or group equivalents:  
3505th Technical Training, Greenville AFB MS  
3545th USAF Hospital, Goodfellow AFB TX

## **COMMAND LEADERSHIP**

On 1 August 1963, Lt Gen Robert W. Burns assumed command of ATC from Lt Gen James E. Briggs, who retired after 35 years of service. Before his ATC assignment, Lieutenant General Burns had concurrently served as the Chairman of the Inter-American Defense Board and as the senior Air Force member of the Military Staff Committee at the United Nations. Continuing as vice commander was Major General Mooney.

## **ORGANIZATION**

***3610th Navigator Training Wing Discontinued, Harlingen AFB Inactive.*** Air Training Command discontinued its 3610th Navigator Training Wing and subordinate units at Harlingen AFB, Texas, on 1 July. At the same time, the command placed the base on inactive status.

***Weapons Controller Training Assigned to Keesler.*** With a reduction in weapons controller training requirements, Air Training Command redesignated its 3625th Technical Training Group (Weapons Controller) as a squadron and assign it to the 3380th Technical School, USAF at Keesler. Both actions took place on 1 July 1963.

***Pilot Training Groups Discontinued.*** As the result of cost cutting measures directed by the Department of Defense, Air Training Command discontinued six pilot training groups on 15 July 1963: the 3500th at Reese, the 3525th at Williams, the 3550th at Moody, the 3560th at Webb, the 3640th at Laredo, and the 3645th at Laughlin.



***Armed Forces Air Intelligence Training Center.*** Effective 1 July 1963, Air Training Command established the Armed Forces Air Intelligence Training Center as a named activity at Lowry AFB, Colorado. The center was a part of the 3415th Technical School, USAF at Lowry. Its first students entered training on 17 July 1963. By establishing the training center, Air Training Command consolidated all of its intelligence training at a single base.

## FLYING TRAINING

***Instructor Shortage Due to Lack of Assigned Captains.*** During 1963 ATC reported a shortage of captains assigned. Because a majority of officer instructor authorizations called for captains, this meant the command could not fill its officer instructor slots with skilled personnel. Flying training missions confronted similar difficulties because most pilots and navigators lacked field experience. As a result, training quality suffered.

***Undergraduate Pilot Training.*** In the first half of the year, the Office of the Secretary of Defense finally approved Laredo as the eighth ATC base to provide undergraduate pilot training. The command had first decided to add Laredo to its list of UPT bases in 1960, though money was needed to repair the aging airfield. It took almost two years for the Defense Department to release limited funds for runway repair. Other changes in pilot training included the relocation of foreign pilot training from Moody AFB, Georgia, to Randolph. That gave Moody the capability to support jet pilot training. Also, after months of waiting, Strategic Air Command finally moved its U-2 wing from Laughlin to Davis-Monthan AFB, Arizona, giving Air Training Command the additional space it needed to conduct pilot training more effectively from Laughlin.

***T-38 Conversion.*** During 1963 ATC continued to accept T-38 Talons into its inventory. By December the conversion from T-33s to T-38s was one year ahead of schedule. Of the eight UPT bases, only Laughlin, Laredo, and Craig had not begun conversion.

***Pilot Attrition.*** Air Training Command reported lower than programmed attrition rates during 1963. However, there was one category of student whose attrition was higher than any other. This was the Officer Training School (OTS) graduate entering pilot training. During fiscal year 1962, OTS trainees had a 43 percent attrition rate. In the first half of fiscal year 1963, that figure rose to 46.5 percent. Among the contributing factors was the lack of previous association with a military or flying situation, as well as a need for more careful screening of OTS graduates before they entered pilot training. One of the actions Air Training Command took, prompted by an inspection, was to transfer staff supervisory responsibility of OTS from the Deputy Chief of Staff, Technical Training to the Deputy Chief of Staff, Operations.

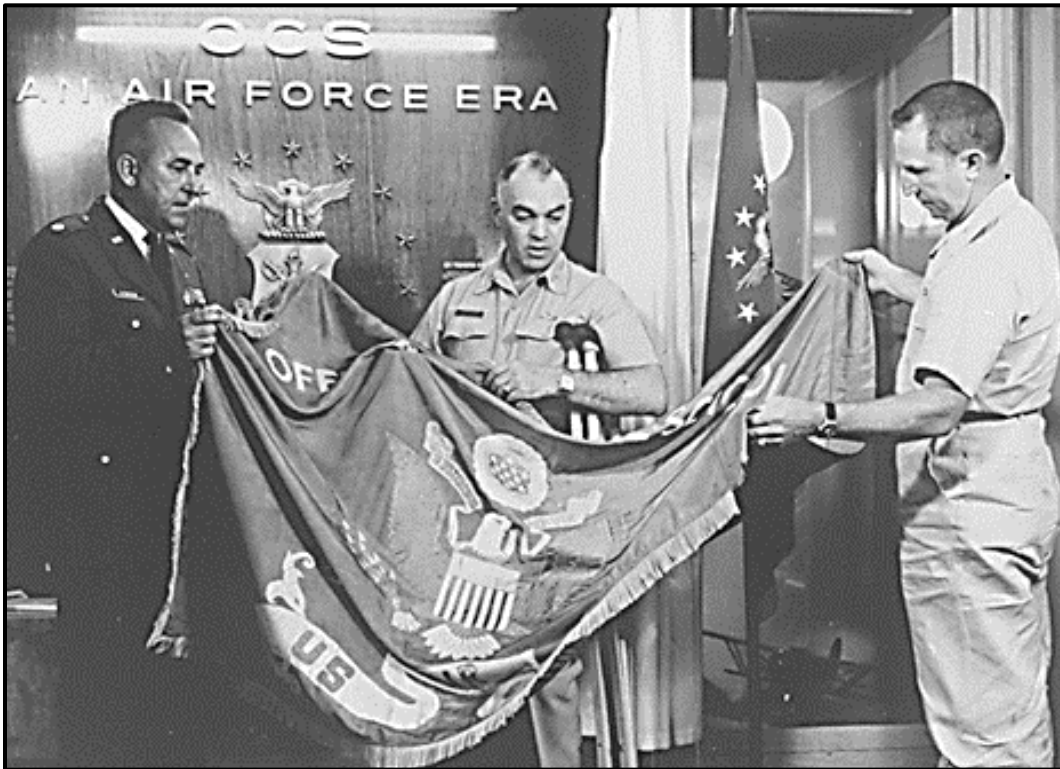
***Airspace Concerns.*** Since the introduction of the supersonic T-38 in 1961, Air Training Command had problems with civilian agencies in allocating airspace. Recurring negotiations took place between ATC and the Federal Aviation Administration (FAA) in 1963. Representatives from several Air Force commands, including ATC, SAC, and TAC, convened at Randolph AFB in December 1963 and sorted out long- and short-term solutions to the problem of airspace. Following that meeting, FAA headquarters officials told their regional directors that there was an urgent need to reexamine ATC's T-38 training program and to absorb as many training operations as possible into the "area positive control" (APC) environment, the airspace between 41,000 and 60,000 feet. Conferees agreed on a tentative schedule for integrating training into the APC at the several flying training bases.

## OFFICER CANDIDATE SCHOOL

With the enormous expansion of the Army Air Forces (AAF) in the early years of World War II, an increasing burden was placed on officers, especially the small group of flying officers. To ease that burden, Army Air Forces trained a large number of administrative officers to relieve the flying officers of their non-flying duties. In 1942 Lt Gen Henry H. Arnold, Chief of the AAF, directed Maj Gen Walter R. Weaver, head of Technical Training Command, to establish an Officer Candidate School (OCS). In response, Major General Weaver opened an officer candidate school in February 1942 at Miami Beach, Florida. The school used several resort hotels for classrooms.

Officer candidates were selected from two categories: former Aviation Cadets eliminated for flying or medical deficiency and warrant officers and enlisted men. Their qualifications included age limits of 18 to 36 years, demonstrated capacity for leadership, and a score of 110 or higher on the Army general classification test. These requirements remained in effect without major modification until after Victory in Europe (V-E) Day. In succeeding years, however, these requirements changed in response to the fluctuating need for officers.

Initially, OCS was 12 weeks in length, and the academic curriculum was uniform for all candidates. In January 1943 the curriculum was divided into two phases. The first phase involved military indoctrination and leadership, while the second prepared candidates for duty in a particular field. To handle the expanded curriculum, officials extended the course to 16 weeks in June 1943.



**From left, folding the OCS flag for the last time were Lt Col J.V. O'Brien, OCS commander; Maj Gen P.M. Spicer, Commander, Lackland Military Training Center; and Col B.H. Settles, the center's Director of Operations. After 21 years of operation, OCS closed on 1 July 1963.**



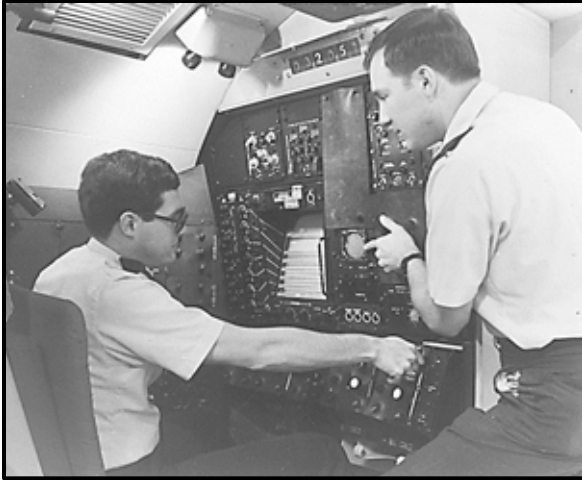
**Officer candidates eat a “square” meal in the OCS dining hall at Lackland AFB.**

The school remained at Miami Beach until it moved in June 1944 to the Aviation Cadet Center in San Antonio, Texas. In June 1945, only two months before it was temporarily suspended, the school moved to Maxwell Field, Alabama. During the war, over 29,000 men graduated from Officer Candidate School. After the war, the Officer Candidate School closed for a short period of time and then resumed its 16-week course in September 1945.

The following February, OCS returned to San Antonio. Just a shell of its former self, the school continued to graduate newly commissioned reserve officers at a rate of 300-600 per year for the next 17 years, save for the Korean War when production increased. The curriculum remained substantially the same, although the course was extended from 16 to 24 weeks. There were some changes in eligibility requirements, however. When OCS reopened in 1946, only enlisted men and warrant officers were eligible. The following year, the school was open to civilians who had at least two years of college or passed a college-level test. In 1948 women also became eligible. Then in 1952 the educational requirements for OCS were lowered so high school graduates could enter. In 1955 OCS applicants needed one year of active duty to apply.

In the late 1950s, the Air Force modified the OCS mission. From primarily producing administrative and other nonrated officers, the school sent about one-half of its graduates to preflight school, responding to USAF need for more aircrew members. In 1959 when the Air Force realized it had to expand officer procurement to meet its growing needs, the Service opened the Officer Training School (OTS). It seemed OCS days were numbered. For over 21 years, OCS had afforded Airmen an opportunity to earn a commission. Faced with the Air Force’s increased emphasis on college graduates for its officer corps and the concomitant growth of OTS, as well as the establishment of the Airman Education and Commissioning Program (AECP) in 1960, OCS was phased out on 1 July 1963.

***Simulator versus EWO Flying Training.*** Periodically, ATC made efforts to modernize or replace the eight TC-54D simulators used in electronic warfare officer training since 1958 but with little success. In August 1963 the Air Force disapproved an ATC request to modify a dozen T-29s at a cost of \$1.2 million, because funds were not available. At the same time, HQ USAF looked at the possibility of reassigning T-29s equipped with electronic countermeasures from SAC to ATC for EWO training; however, that option also failed when Mather officials determined these aircraft did not meet the needs of students in electronic warfare training. Instead, Air Training Command slowed its disposal of TC-54s and continued using its simulators.



**The AN/ALQ-T4 simulator was used with the B-52 in EWO training at Mather AFB, California.**

## TECHNICAL TRAINING

***Missile Training.*** In 1963 Chanute discontinued Bomarc missile training and, at the same time, prepared course outlines for Strategic Air Command's Minuteman II program.

## MILITARY TRAINING

***Cuban Brigade.*** A small part of Lackland's military training program commanded attention at high levels in March. Veterans of the 2506th Cuban Brigade, which had participated in the Bay of Pigs debacle, reported to Lackland under a DOD program that permitted Cuban officers and enlisted men to join one of the US Services and receive military and language instruction. Lackland's chief contribution was language training. Although some Cubans wanted flying duty, Air Training Command confined training to seven fields: supply, transportation, aircraft maintenance, financial, motor vehicle maintenance, air police, and personnel.

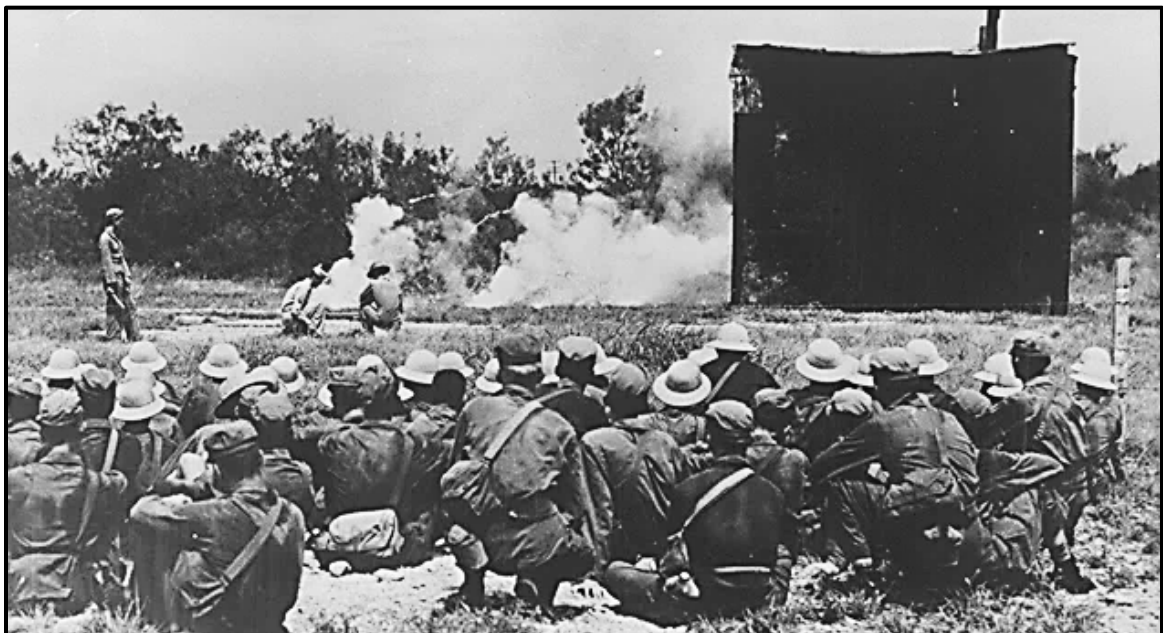
## MISCELLANEOUS

***Personnel Functions Relocate to Randolph AFB.*** For many years, USAF officials had discussed consolidating personnel operating functions into a single center or command. Between the end of World War II and 1962, the Air Force examined that possibility in 26 separate studies. Air Training Command had a special interest in the consolidation issue because it possessed two major personnel functions, recruitment and training. In 1962 the Office of the Secretary of Defense introduced Project 39, which directed cutting headquarters strength by 15 to 30 percent. That brought renewed interest in consolidation, because moving personnel functions to Randolph AFB, Texas, could save over 1,000 billets at the Pentagon. In mid-1963 the Air Force moved various personnel functions from Washington, D.C., to Randolph and merged them into a USAF Military Personnel Center on 2 November 1963. The new center reported to the Air Staff.



# 1964

As the year progressed, plans for moving the USAF Recruiting Service from Wright-Patterson AFB, Ohio, to Randolph AFB, Texas, continued to mature. Another development in 1964 was the phasedown of Greenville AFB, Mississippi. The spin characteristics of the T-37 aircraft continued to cause concern, but the problem was studied and resolved during the year. Possibly because of the escalation of the war in Vietnam, the Air Force experienced an unusually good recruiting year. During early 1964, Air Training Command submitted its proposals for cuts mandated by the Air Force under Project ICE - increased combat effectiveness. Despite chronic problems with contractors and slipped milestones, ATC moved ahead with training plans for the Minuteman II missile.



**Lackland students learn how to handle incendiaries as part of chemical warfare training.**

## **ASSIGNED RESOURCES**

(As of 31 December 1964)

### **PRIMARY INSTALLATIONS: 19**

Alabama - Craig; Arizona - Williams, California - Mather; Colorado - Lowry; Georgia - Moody; Illinois - Chanute; Mississippi - Greenville, Keesler; Nevada - Stead; Oklahoma-Vance; Texas - Amarillo, James Connally, Lackland, Laredo, Laughlin, Randolph, Reese, Sheppard, Webb

**PERSONNEL ASSIGNED:** 77,696 (8,835 officers, 48,856 enlisted, 20,005 civilians)

**AIRCRAFT ASSIGNED:** 1,663 (C-47, C-54, C-118, C-123, C-131, CH-3C, CH-21, HH-43, T-28, T-29, T-33, T-37, T-38, T-39, T-41, U-3, and UH-19)

**MAJOR SUBORDINATE UNITS:**

6 numbered air force equivalent units:

- Lackland Military Training Center, Lackland AFB TX
- Amarillo Technical Training Center, Amarillo AFB TX
- Chanute Technical Training Center, Chanute AFB IL
- Keesler Technical Training Center, Keesler AFB MS
- Lowry Technical Training Center, Lowry AFB CO
- Sheppard Technical Training Center, Sheppard AFB TX

2 wing equivalent units:

- USAF Recruiting Service, Wright-Patterson AFB OH
- USAF Medical Service School, Gunter Air Force Station AL

2 flying training wings:

- 3510th, Randolph AFB TX
- 3635th (Advanced), Stead AFB NV

2 navigator training wings:

- 3535th, Mather AFB CA
- 3565th, James Connally AFB TX

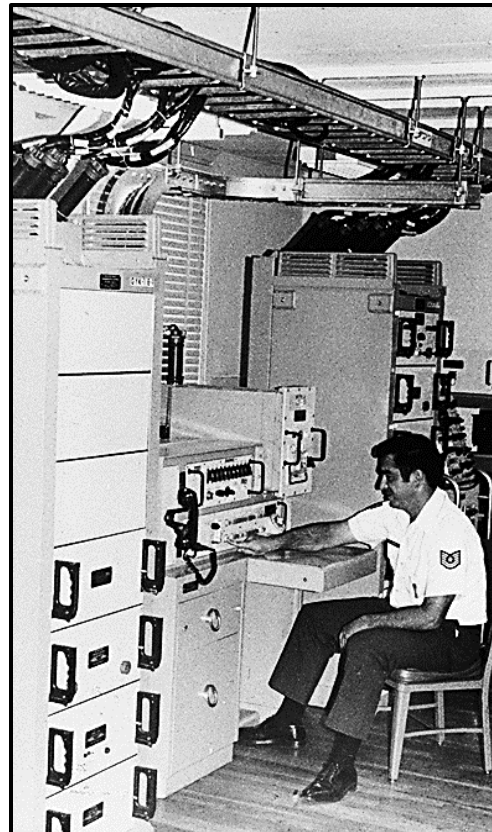
8 pilot training wings:

- 3500th, Reese AFB TX
- 3525th, Williams AFB AZ
- 3550th, Moody AFB GA
- 3560th, Webb AFB TX
- 3575th, Vance AFB OK
- 3615th, Craig AFB AL
- 3640th, Laredo AFB TX
- 3646th, Laughlin AFB TX

2 independent groups or group equivalents:

- 3505th Technical Training, Greenville AFB MS
- 3545th USAF Hospital, Goodfellow AFB TX

**Communications equipment in use at the Minuteman launch training facility.**



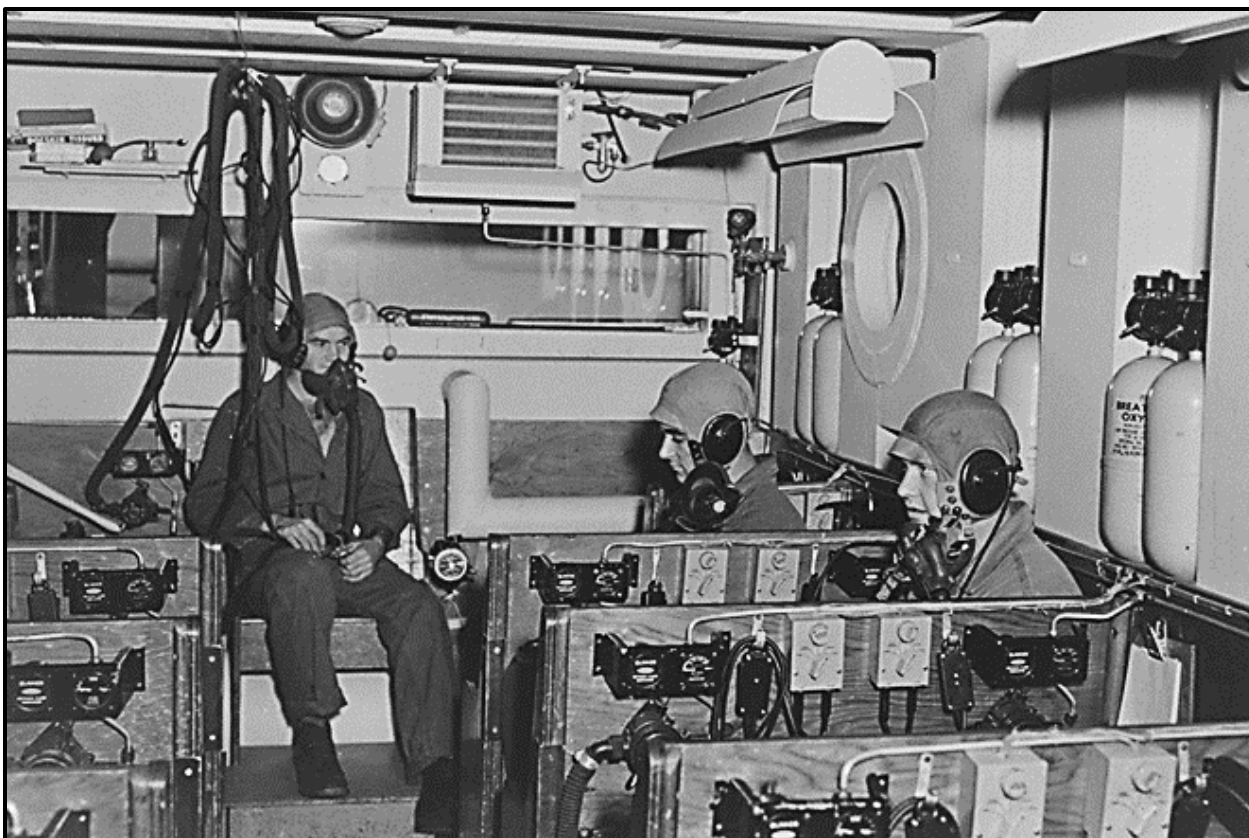


## COMMAND LEADERSHIP

On 11 August 1964, Lt Gen William W. Momyer replaced Lt Gen Robert W. Burns as Commander, Air Training Command. Lieutenant General Momyer had previously served as the HQ USAF Assistant Deputy Chief of Staff, Programs and Requirements. Lieutenant General Burns retired. Major General Mooney remained as vice commander.

## ORGANIZATION

***Reserve Medical Units Organized on ATC Bases.*** In early 1964 the Continental Air Command reorganized its reserve medical program. Between April 1964 and March 1965, reserve medical units were established at all ATC bases. In May 1964 units at Keesler, Amarillo, James Connally, and Lowry were ordered to extended active duty.



**At Vance AFB, Oklahoma, pilot trainees use the altitude chamber to simulate flying at high altitudes.**

## FLYING TRAINING

***Instrument Pilot Instructor School Stopped Using T-29s and T-33s.*** Air Training Command eliminated the use of T-29s and T-33s in instrument pilot instructor school (IPIS) after a survey showed school production had exceeded Air Force demand. Another factor possibly contributing to the removal of the two types of aircraft from IPIS was the saturation of airspace

and air traffic at Randolph, as observed by officials during a management inspection of this command in late 1963.

***Simulators and Weapons Controllers.*** The most significant event influencing the weapons controller training program was the proposed transfer of resources for providing "live" intercept training. From 1953 until 1958, the Tyndall AFB, Florida, course used T-33s to conduct ground control intercepts. After 1958 Air Training Command placed less emphasis on live aircraft support; so that by early 1963, the 3625th Technical Training Group only had 10 of the T-33s left in its inventory. At that time, a disagreement developed between ATC and Air Defense Command as to the need for live intercept training. Officials in ATC believed that simulators could provide adequate training; and a year later, on 1 April 1964, ATC transferred its remaining T-33s at Tyndall and 59 manpower authorizations to Air Defense Command to conduct simulator training.

***T-41 Reintroduced as a Primary Trainer.*** In July 1964 HQ USAF approved the ATC reintroduction of a primary trainer with a piston engine, the Cessna T-41 Mescalero, as a means of eliminating unsuitable pilot trainees before they progressed to the more expensive T-37. Laredo AFB received the first T-41A light plane trainer on 5 March 1965.

***CH-3C Added to Helicopter Training Program.*** Air Training Command used the CH-3C as one of three aircraft in its helicopter pilot training program from 1964-1970.

## TECHNICAL TRAINING

***Minuteman Missile Training.*** As Minuteman I missile training phased out, Air Training Command prepared to teach maintenance training on the new generation of Minuteman missiles, the Minuteman II. Instructors began receiving contractor-conducted training at Holloman AFB, New Mexico, in January 1964. Then in April the first ATC instructors, 10 from Chanute AFB in Illinois, entered a ballistic missile analysis course given by Boeing.

## MISCELLANEOUS

***Project ICE.*** At the end of December 1963, Gen Curtis LeMay, Air Force Chief of Staff, advised all major commands that the Air Force had to intensify economy measures because of budget reductions, decreases in manpower, and ever-increasing fixed costs. To do this, HQ USAF implemented Project ICE [increased combat effectiveness]. Its purpose was to cut costs elsewhere so that greater emphasis could be placed on combat effectiveness. Among the cuts Air Training Command identified in 1964 were reducing the number of women in the Air Force, consolidating medical training, reducing activities in the Office of Information, and consolidating common training for the Services.

***Humanitarian Aid Operations.*** On 19 August 1964, Stead AFB, Nevada, provided helicopter, medical, water-carrying, and earth-moving support to civilians fighting a 200,000-acre brush and grass fire in Nevada. In September Laughlin AFB personnel assisted with emergency rescue efforts when floods hit the Del Rio, Texas, area. Then in December 1964 and January 1965, Stead AFB again provided helicopters, supplies, and personnel to assist in disaster relief efforts in northern California and southern Oregon, where winter floods had devastated the area.

# 1965

During the year, the US government escalated American military involvement in Vietnam. This had a marked effect on individual technical and military training centers. For example, in December 1964 Keesler Technical Training Center had 10,089 students in training; in December 1965 the number had climbed to 16,495. At Sheppard the average daily student load grew from 4,000 in July 1965 to almost 9,500 in December; and Chanute more than doubled its load, climbing to almost 9,200 by the end of the year. Despite efforts by Air Training Command, the war in Southeast Asia siphoned off the best of the instructors. That left the command with a significant shortage of experienced, qualified personnel in the schoolhouse. The number of basic training graduates also increased dramatically. To accommodate the increased production, the command reverted to a split phase basic military training program.

## ASSIGNED RESOURCES

(As of 31 December 1965)

**PRIMARY INSTALLATIONS:** 18

Alabama – Craig; Arizona – Williams, California – Mather; Colorado - Lowry; Georgia –Moody; Illinois – Chanute; Mississippi –Keesler; Nevada – Stead; Oklahoma – Vance; Texas – Amarillo, James Connally, Lackland, Laredo, Laughlin, Randolph, Reese, Sheppard, Webb

**PERSONNEL ASSIGNED:** 76,752 (8,315 officers, 47,677 enlisted, 20,760 civilians)

**AIRCRAFT ASSIGNED:** 1,876 (C-47, C-54, C-123, C-131, CH-3, HH-43, T-28, T-29, T-33, T-37, T-38, T-39, T-41, U-3, and UH-19)

## MAJOR SUBORDINATE UNITS:

6 numbered air force equivalent units:

Lackland Military Training Center, Lackland AFB TX  
Amarillo Technical Training Center, Amarillo AFB TX  
Chanute Technical Training Center, Chanute AFB IL  
Keesler Technical Training Center, Keesler AFB MS  
Lowry Technical Training Center, Lowry AFB CO  
Sheppard Technical Training Center, Sheppard AFB TX

2 wing equivalent units:

USAF Recruiting Service, Randolph AFB TX  
USAF Medical Service School, Gunter Air Force Station AL

- 3 flying training wings: 8 pilot training wings:
  - 3510th, Randolph AFB TX 3500th, Reese AFB TX
  - 3630th, Sheppard AFB TX 3525th, Williams AFB AZ
  - 3635th (Advanced), Stead AFB NV 3550th, Moody AFB GA
  - 3560th, Webb AFB TX
- 2 navigator training wings: 3575th, Vance AFB OK
  - 3535th, Mather AFB CA 3615th, Craig AFB AL
  - 3565th, James Connally AFB TX 3640th, Laredo AFB TX
  - 3646th, Laughlin AFB TX
- 1 independent group equivalent:
  - 3545th USAF Hospital, Goodfellow AFB TX

## COMMAND LEADERSHIP

The ATC commander, Lieutenant General Momyer, designated Major General Mooney, ATC's vice commander since 16 November 1960, as the new Lackland Military Training Center commander. Stepping in on 1 August as the new vice commander was Maj Gen Nils O. Ohman. Previously, Major General Ohman served as the ATC Deputy Chief of Staff, Technical Training.



**Technical missile classes finished for the morning, students at the Sheppard Technical Training Center, Wichita Falls, Texas, marched to the mess hall for lunch.**

## ORGANIZATION

***Reorganization of HQ Air Training Command.*** In early February 1965, the ATC commander announced that the headquarters would undergo an extensive reorganization to improve the grouping of various functions and promote more efficient management of the headquarters. Those changes began on 1 March 1965, when the Deputy Chief of Staff, Flying Training became the Deputy Chief of Staff, Operations and the Deputy Chief of Staff, Plans, Programs, and Operations Services became the Deputy Chief of Staff, Plans. All flying activities fell under Operations, as did the command post, weather, and operation services. Operations transferred functional responsibility for monitoring the Officer Training School and general military training to the Deputy Chief of Staff, Technical Training. Staff surveillance of the Judge Advocate School passed from Operations to the Staff Judge Advocate, and the Chaplain School came under the command chaplain.

***Relocating USAF Recruiting Service Headquarters.*** By 1 July 1965, the USAF Recruiting Service had moved its headquarters from Wright-Patterson AFB, Ohio, to Randolph AFB, Texas. The move had a two-fold purpose, to give Recruiting Service a better headquarters facility (it was in an old warehouse facility that needed major repairs), and to put it closer to command headquarters.

***3630th Flying Training Wing Organized at Sheppard AFB, Texas.*** The command designated and organized the 3630th Flying Training Wing at Sheppard and assigned it to Headquarters ATC effective 10 December 1965. The new wing would conduct the undergraduate pilot training program for the West German Air Force.

## INSTALLATIONS

***Greenville AFB, Mississippi, Inactivated.*** In December 1963 Secretary of Defense Robert McNamara announced that Greenville AFB would close in 1965. During the first half of 1964, Air Training Command began moving medical training from Greenville to Gunter Air Force Station in Alabama. Personnel courses transferred to Amarillo, and firefighting went to Chanute. On 1 April 1965, Air Training Command inactivated Greenville and discontinued its 3505th Technical Training Group. At the same time, ATC assigned the base to Keesler in caretaker status, until it returned to civilian control on 27 October 1966.

## TRAINING

***Judge Advocate Course Realigned.*** Effective 14 September 1965, the Judge Advocate course moved from jurisdiction of the USAF Chaplain School to the Officer Training School. This move was made in preparation for the transfer of the chaplain school to Maxwell AFB, Alabama, in 1966.

## FLYING TRAINING

***Flying Program Revised.*** In early 1965, Air Training Command replaced its 55-week, 252 flying-hour training program with a new course. Known as the 30/90/120-Hour Program, the new

course was 53 weeks long and included 240 flying hours (30 conventional and 210 jet). Class 67A was the first to enter the new course which began on 29 July 1965.

***Flight Screening Program.*** The main difference between the previous undergraduate pilot training program and the 30/90/120 program was the addition of a light plane phase, in which civilian contractors provided 27 days of instruction and 30 hours of flying in the T-41. To provide flying hours for the T-41, Air Training Command reduced the primary phase to 90 hours and left the basic phase unchanged at 120 hours. The flight screening program began in July 1965 when ATC revised its flying training program, cutting two weeks from the course. Jet flying hours dropped from 252 to 210. Civilian contractors conducted the training at locations near each of the undergraduate pilot training bases.

***Undergraduate Navigator Training.*** Air Training Command reached a milestone in undergraduate navigator training during the first half of 1965 when the Aviation Cadet program came to an end at James Connally Air Force Base. During the year, personnel at James Connally spent most of their time preparing for Tactical Air Command's takeover of the base in early 1966. All navigator training was to relocate to Mather AFB in California, along with a number of T-29 aircraft.

***Helicopter Training.*** On 1 October 1965, ATC activated the 3637th Flying Training Squadron (Helicopter) at Sheppard AFB and assigned it to the training center. In December, with the activation of the 3630th Flying Training Wing, ATC assigned the squadron to the wing. With the coming closure of Stead AFB in 1966, the squadron would assume that helicopter training. The command had operated a helicopter school since March 1944 when it opened helicopter training at Freeman Field, Indiana. The school moved to Chanute AFB in late 1944, Sheppard in 1945, San Marcos in 1947, James Connally in 1949, back to San Marcos in 1951, to Randolph in 1956, and to Stead in 1958.

## TECHNICAL TRAINING

***Plans Underway to Move Technical Training from Amarillo, Texas.*** In early 1965, Air Training Command began making plans to close its training activities at Amarillo and transfer the base to Air Defense Command by mid-1968. Of the 29 technical training programs at Amarillo, 7 would go to Chanute, 10 to Lowry, 5 to Sheppard, and 7 to Lackland.

## MILITARY TRAINING

***Split Phase BMT Reborn.*** In early 1965, President Lyndon B. Johnson announced that the United States would increase the number of its forces in Southeast Asia. In response to a USAF request and not wanting to be caught unprepared as it was with Korea, Air Training Command conducted a comprehensive study of Lackland's housing capacity to determine the greatest basic military training load the base could handle. Officials found that Lackland AFB could hold 20,000 non-prior service students "until the winter months by doubling up practically all personnel." However, rather than expecting Lackland to handle the basic military increase alone, on 9 August 1965, Air Training Command returned to a split phase basic military training program. In order to handle the influx of non-prior service Airmen, most basic military training students selected for



technical instruction received four weeks of basic military training at Lackland and the last two weeks of the six-week course at either a technical training school or the Medical Service School. Airmen designated as direct duty assignees, all Women's Air Force members, and Air National Guard and Air Force Reserve personnel completed the entire BMT course at Lackland AFB. The split program remained in effect until 5 April 1966, when the entire basic military training mission returned to Lackland.

## MISCELLANEOUS

***Shortages of Instructors Continued to Hamper Training.*** Air Training Command continued to have problems keeping qualified, experienced instructors, and the problem worsened as more and more personnel received assignments to Southeast Asia just as ATC's training requirements increased. Weapon systems support training and aircraft and motor vehicle maintenance courses at Chanute, administrative and supply courses at Amarillo, electronics training at Keesler, and a variety of other courses at Lowry and Sheppard lacked the number of experienced instructors needed to provide quality instruction. Even some flying training units reported shortages of instructor pilots, maintenance and supply specialists, and survival instructors. To alleviate these problems, Air Training Command increased formal instructor training, shifted some instructors from well-manned fields to those with chronic shortages, froze military instructor assignments, hired more civilian instructors, and filled many other instructor slots with new graduates.

***ATC Response to Southeast Asia Conflict.*** Escalation of the war in Vietnam had a corresponding effect on ATC's Prime BEEF [(base engineer emergency force) teams. Here was just the sort of contingency envisioned in the BEEF concept. The first deployment took place at mid-year. On 30 June 1965, the Air Force directed Air Training, Strategic Air, and Air Defense Commands to alert skilled personnel in certain specialties for short-notice, temporary deployment to Southeast Asia as a composite team. The expected tasks included site layout, construction cribbing, and steel revetments. None of the ATC bases had a full strength BEEF team from which to draw people, but a detailed screening of personnel records at HQ ATC identified 24 Airmen at 8 bases who met most of the criteria. While the Prime BEEF program was still in development, the requirement was regarded as a foretaste of the future and justification for an immediate review of the command's personnel strength and training resources.

***Project Sparrow Hawk.*** In mid-December 1964, the US Air Force established Project Sparrow Hawk, a high priority requirement for evaluating aircraft in the tactical mission environment. The intent was to test six each of the following aircraft, A-6A, A-4, and F-5A, to determine the capability of these aircraft to perform close air support. Tactical Air Command conducted the test at Eglin AFB in Florida, with Air Training Command providing T-38 aircrew transition and ground crew training. By 30 June 1965, Air Training Command had completed its support of Project Sparrow Hawk.

***Mission Support Aircraft Numbers Reduced.*** Early in 1965 Headquarters USAF looked at the possibility of reducing the number of mission support aircraft assigned Service-wide. Air Training Command soon learned it had a 30 percent cut coming for its fleet. That was a loss of 59 aircraft, mostly C-54s, C-123s, and T-29s. In response, the command concentrated its remaining airlift capability at the technical training centers.

## BASIC TRAINING IN THE VIETNAM ERA

Compared to the drastic influx of trainees during the Korean War, the buildup of basic military training at Lackland AFB, Texas, went smoothly during the Vietnam War. The modern Air Force of computers and sophisticated management concepts expanded in an orderly manner. The days of "Tent City" remained just part of Lackland's colorful history.

Although the Lackland mission did not change during the last half of 1965, the growing manpower requirements for Southeast Asia were reflected in the increased workload for the Basic Military School. All of Lackland's organizations geared for the upsurge when advised by higher headquarters that Air Force leadership had authorized USAF Recruiting Service to exceed the programmed non-prior service enlistment objective for the first quarter of fiscal year 1966. The programmed increase called for 400 additional non-prior service Airmen in July, 200 in August, and 800 in September. Officials anticipated a student load of 17,900 on 13 July and did not expect it to drop below 17,000 before the middle of October 1965.

The plan for emergency expansion of basic military training (BMT) called for additional housing facilities to accommodate a total on-base load of 10,000. At the time, the Basic Military School only had space for 17,770 trainees, including guardsmen and reservists. Lackland obtained additional space by consolidating some of its technical training students, relocating permanent party personnel in the Officer Training School to the Lackland Training Annex, housing trainees in the transient Airmen's quarters, and regrouping permanent party personnel. In addition, flight size increased from 60 to 65 in order to find enough room. By 18 September 1965, the trainee population had climbed to 20,037.

The Vietnam buildup necessitated a brief return to split phase training from August 1965 to April 1966. This program provided for 22 days at Lackland and 8 days at a technical school, with directed duty assignees receiving the full 30 days at Lackland. When BMT returned to a single phase on 1 April 1966, it was cut to 24 days for a brief period from April to July 1966. After that, basic training stabilized at a length of six weeks, called the minimum essential program. Ironically, this was the same length as the program used by the Army Air Forces when Lackland opened as a basic training base 20 years before.

During 1966 no other single incident had as significant an impact on Lackland as the death of an Airman Basic, on 10 February 1966, from spinal meningitis. Before it was over, Lackland had 10 confirmed cases of the disease. Luckily, there were no other deaths. Training officials took immediate steps to halt the spread of the virus by increasing the distance between tables in the basic trainees' dining halls, canceling all nonessential activities requiring gatherings of basic trainees, and curtailing the use of chapels, theaters, service clubs, and all activities requiring exertion. They also cut the size of flights to 55 and canceled all town passes.

Largely because of the meningitis outbreak, Headquarters USAF diverted incoming recruits to Amarillo AFB, Texas, a base scheduled to close in July 1968. Lackland sent a sizeable cadre of permanent party personnel to Amarillo to assist. Recruits began arriving on 18 February 1966. It was not until the latter part of March that Lackland was back to normal. However, due to the influx of trainees for the Vietnam buildup, Amarillo conducted BMT until November 1968 and did not close until 31 December 1968.

# 1966

The escalation of the war in Vietnam involved Air Training Command in greater recruitment on behalf of the Air Force. The fiscal year 1966 goal for enlisting non-prior service personnel for four years of active duty, first set at 88,535, stood at 139,491 on 18 January 1966. By the end of fiscal year 1966, the goal had increased to 162,868. Pilot shortages provided a theme for much Air Force discussion and received a lot of attention in Air Training Command. Official Air Force projections placed the fiscal year 1967 deficit in pilots at more than 3,000, although the immediate demand for pilots was satisfied by the undergraduate pilot training program and by assigning desk-bound rated officers to primary flying positions. In addition, the withdrawal of rated officers from Air Training Command struck hard at the command's instructor pilot force.

## ASSIGNED RESOURCES

(As of 31 December 1966)

### PRIMARY INSTALLATIONS: 16

Alabama – Craig; Arizona – Williams, California – Mather; Colorado - Lowry; Georgia –Moody; Illinois – Chanute; Mississippi –Keesler; Oklahoma – Vance; Texas – Amarillo, Lackland, Laredo, Laughlin, Randolph, Reese, Sheppard, Webb

**PERSONNEL ASSIGNED:** 79,327 (7,990 officers, 49,417 enlisted, 21,920 civilians)

**AIRCRAFT ASSIGNED:** 1,833 (C-47, C-54, C-123, C-131, CH-3, CH-21, HH-43, T-28, T-29, T-33, T-37, T-38, T-39, T-41, U-3, and UH-19)

### MAJOR SUBORDINATE UNITS:

7 numbered air force equivalent units:

- USAF Recruiting Service, Randolph AFB TX
- Lackland Military Training Center, Lackland AFB TX
- Amarillo Technical Training Center, Amarillo AFB TX
- Chanute Technical Training Center, Chanute AFB IL
- Keesler Technical Training Center, Keesler AFB MS
- Lowry Technical Training Center, Lowry AFB CO
- Sheppard Technical Training Center, Sheppard AFB TX

2 flying training wings:

- 3510th, Randolph AFB TX
- 3630th, Sheppard AFB TX

1 navigator training wing:  
3535th, Mather AFB CA

8 pilot training wings:  
3500th, Reese AFB TX  
3525th, Williams AFB AZ  
3550th, Moody AFB GA  
3560th, Webb AFB TX  
3575th, Vance AFB OK  
3615th, Craig AFB AL  
3640th, Laredo AFB TX  
3646th, Laughlin AFB TX

2 independent group or group equivalent units:  
3545th USAF Hospital, Goodfellow AFB TX  
3636th Combat Crew Training (Survival),  
Fairchild AFB WA

## COMMAND LEADERSHIP

On 1 July 1966, Lt Gen Sam Maddux, Jr., who had served as Vice Commander of Pacific Air Forces since 1965, replaced Lt Gen William W. Momyer as Commander of Air Training Command. General Momyer became the Deputy Commander, Military Assistance Command, Vietnam and the Commander, Seventh Air Force. Continuing as ATC vice commander was Major General Ohman.



**Three North American T-28 Trojan trainers fly over Keesler AFB, Mississippi. Under the Military Assistance Program (MAP), the propeller-driven T-28 was used to train pilots from countries without jet aircraft. This program began at Keesler in the winter of 1966 and continued until May 1973.**

## ORGANIZATION

***USAF Recruiting Service.*** Since its activation as a wing-level unit in 1959, USAF Recruiting Service had undergone considerable growth. In recognition of its increased size, the Air Force elevated it to numbered air force-level effective 14 June 1966.

***Medical Service School, USAF.*** In the mid-1960s, Gunter began to find it more difficult to support medical training, as training requirements expanded. Air Training Command considered several sights for possible relocation, in particular the San Antonio area and Keesler. However, it was the cutback in missile training which ultimately led to the decision to put the school at Sheppard AFB. Between March 1966 and March 1967, the Medical Service School at Gunter Air Force Station, Alabama, moved to Sheppard along with 115 of its assigned officers and 261 Airmen. Headquarters, Medical Service School, USAF closed at Gunter on 3 June 1966 and opened the following day at Sheppard under control of the technical training center commander. The last class ended at Gunter on 31 March 1967.

## INSTALLATIONS

***James Connally AFB, Texas, Assigned to Tactical Air Command.*** As ordered by the Secretary of the Air Force, on 1 January 1966, Air Training Command transferred James Connally AFB, Texas, and its 3565th Navigator Training Wing, to Tactical Air Command. Only the 3565th Navigator Training Group at James Connally remained in Air Training Command, assigned on 1 January 1966 directly to the headquarters for the purpose of closing the undergraduate navigator training program at James Connally. When that job ended, on 1 May 1966 ATC inactivated the group and its two training squadrons.

***Stead AFB, Nevada, Closed; Helicopter and Survival Missions Relocated.*** Air Training Command inactivated Stead AFB, Nevada, on 15 June 1966, at HQ USAF direction. At the same time, the command discontinued its 3635th Flying Training Wing (Advanced) on 15 June 1966. The helicopter pilot training unit, the 3638th Flying Training Squadron (Helicopter), was discontinued on 1 April, and the 3637th Combat Crew Training Squadron (Survival and Special Training) closed on 1 June 1966. Air Training Command moved helicopter training to Sheppard AFB in Texas, and survival training transferred to Fairchild AFB in Washington. Activated on 1 March 1966 at Fairchild AFB, the 3636th Combat Crew Training Group (Survival) assumed the survival training mission. The group reported directly to HQ ATC.

## TRAINING

***USAF Language School Discontinued.*** For many years, Air Training Command had operated the USAF Language School at Lackland. The school taught officer and enlisted personnel under the Military Assistance Program to understand, speak, read, and write enough English to enter and successfully complete technical and flying training courses. The ATC program ended on 1 July 1966, and this training continued at Lackland through the US Army's Defense Language Institute.

***Chaplain School.*** In 1965 Headquarters USAF announced that the USAF Chaplain School at Lackland would move to Maxwell in 1966 and become part of Air University. Air University

established a USAF Chaplain School on 20 May 1966; however, ATC did not discontinue its school until 1 July 1966. The first formal chaplain training came into existence in March 1918 at Fort Monroe, Virginia. A month later the program moved to Camp Zachary Taylor near Louisville, Kentucky. Then late in World War II it operated at Fort Oglethorpe, Georgia. Fort Slocum, New York, hosted the program from 1946 to 1 July 1953. Beginning on 1 July 1953, the Air Force opened a chaplains' course on Lackland AFB. From 1958 to 1965, judge advocates also reported to the chaplain school for training.

## FLYING TRAINING

***Introduction of Continuous Flow Concept in Flying Training.*** At Laughlin the wing commander introduced a new, more efficient way to conduct daily launch and recovery operations at a flying training base. Previously the wing had divided the day into four flying periods and launched up to 45 aircraft of each type, one after another, into nearby training areas. There were 41 of the T-38 training areas and 30 of the T-37 training areas, but they were small, overcrowded, and difficult for the student pilots to manage. Under the Laughlin plan, the wing divided the training day into three-and-one-half-minute segments, and that provided 315 takeoff times for each type of aircraft. This program allowed the wing to enlarge the size of the training areas and reduce the number needed. The new training areas were large enough for student pilots to fly any kind of T-38 mission, and the continuous flow relieved the congestion experienced under the old block launch system. After a test of the new concept at other bases, ATC directed all undergraduate pilot training wings to adopt the continuous flow concept.



**In 1966 ATC phased out the Douglas TC-54D in favor of the T-29 for navigator training.**

## TECHNICAL TRAINING

***Flying Activities Ended at Lowry Technical Training Center.*** In 1938 the first Army aircraft landed at Lowry Field. Through the years, many different aircraft operated from the field, but in recent years airspace had become so crowded that in 1966 the Air Force directed Lowry to shift all of its flying activities to nearby Buckley Air National Guard Base.



## MILITARY TRAINING

*Air Base Ground Defense Training.* In 1966 Air Training Command revived air base ground defense training after a decade-long gap. The new five-day, 40-hour course operated at Lackland AFB, Texas, training air policemen for duty in Southeast Asia.

*Meningitis Outbreak.* Due to the crowded conditions at the Lackland basic military training school and an outbreak of meningitis among the recruits, Air Training Command opened a second school at Amarillo AFB on 17 February 1966. At left, new recruits receive pay for the first time at the Amarillo reception center.



## MISCELLANEOUS

*Project 100,000.* In August an ad hoc Air Force group convened to study whether the military services should be required to recruit more "lower mental category," or Category IV, enlistees. Past studies convinced the group that Category IV enlistees encompassed such a wide range of abilities that the use of "Category IV" itself had little meaning. The study group believed that the first consideration in accepting lower ability airmen in the numbers proposed (about 10,200) would be to establish additional screening criteria to determine if the grouping of prospective enlistees into Category IV was due to environmental factors that could be corrected (such as poor education) or if the enlistees were really not very bright. This project continued into 1967. During that time, well over 80,000 enlisted entered in this category, and about 76,000 graduated from technical training.

## -----SURVIVAL TRAINING-----

When the United States entered World War II, the thorny problem of recovering downed Airmen in the several theaters of war quickly came to the attention of Army Air Forces officials and US intelligence agencies. The success of British evasion and escape organizations did not go unnoticed by US intelligence agencies. The Army Air Forces, in coordination with the Office of Strategic Services, took on the job of developing a capability that paralleled the British effort. As the scope of the war broadened in Europe, so did the business of rescuing downed Airmen. With the help of well-organized underground forces, the Army Air Forces had extricated 60 percent of the aircrews downed in the Balkans by late 1944. The task of rescuing downed Airmen in the Pacific theater was far more complex and far less successful.

After the war, Strategic Air Command (SAC), under Gen Curtis E. LeMay, set out to develop a more comprehensive aircrew survival capability. The first step down that road was the Arctic Indoctrination School, established in August 1947 at Marks AFB, Alaska. A short while later, SAC established an additional survival training capability at Ladd AFB in Alaska. The school at Marks provided training for aircrews exposed to the arctic environment, while the facility at Ladd was more limited in scope and designed mainly for crews stationed there. Before long the survival training program outgrew the facilities available at Marks, and in November 1948 the Air Force consolidated training at Ladd AFB. Arctic survival training remained there until 1960 when it moved to Eielson AFB, Alaska.



On 16 December 1949, SAC opened another survival school at Camp Carson, Colorado, to teach its aircrews survival in mountainous terrain. Soon, Far East Air Forces, Tactical Air Forces, Military Air Transport Service, and the Royal Canadian Air Force vied for class slots for their aircrews. By 1952 the school was so popular it had outgrown the capacity of its Colorado location. So the Air Force sought a larger training area to accommodate the increase in students.

**At left, learning survival skills in mountainous terrain.**

In July 1952 Strategic Air Command selected Stead AFB, Nevada, as the location for its new land survival school and turned over the training area at Camp Carson to the US Army. With the Korean War in mind, officials in SAC believed the surroundings at Stead AFB provided a realistic setting for survival training. Ten miles northwest of Reno, Nevada, the new center was close to the high Sierra Nevada Mountains on one side and a hot, bleak, treeless environment on the other. The survival school remained at Stead for 14 years; however, jurisdiction of the base

and school transferred from Strategic Air Command to Air Training Command on 1 September 1954. Then on 30 June 1966, the Secretary of Defense announced the closure of the base and the transfer of all land survival school assets to Fairchild AFB, Washington.

With the transfer of the school to Fairchild, ATC activated the 3636th Combat Crew Training Group (Survival) on 15 March 1966 to carry out that mission. In addition to the training provided at Fairchild, other major commands also operated survival training programs during the Vietnam War. Tactical Air Command, for example, had the Deep Sea Survival School at Tyndall AFB, Florida, and the Tropic Survival School at Albrook AFB in the Panama Canal Zone, while Pacific Air Forces had the Jungle Survival School at Clark Air Base in the Philippines.

The proliferation of programs (ATC estimated there were over 100 land and water survival and life support continuation training schools) prompted the Air Staff to consolidate all training centers under one command. Air Training Command became the single manager for survival training, and the group was elevated to wing status on 1 April 1971. By mid-1971 the wing had completed the consolidation. It offered basic global survival at Fairchild; jungle survival at Clark; water survival at Homestead AFB, Florida; and arctic survival at Eielson AFB, Alaska. Subsequently, HQ USAF authorized the Air Training Command to conduct tropical survival at Albrook through the command's 3636th Combat Crew Training Wing (Survival).

A couple of years after the end of the Vietnam War, the Air Force closed the Jungle and Tropic Survival Schools. Operations at Clark stopped in April 1975, and the school at Albrook shut in June 1975. The 3636th Combat Crew Training Wing continued to conduct basic survival courses at Fairchild, while one of its squadrons provided water survival training at Homestead and a detachment offered arctic survival training at Eielson. Hurricane Andrew devastated Homestead AFB in 1992, forcing Air Training Command to relocate water survival training to Tyndall AFB, Florida, with its 3613th Combat Crew Training Squadron.

The command restructured its wings in 1993 and determined that the 3636th should be a group. On 24 January 1993, HQ USAF redesignated the 3636th as the 336th Crew Training Group. Three years later another redesignation took place. The unit was now the 336th Training Group.

**In the 1950s, Air Training Command operated a 15-day survival course at Stead AFB, Nevada, for aircrew members. Here instructors watch students roast a freshly-caught and field-dressed rabbit over an open fire.**



**Miscellaneous (continued)**

**At the air base ground defense school at Lackland, students are learning to use hand grenades and heavy weapons.**



**At the medical services school on Sheppard AFB, an instructor shows students the correct way to administer patient care.**

**During the 1960s, WAFs trained in separate flights from their male counterparts while in basic military training.**



# 1967

**In 1967 looking at reductions coming in training requirements, recruiting objectives, and the budget for fiscal year 1968, Air Training Command reprogrammed closure actions at Amarillo AFB, Texas, and saved an estimated \$4.1 million in base operating support. The ATC commander, Lt Gen Sam Maddox, decided to move supply, aircraft and engine mechanic, airframe repair, and fuels courses sooner than planned; however, basic military training and administrative courses remained active at Amarillo until early 1968, as originally planned.**

## **ASSIGNED RESOURCES**

(As of 31 December 1967)

**PRIMARY INSTALLATIONS:** 16

Alabama – Craig; Arizona – Williams, California – Mather; Colorado - Lowry; Georgia –Moody; Illinois – Chanute; Mississippi –Keesler; Oklahoma – Vance; Texas – Amarillo, Lackland, Laredo, Laughlin, Randolph, Reese, Sheppard, Webb

**PERSONNEL ASSIGNED:** 76,629 (8,429 officers, 47,607 enlisted, 20,593 civilians)

**AIRCRAFT ASSIGNED:** 1,946 (C-47, C-54, C-131, CH-3, HH-43, T-28, T-29, T-37, T-38, T-39, T-41, TH-1, U-3A, and UH-19)

### **MAJOR SUBORDINATE UNITS:**

7 numbered air force equivalent units:

USAF Recruiting Service, Randolph AFB TX  
Lackland Military Training Center, Lackland AFB TX  
Amarillo Technical Training Center, Amarillo AFB TX  
Chanute Technical Training Center, Chanute AFB IL  
Keesler Technical Training Center, Keesler AFB MS  
Lowry Technical Training Center, Lowry AFB CO  
Sheppard Technical Training Center, Sheppard AFB TX

1 flying training wing:  
3510th, Randolph AFB TX

1 navigator training wing:  
3535th, Mather AFB CA

8 pilot training wings:

3500th, Reese AFB TX

3525th, Williams AFB AZ

3550th, Moody AFB GA

3560th, Webb AFB TX

3575th, Vance AFB OK

3615th, Craig AFB AL

3640th, Laredo AFB TX

3646th, Laughlin AFB TX

2 independent group or group equivalent units:

3545th USAF Hospital, Goodfellow AFB TX

3636th Combat Crew Training (Survival), Fairchild AFB WA

3 independent flying training squadrons:

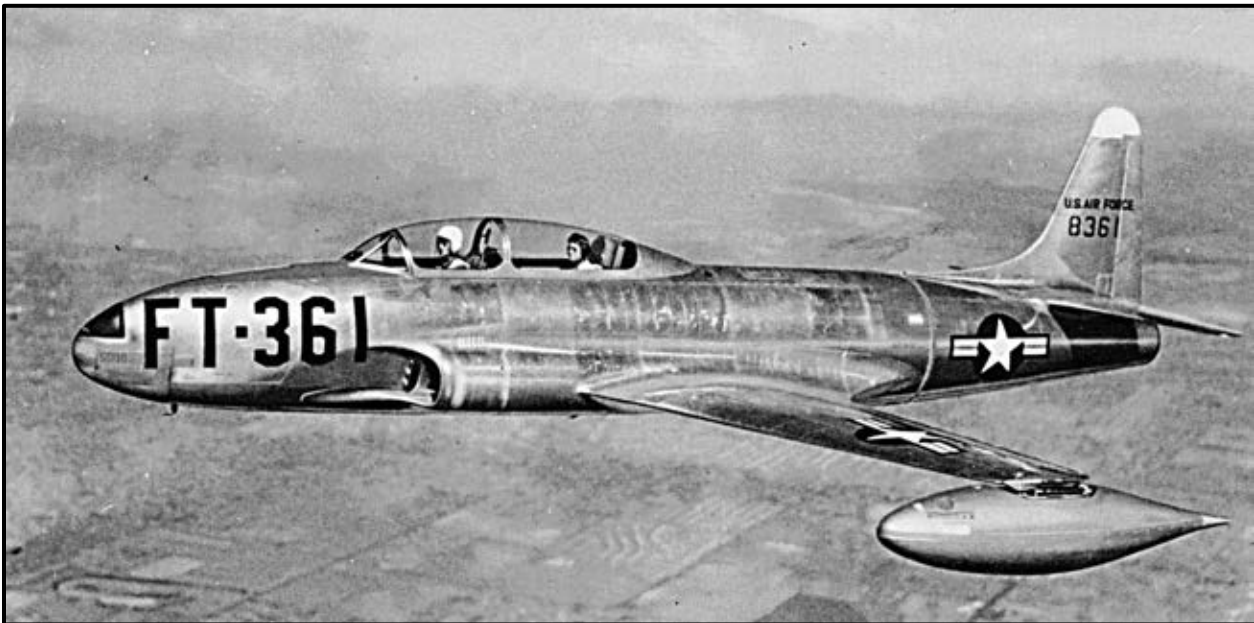
3250th, Tyndall AFB FL

3251st, Perrin AFB TX

3253d, Peterson Field CO

## COMMAND LEADERSHIP

Lieutenant General Maddux remained Commander of Air Training Command and Major General Ohman vice commander.



**In 1967 Air Training Command stopped using the T-33 in its pilot training program.**

## ORGANIZATION

*3630th Flying Training Wing Assigned to Sheppard Technical Training Center.* The 3630th Flying Training Wing, active since 1965 as an ATC wing responsible for training German Air Force pilots, added a small number of US trainees to its program. Now concerns about



duplication of some functions and operations costs caused Air Training Command to assign the wing to the Sheppard Technical Training Center effective 1 April 1967.

***Retraining Group Moved from Amarillo to Lowry.*** One of the actions Air Training Command took in response to the announced closure of Amarillo AFB was the relocation of the retraining group from Amarillo to Lowry AFB, Colorado. The 3320th Retraining Group, with its mission to rehabilitate and return to duty Airmen convicted of criminal offenses, started the move on 1 July and completed it on 1 September 1967.

**Barracks used by the 3320th Retraining Group in the performance of their mission at Amarillo AFB, Texas.**



## FLYING TRAINING

***Light Plane Training Established at US Air Force Academy.*** After a number of years of study, the Secretary of Defense approved a light plane training program for the Air Force Academy on 8 December 1966. The Air Force designated ATC as the training agency, and the command activated the 3253d Pilot Training Squadron at Peterson Field, Colorado, on 1 October 1967. Training began in January 1968.

***Pilot Instructor Training Squadrons Established at Perrin and Tyndall.*** Randolph AFB reduced its pilot instructor training during 1967 so it could begin to provide undergraduate pilot training to meet production needs in Vietnam. The T-37 pilot instructor training program transferred to Perrin AFB, Texas, in July 1967, where it was operated by the 3251st Flying Training Squadron, which ATC organized on 1 April 1967. The command activated a second flying training squadron, the 3250th at Tyndall AFB, Florida, on 1 October 1967 to provide T-38 pilot instructor training.

***T-28 Military Assistance Program Training Moved from Randolph to Keesler.*** With the shift of Randolph's T-28 program to the Mississippi gulf coast, ATC organized the 3389th Pilot Training Squadron at Keesler on 15 January 1967 and assigned it to the center. The squadron provided flying training for foreign students through the Military Assistance Program (MAP). The majority of students came from South Vietnam. In March the squadron added C-47 training, when Randolph transferred its C-47s to Keesler.

***UPT at Randolph.*** Randolph AFB, Texas, became the ninth UPT base in Air Training Command. A contractor provided the first phase of training at Stinson Field in San Antonio, and primary training began at Randolph on 16 May 1967.

***USAF Students Enter GAF Course.*** On 21 April a limited number of USAF students began pilot training with German Air Force students at Sheppard. The program consisted of a

single course of 55 weeks, as compared to 53 weeks in the standard UPT course. It provided 132 hours of T-37 and 130 hours of T-38 instruction. German students began T-38 training on 30 March.

***Wild Weasel Lead-in Training Transferred.*** Beginning in mid-1967, ATC transferred all Wild Weasel electronic warfare lead-in training for rear-seat F-4C pilots at Mather to Tactical Air Command. Turnover of the training program concluded with the transfer of the simulator on 16 January 1968.

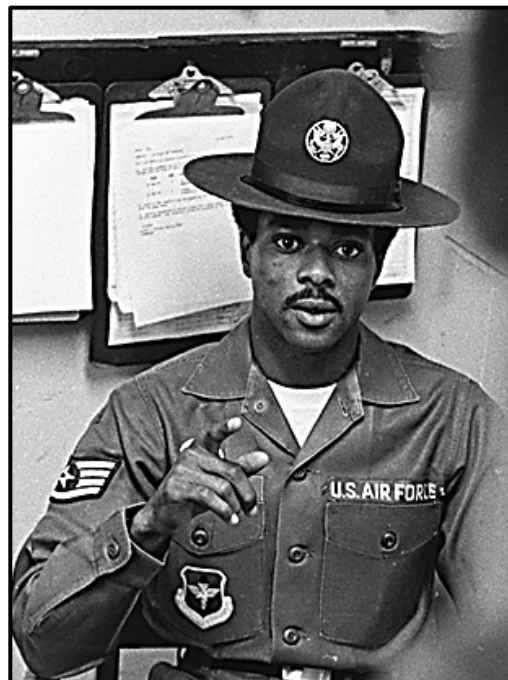
## MISCELLANEOUS

***Instructor Badge Approved by Chief of Staff of the Air Force (CSAF).*** On 11 December 1967 after months of back and forth with HQ USAF, Air Training Command finally received approval from the Chief of Staff of the Air Force for the design and wear of an Instructor Badge. Airmen in Air Training Command with the primary duty to provide formal technical training could wear the distinctive badge.

**Air Training Command authorized and issued a distinctive campaign hat for military training instructors who had direct contact with basic trainees. Command headquarters approved the uniform change on 1 July 1967.**

***Project Mix Fix, Converting Military Slots to Civilian.*** By early 1967, Air Training Command had converted 1,401 military authorizations to civilian. This program began in 1965 when HQ USAF asked its major commands to identify types of positions filled by military personnel that civilian employees could fill. Air Force-wide officials identified more than 14,000 positions for conversion.

***Changes in Aircraft Inventory.*** Sheppard AFB, Texas, received its first four TH-1F aircraft on 3 May 1967, delivered to the 3637th Flying Training Squadron (Helicopter). Training began in July. By the end of the calendar year, the TH-1F had replaced most of Sheppard's UH-19Bs. Also in 1967, Air Training Command released the last of its T-33s. Only two bases, Craig and Randolph, had the T-33. The last one departed Craig in mid-February 1967, and Randolph said goodbye to its final two at the end of June 1967. Because many of the T-33s at both bases were fairly new, instead of putting them in storage, HQ USAF transferred them to Alaskan Air Command. Even with the loss of these aircraft, ATC saw a substantial increase in the number of assigned aircraft, from 1,876 in June to 1,946 as of 31 December. The reason for that expansion was because pilot training goals had grown. Of all the installations in Air Training Command, Lackland AFB, Texas, was the only one without assigned aircraft.



# 1968

The tone of the year was set in January, first with the capture of the USS Pueblo, then the Tet offensive, and finally President Lyndon Johnson's announcement that he would not seek reelection. As more and more forces deployed to Southeast Asia, Air Training Command found itself with fewer personnel assigned. While enough instructors were available for pilot training, other areas such as navigator and electronic warfare had less than 80 percent of their required instructors. Even basic military training suffered from a loss of instructors; and even when enough instructors were on hand, training was sometimes less than satisfactory because instructors lacked the experience needed.

## ASSIGNED RESOURCES

(As of 31 December 1968)

**PRIMARY INSTALLATIONS:** 15

Alabama - Craig; Arizona - Williams, California - Mather; Colorado - Lowry; Georgia - Moody; Illinois - Chanute; Mississippi - Keesler; Oklahoma - Vance; Texas - Lackland, Laredo, Laughlin, Randolph, Reese, Sheppard, Webb

**PERSONNEL ASSIGNED:** 73,718 (8,233 officers, 45,593 enlisted, 19,892 civilians)

**AIRCRAFT ASSIGNED:** 2,113 (C-47, C-54, C-131, CH-3, HH-43, T-28, T-29, T-37, T-38, T-39, T-41, T-43, TH-1)

## MAJOR SUBORDINATE UNITS:

6 numbered air force equivalent units:

USAF Recruiting Service, Randolph AFB TX  
Lackland Military Training Center, Lackland AFB TX  
Chanute Technical Training Center, Chanute AFB IL  
Keesler Technical Training Center, Keesler AFB MS  
Lowry Technical Training Center, Lowry AFB CO  
Sheppard Technical Training Center, Sheppard AFB TX

1 flying training wing: 3510th, Randolph AFB TX

1 navigator training wing: 3535th, Mather AFB CA

8 pilot training wings:

3500th, Reese AFB TX	3575th, Vance AFB OK
3525th, Williams AFB AZ	3615th, Craig AFB AL
3550th, Moody AFB GA	3640th, Laredo AFB TX
3560th, Webb AFB TX	3646th, Laughlin AFB TX

2 independent group or group equivalent units:  
3545th USAF Hospital, Goodfellow AFB TX  
3636th Combat Crew Training (Survival), Fairchild AFB WA

3 independent flying training squadrons:  
3250th, Tyndall AFB FL  
3253d, Peterson Field CO  
3251st, Perrin AFB TX

## COMMAND LEADERSHIP

Lieutenant General Maddux remained Commander of Air Training Command. On 15 July 1968, Maj Gen Leo F. Dusard, Jr., replaced Maj Gen Nils O. Ohman as the vice commander. Major General Dusard had served as Director of Personnel and Education at HQ USAF. Major General Ohman became the Commander, Headquarters Command in Washington, D.C.

## ORGANIZATION

***Pilot Training Wings Reorganized.*** The eight UPT wings in Air Training Command had two pilot training squadrons, and each one provided instruction in T-37 and T-38 aircraft. A staff study prepared at Reese AFB, Texas, and a test conducted there in 1967, indicated that separate T-37 and T-38 squadrons would yield many benefits, such as improved scheduling, uniform grading practices, and more efficient use of resources and instructors. In addition, there would not be a need to dual-qualify supervisory personnel. Lieutenant General Maddux agreed with the test results and ordered the reorganization. Beginning in mid-1968, Air Training Command established a single phase pilot training squadron concept at each of the UPT bases; one specialized squadron provided all T-37 instruction, and the second squadron handled T-38 training. (T-41 training remained unchanged.)

**An instructor at Lowry AFB, Colorado, explains some of the vital elements in the F-4C offensive fire control system to students in the technical training center.**



## INSTALLATIONS

***Amarillo AFB, Texas, Closed.*** While the closing of Amarillo AFB remained a scheduled action, the Department of Defense postponed it from 30 June to 31 December 1968 to allow more time to prepare facilities for the accommodation of relocated courses. Throughout 1968, Air Training Command continued to release property and facilities. For example, the airfield portion of 1,784 acres and seven buildings went to the City of Amarillo on 1 April. Air Training Command

released other property and facilities to civilian control on 1 July 1968. Bell Helicopter Company, which repaired helicopters at Amarillo for the Army, established and expanded operations on the base, and Texas A&M University established a technical training institute. In August and September, ATC discontinued its school, student, and instructor squadrons. Technical training ended on 27 August 1968, when personnel and administration courses moved to Keesler. Basic military training ended at Amarillo on 11 December, leaving only Lackland to provide basic military training for the Air Force. Finally, on 31 December 1968, ATC discontinued Amarillo Technical Training Center and its support units. A day later Air Training Command placed the base on inactive status.



**In a helicopter maintenance class at Sheppard AFB, Texas, students learn how to remove an H-43 rotor blade.**

## FLYING TRAINING

***AFA Pilot Indoctrination Program.*** Air Force Academy cadets began pilot indoctrination training on 5 January 1968. Early in the planning for this program, HQ USAF advised that an FAA private pilot license should not be considered a prerequisite for successful completion of the program, nor should instructors be required to have FAA certification. However, if arrangements could be made at no expense to the Air Force, then FAA licenses could be given. On 5 June 1968, Air Training Command authorized FAA flight examiners to fly with cadet trainees. These flight checks could be given at any point after 30 hours, provided the student received a minimum of 35 hours of flight training before being issued the private pilot license.

***Specialized EW Training for ADC.*** During the latter part of 1967, Air Defense Command asked ATC to provide special training for officers assigned to the EC-121R aircraft. This training supported a Southeast Asia operation originally designated Project Muscle Shoals, but later changed to Igloo White. Between October 1967 and October 1968, when the course ended, ATC trained 47 officers.

***USMC Students in UPT.*** Because the Air Force had the largest undergraduate pilot training program in the Defense Department, it made sense to use the ATC program as a means to fill unexpected pilot requirements. Such was the case in 1967, when DOD requested Air Force assistance to meet Marine Corps training needs. On 21 June 1968, Class 68-08 graduated at Laredo and Vance, the first group of USAF-trained Marine Corps pilots to receive Air Force wings.

***Project FLYTE.*** During 1967 and 1968, ATC started several independent studies aimed at new approaches to improving undergraduate pilot training. The most important of these was the Project FLYTE [flying training evaluation] study. Project FLYTE sought a total mission analysis

from which it could work out details of training methods and types of new training aircraft and simulators. It included student selection policies, the automated student management system, ATC's standardization and evaluation program, student evaluation, airspace utilization, field evaluation program, and pilot proficiency flying.

***UH-19 Training Terminated.*** On 8 April 1968, ATC ended its UH-19 helicopter pilot training course at Sheppard AFB. The TH-1F replaced the UH-19.

## TECHNICAL TRAINING

***Electronics Training Courses Revised.*** In May 1966 HQ USAF requested a long-term, comprehensive review of all electronics training courses taught within the Department of Defense. The purpose of the study was to save money and authorizations. Air Training Command issued its final semiannual report on 19 January 1968. Out of the original 146 courses studied, the command left 32 unchanged, reduced the length of 96, and discontinued 18 for an instructor force reduction of 242 authorizations. In all, the review saved Air Training Command nearly \$5.25 million.

***Personnel and Administration Courses Relocated.*** Before the Amarillo Technical Training Center closed, Air Training Command considered moving these courses to Lackland. Unfortunately, dormitory space was not available to support such a large student load. Instead, the courses moved to Keesler AFB, increasing that installation's student load by 20 percent.

## MILITARY TRAINING

***ASVAB Testing.*** A new pre-enlistment test, the Armed Services Vocational Aptitude Battery (ASVAB), went into effect on 1 September 1968, replacing the Airman Qualifying Examination. The new test measured nine aptitude areas. Recruiting Service would serve as the official ASVAB Armed Forces Centralized Test Scoring Unit for the Department of Defense.

## MISCELLANEOUS

***OTS Campus Consolidated and Enlistment Period Increased.*** Air Training Command provided precommissioning training for men and women at Lackland Military Training Center's Officer Training School, using facilities both on the main base and at Lackland's training annex (Medina), two miles west of the main installation. In May 1968, Officer Training School consolidated its campuses at Medina. At the same time, Officer Training School became responsible for basic military instruction for judge advocates. In another move, on 16 May 1968, when the first fiscal year 1969 class entered Officer Training School, the enlistment period for all civilian applicants who specifically enlisted for OTS was increased from two to four years, making the time consistent with that of individuals enlisting in the Regular Air Force.

***Garden Plot.*** With the war in Vietnam becoming even more unpopular, HQ USAF assigned Air Training Command new responsibilities under the Garden Plot plans, response to civil disturbances. In April 1968 Sheppard AFB personnel supported airlift of US Army troops and vehicles to Andrews AFB, Maryland, in response to disorder following the assassination of Dr Martin Luther King. Four months later ATC called on Sheppard AFB to assist with the airlift of Army personnel and equipment from Fort Sill, Oklahoma, to the Democratic National Convention in Chicago, where they guarded against civil disturbances.



# 1969

As the Vietnam War raged on, Air Training Command added another pilot training location, Columbus AFB, Mississippi, bringing the total to 10. Meanwhile, beginning in February 1969, the US Air Force began working with the Vietnamese Air Force to help it become a self-sufficient, 40-squadron air arm by the second quarter of fiscal year 1972. Training was the foundation of the program, and all elements of the ATC training establishment played a vital role.

## ASSIGNED RESOURCES

(As of 31 December 1969)

**PRIMARY INSTALLATIONS:** 16

Alabama -Craig; Arizona - Williams, California - Mather; Colorado - Lowry; Georgia - Moody; Illinois - Chanute; Mississippi - Columbus, Keesler; Oklahoma - Vance; Texas-Lackland, Laredo, Laughlin, Randolph, Reese, Sheppard, Webb

**PERSONNEL ASSIGNED:** 74,159 (8,412 officers, 46,286 enlisted, 19,461 civilians)

**AIRCRAFT ASSIGNED:** 2,282 (C-54, C-131, CH-3, HH-43, T-28, T-29, T-37, T-38, T-39, T-41, TH-1)

### MAJOR SUBORDINATE UNITS:

6 numbered air force equivalent units:

USAF Recruiting Service, Randolph AFB TX  
Lackland Military Training Center, Lackland AFB TX  
Chanute Technical Training Center, Chanute AFB IL  
Keesler Technical Training Center, Keesler AFB MS  
Lowry Technical Training Center, Lowry AFB CO  
Sheppard Technical Training Center, Sheppard AFB TX

1 flying training wing: 3510th, Randolph AFB TX

1 navigator training wing: 3535th, Mather AFB CA

9 pilot training wings:

3500th, Reese AFB TX	3575th, Vance AFB OK
3525th, Williams AFB AZ	3615th, Craig AFB AL
3550th, Moody AFB GA	3640th, Laredo AFB TX
3560th, Webb AFB TX	3646th, Laughlin AFB TX
3650th, Columbus AFB MS	



to EB-66 aircraft in Southeast Asia started in January 1967 at Mather AFB and was finally terminated in May 1969. In all, a total of 310 officers were trained in this course.

***F-111D Weapons System and RF-4C Navigator-Reconnaissance Training Goes to TAC.*** Air Training Command transferred the F-111D weapon systems training course at Mather to Tactical Air Command on 1 February 1969. Then on 1 July, the RF-4C navigator-reconnaissance upgrade training also at Mather shifted from ATC to TAC.

***C-47 MAP Courses Transfer from ATC to TAC.*** Due to the saturation of Keesler's single runway, Air Force training officials transferred the MAP C-47 transition and instrument courses to Tactical Air Command, as it more closely resembled combat crew training than undergraduate pilot training. The move began on 1 September 1969, and ATC completed the move 18 days later.

***Navigator-Bombardier Training Ends.*** Strategic Air Command canceled its requirement for Navigator-Bombardier training (ASQ-48). Air Training Command stopped teaching the course on 25 March 1969.

## TECHNICAL TRAINING

***Military Working Dog Program.*** On 18 July 1969, Air Training Command initiated a program to train and test the patrol dog's ability to detect marijuana. A group of patrol dogs and their handlers went through 14 weeks of training and carried out a preliminary field test at Laughlin and Laredo AFBs. A second project developed around the use of working dogs in rivers and bays. Training managers completed basic research on this project in November 1969 at Panama City, Florida, in conjunction with the US Navy's Ship Research and Development Laboratory.



**In the military working dog program, BJ was known as the first drug detection dog. He is shown here with his handler, Security Police Officer Staff Sergeant Michael Gutierrez.**

***Project Pacer Bravo.*** As part of the Vietnamese Air Force improvement and modernization program, the Air Force established Project Pacer Bravo to furnish the Vietnamese with trainers and training aids for their 17 maintenance training courses. Air Training Command assigned fabrication of the trainers to its military training center at Lackland and the technical training centers at Chantute, Keesler, Lowry, and Sheppard in June 1969. When the project was finished, Chantute had produced 195 trainers, Keesler 234, Lackland 115, Lowry 173, and Sheppard 155. By the end of the calendar year, ATC had shipped all trainers well ahead of schedule.

## MISCELLANEOUS

***Closed Circuit Television for OTS.*** Officials in OTS launched a closed circuit television project in 1968 as a means of putting the school on a three-week entry/graduation schedule. The shortened schedule was established to meet personnel requirements in Southeast Asia. In broad terms, the project consisted of acquisition and installation of equipment, studio construction, and software development. The school accepted the first elements in October 1969, and limited transmission of lessons began in December. Air Training Command expected full operation of this project by August 1970.

***Draft Lottery Implemented.*** The Selective Service System implemented the draft lottery method of induction on 1 December 1969. This had an immediate effect on the Regular Air Force and the Officer Training School, causing increased volunteers for the Air Force.

***Hurricane Camille.*** The Mississippi gulf coast bore the brunt of Hurricane Camille when it reached landfall on 17 August 1969. One of the strongest hurricanes ever recorded, Camille left a path of destruction, including 132 deaths, 27 persons missing, 8,931 injured, and 5,662 homes destroyed. Utilities and communications were inoperable. Fortunately, Keesler AFB sustained relatively light damage (\$3.5 million) in comparison to the surrounding area, so base personnel provided immediate assistance, distributing food and clothing, providing medical aid, and helping with cleanup efforts. Air Training Command put most technical training courses on hold until 2 September to base personnel could help the local community with recovery efforts.

***Project 703.*** Announced in August 1969, Project 703 called for a fiscal year 1970 DOD budget reduction of a billion dollars. The Air Force slashed procurement and training goals, and that, in turn, had widespread influence on almost every facet of Air Training Command.



**A student pilot in physiological training at Reese AFB, Texas, is lifted by his parasail.**

# 1970

In its continuing effort to cut costs, Air Training Command made some major changes in the undergraduate pilot training (UPT) program. It reduced UPT in July 1970 from 53 to 48 weeks and lowered the number of flying hours each student received from 240 to 208.5. The 240-hour program had consisted of 30 hours in a light plane and 210 hours in jets. In the shorter program, student pilots received 16 flying hours in a light plane and 192.5 hours in jet trainers. At the same time, ATC introduced an experimental UPT curriculum at Moody AFB, Georgia, which provided 188 hours of flying time and cut more deeply into the T-37 and T-38 phases of instruction. Two years later, Air Training Command would abandon the experimental program at Moody and go back to where it started at the other UPT bases with a syllabus that provided for 210 flying hours in jet trainers, 90 in the T-37, and 120 in the T-38.

## ASSIGNED RESOURCES

(As of 31 December 1970)

**PRIMARY INSTALLATIONS:** 16

Alabama – Craig; Arizona – Williams, California – Mather; Colorado – Lowry; Georgia – Moody; Illinois – Chanute; Mississippi – Columbus, Keesler; Oklahoma – Vance; Texas – Lackland, Laredo, Laughlin, Randolph, Reese, Sheppard, Webb

**PERSONNEL ASSIGNED:** 70,530 (8,830 officers, 42,878 enlisted, 18,822 civilians)

**AIRCRAFT ASSIGNED:** 2,299 (C-54, C-131, CH-3, HH-43, T-28, T-29, T-37, T-38, T-39, T-41, TH-1)

## MAJOR SUBORDINATE UNITS:

6 numbered air force equivalent units:

- USAF Recruiting Service, Randolph AFB TX
- Lackland Military Training Center, Lackland AFB TX
- Chanute Technical Training Center, Chanute AFB IL
- Keesler Technical Training Center, Keesler AFB MS
- Lowry Technical Training Center, Lowry AFB CO
- Sheppard Technical Training Center, Sheppard AFB TX

1 flying training wing: 3510th, Randolph AFB TX

1 navigator training wing: 3535th, Mather AFB CA

9 pilot training wings:

3500th, Reese AFB TX  
3525th, Williams AFB AZ  
3550th, Moody AFB GA  
3560th, Webb AFB TX

3575th, Vance AFB OK  
3615th, Craig AFB AL  
3640th, Laredo AFB TX  
3646th, Laughlin AFB TX

3650th, Columbus AFB MS

2 independent group or group equivalent units:

3545th USAF Hospital, Goodfellow AFB TX  
3636th Combat Crew Training (Survival), Fairchild AFB WA

3 independent flying training squadrons:

3250th, Tyndall AFB FL  
3253d, Peterson Field CO

3251st, Perrin AFB TX

## COMMAND LEADERSHIP

On 1 September 1970, Lt Gen George B. Simler assumed command from Lt Gen Sam Maddux, Jr., who retired. Lieutenant General Simler previously served as the Vice Commander of United States Air Forces in Europe. On 1 May 1970, Maj Gen Charles W. Carson, Jr. temporarily replaced Maj Gen Leo F. Dusard, Jr. as vice commander. He filled the position until Maj Gen John R. Murphy arrived on 1 July from his previous position as Director of Legislative Liaison, Office of the Secretary of the Air Force.

**An aircraft hangar at Chanute AFB, Illinois, serves as a classroom for jet engine maintenance training.**



## ORGANIZATION

**Office of Foreign Military Affairs Established.** On 15 December 1970, Lieutenant General Simler enlarged his headquarters to seven deputy chiefs of staff, when he added an Office of Foreign Military Affairs. Originally, responsibilities for foreign military training plans and programs fell under the Deputy Chief of Staff, Plans. The change took place in response to the increasing importance of the foreign military training program, especially in helping the South Vietnamese Air Force become self-sufficient.

## FLYING TRAINING

**Helicopter Training Transferred to US Army.** In December 1969 Congress directed that the fixed-wing training of helicopter pilots by the Navy and the Air Force be discontinued and that



all rotary wing training be given by the Army. By April 1970 the Air Staff had decided that future Air Force helicopter pilots would receive light plane screening by Air Training Command; a two-phase undergraduate helicopter pilot training program by the Army at Fort Wolters (formerly Wolters AFB), Texas, and the US Army Aviation School at Fort Rucker, Alabama; and combat crew training by Military Airlift Command. The first group of US Air Force students entered the Army portion of this training on 11 October 1970.

***Air Training Command Acquires Its Final T-37.*** For 14 years, the T-37 played a major role in ATC's flying training program. The first of these aircraft had arrived at James Connally AFB in 1956. The last of 1,137 arrived in ATC in January 1970.

***Project Fast Track.*** Continued budget reductions caused Air Training Command to test a multi-track system of graduating navigator students on a proficiency basis to cut down on instructor workload, reduce pipeline time, and decrease training costs. In early briefings, this project was called "Fast Burner," but the command later changed it to "Fast Track." The first class (72-02) entered this test project on 26 October 1970. The fast track section of the class, selected after about 10 weeks of training, was accelerated to the point where it graduated with Class 72-01. Continuing shortage of navigators, coupled with budgetary constraints, made it necessary to increase production at the least possible cost. In response, ATC developed a 30-week (previously 38-week) training course for implementation in 1971, which accelerated all students.

## TECHNICAL TRAINING

***Computer Systems Training for Officers.*** In January 1968 the Air Force established a new officer career area, Computer Systems, with two specialties, Computer Systems Analyst and Computer Systems Programming Officer. Training production in these specialties had just begun when the Air Force revised the career field on 31 August 1970 and called it the Officer Computer Technology career area. The new career field included computer systems staff officers, design engineers, system analysts, programming officers, and operations officers.

**Computer maintenance training took place at Keesler. In the foreground is the backup interceptor control maintenance monitor. In the background, students perform laboratory exercises.**



***Project Heavy Bare.*** The Air Force demonstrated the bare base concept under the nickname Coronet Bare in October 1969. Training in the operation and maintenance of unique bare base equipment in preparation for Coronet Bare took place informally at contractor facilities. Following this demonstration, the Air Force established Project Heavy Bare, a program designed to qualify a fighter squadron to operate from airfields devoid of the structures and services usually

found on US Air Force bases. Plans called for making the many services, shops, and buildings normally provided by base support units into portable and organic elements of the squadron. Air Training Command had responsibility for training individuals in the AFSC-oriented courses; preparing course outlines, materials, and training aids; and conducting most initial classes.

## MILITARY TRAINING

***USAF Marksmanship School Inactivated.*** On 1 August 1970, Air Training Command inactivated the USAF Marksmanship School at Lackland, a victim of the budgetary belt-tightening and organizational contractions implemented throughout the Air Force. Other units at Lackland absorbed the school's training and gunsmith capabilities.

***Distinguished Graduate Criteria Changed in OTS.*** The Air Force phased out the award of Regular Air Force commissions for distinguished graduates in Officer Training School beginning on 23 January 1970 primarily because the criteria used for determining a distinguished graduate was not necessarily a valid predictor of subsequent performance as an officer. The distinguished graduate program continued and was an element of consideration by regular-status appointment boards. The phase out began with Class 70-08, where no more than 15 percent of the distinguished graduates received a regular appointment. This ratio was reduced by three percent in each succeeding class until Class 70-13, where only one percent received a regular Air Force commission upon graduate. From that point forward, Officer Training School did not award Regular Air Force commissions for any of its graduates.



**Students at the Officer Training School study the military code of justice.**

# 1971

**Change was the byword throughout the command in 1971. At the beginning of the year, Air Training Command reorganized all the technical training centers to align such functions as civil engineering, personnel, administration, comptroller, and band under the air base group commander, who also became the base commander. In March the undergraduate pilot training program for the German Air Force became subordinate to HQ ATC vice the Sheppard Technical Training Center. Air Training Command also consolidated all of its pilot instructor training at one location, Randolph AFB, Texas.**



**Air Training Command assigned its first T-37 coated with white corrosion control paint to the 3640th Pilot Training Wing at Laredo AFB, Texas.**

## **ASSIGNED RESOURCES**

(As of 31 December 1971)

**PRIMARY INSTALLATIONS:** 16

Alabama – Craig; Arizona – Williams, California – Mather; Colorado – Lowry; Georgia – Moody; Illinois – Chanute; Mississippi – Columbus, Keesler; Oklahoma – Vance; Texas – Lackland, Laredo, Laughlin, Randolph, Reese, Sheppard, Webb



training centers on 4 January 1971. The command aligned comptroller, civil engineering, personnel, administrative, and band functions under the air base group and designated the air base group commander as base commander. Additionally, the command did away with the Commandant of Troops position at each of the technical training wings. In place of the wing staff position, on 1 March 1971, Air Training Command activated numbered student groups to manage the troops.

***Survival Group Elevated to Wing Level.*** On 1 April 1971, Air Training Command restructured the 3636th Combat Crew Training Group (Survival) as a wing for operational and administrative control of all survival training.

***UPT Program for German Air Force Realigned under HQ ATC.*** Effective 15 March 1971, Air Training Command reassigned the 3630th Flying Training Wing from the Sheppard Technical Training Center to HQ ATC. In the 1960s, the wing had reported directly to HQ ATC, but concerns about duplication of effort between the wing and its host caused ATC to reassign the 3630th to Sheppard. However, because of the importance of the wing's foreign training mission, it conducted a special UPT program for the German Air Force, ATC realigned the 3630th directly under the command headquarters.

***Vocational Training Program Organized at Forbes AFB, Kansas.*** In connection with the Vietnam drawdown and to fulfill one of ATC's special obligations, administering the vocational training program designed to prepare selected enlisted members for jobs in the civilian sector, Air Training Command activated the 3301st School Squadron (USAF Skill Center), at Forbes AFB, Kansas, a TAC installation, on 1 December 1971. The 3301st reported directly to the Deputy Chief of Staff, Personnel at HQ ATC.

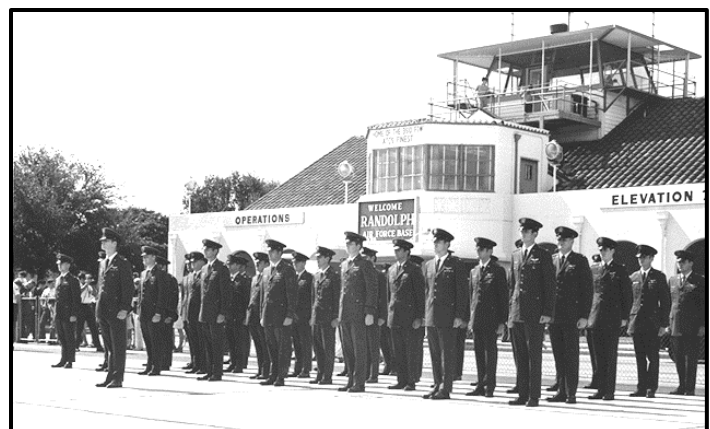
## INSTALLATIONS

***Amarillo AFB, Texas.*** Six years after the Air Force first announced the closure of Amarillo AFB, the inactive installation finally reverted to civilian control on 16 February 1971.

## FLYING TRAINING

***Helicopter Combat Crew Training to Military Airlift Command.*** Since the Army now provided all undergraduate helicopter pilot training, the Air Force chose to consolidate helicopter combat crew training at Hill AFB, Utah, under the control of the Military Airlift Command (MAC), the primary end-user of all USAF helicopter pilots. Air Training Command completed the transfer to the Military Airlift Command on 30 June 1971.

**The last UPT class to train at Randolph AFB, Texas, graduated on 10 February 1971. Graduates are standing in front of the Base Operations facility.**





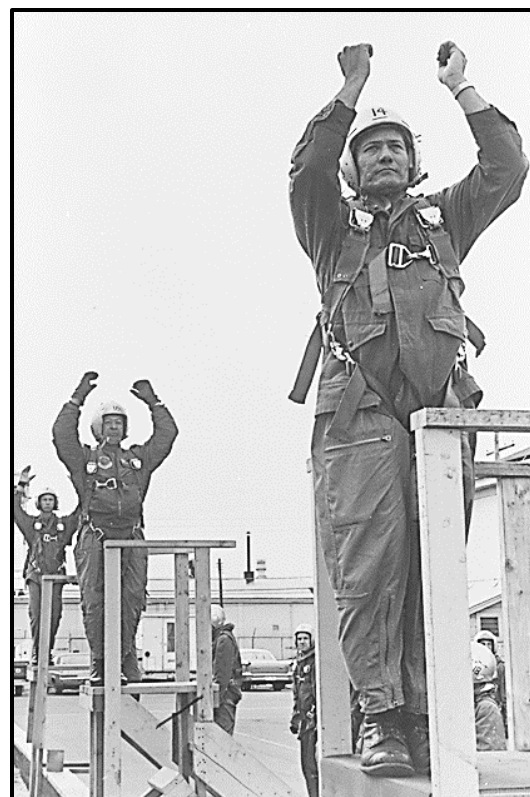


**A student navigator at Mather AFB, California, plots his course while seated in the T45 simulator.**

***Pilot Instructor Training Consolidated.*** As a part of its plan to consolidate pilot instructor training (PIT), on 15 May 1971, ATC reassigned its 3251st Flying Training Squadron at Perrin AFB, Texas, to the 3510th Flying Training Wing at Randolph. Shortly thereafter, the squadron moved to Randolph. On 15 August ATC assigned its 3250th Flying Training Squadron at Tyndall to the 3510th Flying Training Wing and moved that squadron to Randolph. Both squadrons had provided pilot instructor training. Also as part of the consolidation, on 6 October 1971, ATC inactivated the 3250th. It only needed one unit to provide PIT.

***T-43 Contract Award.*** In May 1971 the Air Force awarded the Boeing Aircraft Company a contract for 19 new T-43 aircraft, a military version of the 737, to replace the T-29 for navigator training at Mather AFB in California. At the same time, Honeywell, Incorporated, received the contract to produce a 52-station navigator simulator system. The Air Force expected delivery of the first production aircraft and simulator at Mather in September 1973.

**Students enrolled in the Air Force Survival School at Fairchild AFB in Washington practice the parachute landing fall.**





## TECHNICAL TRAINING

***Field Training Consolidated under the 3750th Technical School at Sheppard AFB.*** In 1966 as part of the closure of Amarillo AFB, Air Training Command had to find a new home for the majority of its field training mission. The 81 detachments assigned to Amarillo transferred to the 3750th Technical School, joining the 33 field training detachments already assigned to the technical school at Sheppard. Effective July 1971 the field training detachments assigned to the technical training centers at Chanute (25) and Keesler (7) transferred to the control of the 3750th Technical School at Sheppard. From that point forward, field training remained one of the primary missions of the schoolhouse at Sheppard AFB, Texas.

***Joint Service Nuclear Training.*** On 28 December 1971, Air Training Command became the Air Force's executive agent responsible for providing all the nuclear familiarization training required within the Department of Defense. This training consisted of six courses conducted at Kirtland AFB, New Mexico, by the Field Command Defense Nuclear Agency.

## MILITARY TRAINING

***Project Hasty Piper.*** Recruiting officials implemented Project Hasty Piper in July 1971, as a unique program to assist the recruiter in meeting enlistment goals. Personnel assigned hand-picked volunteers, newly-graduated from basic military training or technical training schools, to their hometown recruiting offices for a 14-day stint in route to their first base of assignment. While there, they were given maximum exposure to the news media and, in the company of a recruiter, contacted former schoolmates and friends and visited schools, churches, and social and fraternal organizations where their presence might have influence. Although Air Training Command considered this program highly successful, it was unfunded. With no funding available, ATC suspend the program in February 1972.



Above, OTS students run as part of their physical training program. At right, new enlisted recruits receive a traditional military haircut at Lackland AFB, Texas.



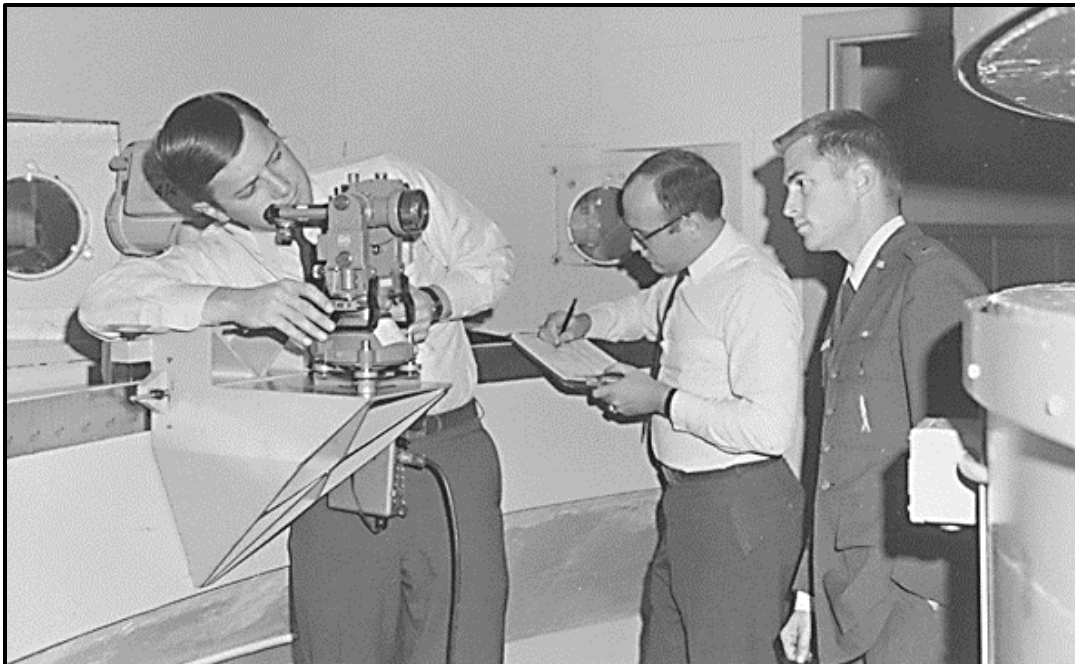
## MISCELLANEOUS

**Drug Abuse Education.** Beginning in December 1970, ATC developed an Air Force-wide drug abuse education program. Training officials believed two resident courses should be offered. Base level personnel designated to conduct local programs would attend one course. The other would be for commanders, staff officers, and supervisors. The Air Force approved this concept, and Lackland's 3275th Technical School began training on 4 October 1971.

**Project Peace Echo – Training Israeli Air Force on F-4E.** Beginning in 1968, ATC furnished training for the Israeli Air Force. A cadre of men were trained to fly and maintain F-4E aircraft sold to Israel under a military assistance program known as Peace Echo. By August 1971 when Peace Echo concluded, ATC had trained 1,297 Israeli personnel.



**Keesler Technical Training Center did its part to alleviate the energy crunch in the early to mid-1970s by using bicycles in place of gas vehicles when possible. This bike rack had reserved spaces for key staff members to show senior officers were doing their part. For a short time, security police even answered routine calls on bicycles.**



**At Chanute student officers perform an alignment of the missile offset and rotation angle.**

# 1972

The establishment of the Community College of the Air Force (CCAF) in the spring of 1972 was an innovative move by the Air Force to cope with the advent of the all-volunteer force. Various studies had confirmed what many intuitively knew, the opportunity for education and training was the most powerful inducement that attracted young men and women to military service. One of the goals of the CCAF was to permit Airmen to receive academic credit for both military and civilian education and training and apply the courses they took toward an associate's degree. To get to that point, Air Training Command first had to get the technical schools accredited and establish a centralized transcript service. Toward that end, the command renamed the technical school at each training center the School of Applied Aerospace Sciences. Through the CCAF program, an Airman could earn a certificate that recognized the completion of 64 semester hours of college-level courses, the equivalent of an associate's degree.

## ASSIGNED RESOURCES

(As of 31 December 1972)

**PRIMARY INSTALLATIONS:** 16

Alabama – Craig; Arizona – Williams, California – Mather; Colorado - Lowry; Georgia – Moody; Illinois – Chanute; Mississippi – Columbus, Keesler; Oklahoma – Vance; Texas – Lackland, Laredo, Laughlin, Randolph, Reese, Sheppard, Webb

**PERSONNEL ASSIGNED:** 72,895 (9,833 officers, 44,599 enlisted, 18,463 civilians)

**AIRCRAFT ASSIGNED:** 2,229 (C-54, C-131, T-28, T-29, T-37, T-38, T-39, T-41, TH-1)

### MAJOR SUBORDINATE UNITS:

6 numbered air force equivalent units:

- USAF Recruiting Service, Randolph AFB TX
- Lackland Military Training Center, Lackland AFB TX
- Chanute Technical Training Center, Chanute AFB IL
- Keesler Technical Training Center, Keesler AFB MS
- Lowry Technical Training Center, Lowry AFB CO
- Sheppard Technical Training Center, Sheppard AFB TX

1 wing equivalent: School of Military Sciences, Officer, Lackland AFB TX

1 combat crew training wing: 3636th (Survival), Fairchild AFB WA

2 flying training wings:  
3510th, Randolph AFB TX  
3630th, Sheppard AFB TX

9 flying training wings:  
12th, Randolph AFB TX  
14th, Columbus AFB MS  
29th, Craig AFB AL  
38th, Laredo AFB TX  
47th, Laughlin AFB TX  
64th, Reese AFB TX  
71st, Vance AFB OK  
78th, Webb AFB TX  
3630th, Sheppard AFB TX

1 navigator training wing:  
3535th, Mather AFB CA

2 pilot training wings:  
3525th, Williams AFB AZ  
3550th, Moody AFB GA

1 independent group equivalent unit:  
CCAF, Randolph AFB TX

4 independent squadrons:  
3253d Pilot Training, Peterson Field CO  
3301st School (USAF Skill Ctr), Forbes AFB KS  
3302d Computer Services, Randolph AFB TX  
3303d Procurement, Randolph AFB TX

## COMMAND LEADERSHIP

Lieutenant General William V. McBride, former Vice Commander, United States Air Forces in Europe, succeeded Lt Gen George B. Simler on 9 September 1972 as ATC commander. On the same day, Lieutenant General Simler and his aide, Maj Gil L. Gillespie, died when their T-38 crashed on takeoff from Randolph AFB. Lieutenant General Simler was on his way to Scott AFB, Illinois, where he was to become Commander, Military Airlift Command. He received his fourth star posthumously. On 4 November Maj Gen Felix M. Rogers, Deputy Chief of Staff, Technical Training, replaced Maj Gen John R. Murphy as vice commander. Major General Murphy went to an assignment in Japan.

**23 August 1973 - SMSgt William L. Rushing earned the first career education certificate issued by the Community College of the Air Force. Left to right, Lt Gen Robert J. Dixon, Mrs Rushing, and SMSgt Rushing.**



## ORGANIZATION

**Deputy Chief of Staff, Recruiting Service.** On 1 March 1972, the USAF Recruiting Service commander gained a second title, that of ATC Deputy Chief of Staff, Recruiting Service. As a DCS, Recruiting Service no longer needed separate comptroller, materiel, or personnel

functions. Instead, Recruiting Service received this function support directly from HQ ATC. This resulted in a savings of several personnel authorizations.

***Officer Training School Became Wing Equivalent Unit.*** In July 1971 the Officer Training School (OTS) became a wing-equivalent unit. To emphasize that this source of new officers was important and vital to the Air Force, Air Training Command reassigned OTS, on 1 June 1972, from the jurisdiction of Lackland Military Training Center to the command headquarters. On 1 August 1972, HQ USAF redesignated OTS as the School of Military Sciences, Officer.

***Community College of the Air Force Activated.*** At the direction of Headquarters USAF, Air Training Command activated the Community College of the Air Force (CCAF) at Randolph AFB, Texas, on 1 April 1972 and assigned the group-level unit to command headquarters.

***Preserving Illustrious Histories of Combat Units.*** To preserve the illustrious lineage and histories of combat units from World I, World War II, and the Korean War, the Air Force directed its major commands to replace its 4-digit wings with 2-digit designations. Air Training Command discontinued 8 of its 4-digit wings and then activated wings with 2-digit designations.

<b>Previous Designation</b>	<b>Station</b>	<b>Newly Activated Wing</b>	<b>Activation Date</b>
3510 Flying Training Wing	Randolph AFB TX	12 Flying Training Wing	1 May 1972
3650 Pilot Training Wing	Columbus AFB MS	14 Flying Training Wing	1 Jun 1972
3615 Pilot Training Wing	Craig AFB AL	29 Flying Training Wing	1 Jul 1972
3640 Pilot Training Wing	Laredo AFB TX	38 Flying Training Wing	1 Aug 1972
3646 Pilot Training Wing	Laughlin AFB TX	47 Flying Training Wing	1 Sep 1972
3500 Pilot Training Wing	Reese AFB TX	64 Flying Training Wing	1 Oct 1972
3575 Pilot Training Wing	Vance AFB OK	71 Flying Training Wing	1 Nov 1972
3560 Pilot Training Wing	Webb AFB TX	78 Flying Training Wing	1 Dec 1972

***Computer Services Squadron.*** Air Training Command activated the 3302d Computer Services Squadron at Randolph on 1 January 1972 to provide data automation services to the headquarters and base functional managers. The ATC Deputy Chief of Staff, Comptroller exercised operational control over the 3302d.

***3303d Procurement Squadron.*** On 1 November 1972, ATC activated the 3303d Procurement Squadron at Randolph AFB, Texas, under the operational control of DCS/Logistics.

## **FLYING TRAINING**

***Pilot Training Instruction for Vietnamese Air Force.*** Flying training officials conducted a pilot instructor training (PIT) course for Vietnamese Air Force (VNAF) instructors at Webb AFB, Texas. The course began in August 1972 and used the same syllabus as the regular ATC T-37 PIT course.

***Flight Screening Program Revised.*** During the latter part of 1972, Air Training Command revised the flight screening portion of its undergraduate pilot training program. Graduates of the



Air Force Academy pilot indoctrination program and Air Force Reserve Officer Training Corps flight instruction program were no longer required to go through flight screening. Instead they entered directly into undergraduate pilot training.

## TECHNICAL TRAINING

***Racial Unrest Lead to Activation of Additional Student Squadrons.*** Following racial incidents at Sheppard AFB in 1971, Air Training Command determined its student squadrons were too large to manage effectively. Therefore, on 1 January 1972, ATC activated 24 additional student squadrons: five each at Chanute and Sheppard, eight at Keesler, and three each at Lackland and Lowry.

***Interservice Training Review Organization Formed.*** In September 1972 the Interservice Training Review Organization (ITRO) launched a continuing all-Services evaluation of technical training courses aimed at eliminating duplicate training by combining courses or designing new ones. The Service with the major interest conducted the resulting course or courses.

## MISCELLANEOUS

***Air Training Command Accepts Its Last T-38.*** Air Training Command accepted its last T-38 (tail number 70-1956) at Palmdale, California, on 31 January 1972. The aircraft was assigned to the 3510th Flying Training Wing at Randolph. Eleven years earlier, on 17 March 1961, the command had received its first T-38 (tail number 195). During that 11-year period, ATC took delivery of 1,114 T-38s.

***Air Installation Compatible Use Zone.*** Starting in May 1972, the Air Force implemented a DOD program aimed at solving the long-standing and ever-increasing problems of encroachment of civilian communities around flying bases. Officials were to look at each base, considering such factors as accident potential, noise hazard, and danger to aircraft operation. Using this information, flying bases could then work with their civilian counterparts to improve land development management.

## -----COMMUNITY COLLEGE OF THE AIR FORCE-----

Because of the controversy surrounding American involvement in Vietnam, the Defense Department examined the possibility of establishing an all-volunteer force. The 1970 Gates Commission noted that while the offer of sufficient money would induce people to join the Services, the quality of personnel drawn to the military life remained problematic. Air Force planners especially recognized that education-related incentives might attract better quality recruits. From this realization came the establishment of the Community College of the Air Force in 1972. Accreditation came in December 1973, and Public Law 94-361, signed in July 1976, authorized the ATC commander to award the Associate in Applied Science degree. On 25 April 1977, CCAF gave its first college degrees to 275 Airmen stationed around the world. This marked the first time enlisted personnel had received college degrees from a military organization. In 1993 this command realigned CCAF under Air University.



# 1973

After months of negotiation, on 27 January 1973, the Vietnam peace agreement was finally signed in Paris. At the same time, President Richard M. Nixon announced to the nation that the draft was at an end; the military would become an all-volunteer force. To Air Training Command and its USAF Recruiting Service, the peace agreement meant lower recruiting goals and greater emphasis on acquiring and maintaining a quality force. Also in 1973 there was considerable activity in the world of flying training. The command centralized its flight screening program at Hondo, Texas; consolidated helicopter UPT at Fort Rucker, Alabama; acquired its first T-43, the new navigator training aircraft; and as part of the post-Vietnam draw-down, closed Laredo AFB, Texas.



The T-43A, a military version of the Boeing 737, replaced the T-29 as a navigator trainer. The T-43 had 19 navigator stations in the fuselage, 12 for students, 4 for advanced students, and 3 for instructors.

## ASSIGNED RESOURCES

(As of 31 December 1973)

**PRIMARY INSTALLATIONS:** 15

Alabama – Craig; Arizona – Williams, California – Mather; Colorado - Lowry; Georgia – Moody; Illinois – Chanute; Mississippi – Columbus, Keesler; Oklahoma – Vance; Texas – Lackland, Laughlin, Randolph, Reese, Sheppard, Webb

**PERSONNEL ASSIGNED:** 68,308 (9,168 officers, 41,167 enlisted, 17,973 civilians)

**AIRCRAFT ASSIGNED:** 1,965 (C-118A, C-131D/E, T-29, T-37B, T-38A, T-41A/C, T-43A, TH-1F)

**MAJOR SUBORDINATE UNITS:**

6 numbered air force equivalent units:

- USAF Recruiting Service, Randolph AFB TX
- Air Force Military Training Center, Lackland AFB TX
- Chanute Technical Training Center, Chanute AFB IL
- Keesler Technical Training Center, Keesler AFB MS
- Lowry Technical Training Center, Lowry AFB CO
- Sheppard Technical Training Center, Sheppard AFB TX

1 wing equivalent: School of Military Sciences, Officer, Lackland AFB TX

1 combat crew training wing: 3636th (Survival), Fairchild AFB WA

11 flying training wings:

- |                       |                       |
|-----------------------|-----------------------|
| 12th, Randolph AFB TX | 64th, Reese AFB TX    |
| 14th, Columbus AFB MS | 71st, Vance AFB OK    |
| 29th, Craig AFB AL    | 78th, Webb AFB TX     |
| 38th, Laredo AFB TX   | 80th, Sheppard AFB TX |
| 47th, Laughlin AFB TX | 82d, Williams AFB AZ  |
| 323d, Mather AFB CA   |                       |

1 independent group equivalent unit: Community College of the Air Force, Randolph AFB TX

7 independent squadrons:

- 3253d Pilot Training, Peterson Field CO
- 3300th Support, Randolph AFB TX
- 3301st School (USAF Skill Center), Kirtland AFB NM
- 3302d Computer Services, Randolph AFB TX
- 3303d Procurement, Randolph AFB TX
- 3304th School (ATC NCO Academy), Lackland AFB TX
- 3314th Management Engineering, Randolph AFB TX

**COMMAND LEADERSHIP**

Lieutenant General McBride continued as commander. However, Maj Gen Frank M. Madsen, Jr., replaced Major General Rogers as vice commander on 23 October 1973. Major General Rogers received his third star and became Commander, Air University. Major General Madsen had served as DCS/Technical Training. He continued serving in that position and as ATC vice commander until his retirement in 1974.

**ORGANIZATION**

*New Deputy Chief of Staff, Community College Affairs.* On 1 May 1973, Air Training Command added a new deputy chief of staff. The Commander of the Community College of the Air Force filled the position of DCS/Community College Affairs.

***Lackland Military Training Center Redesignated.*** Since training officials felt the former designation of Lackland Military Training Center gave an impression that there might be other Air Force centers providing basic training, Headquarters USAF directed Air Training Command to redesignate the unit as the Air Force Military Training Center. Air Training Command made the change effective on 1 January 1973.

***Four More Wings Replaced by Units with More Illustrious Heritage.*** Air Training Command inactivated the 3630th Flying Training Wing at Sheppard on 1 January 1973 and activated the 80th Flying Training Wing. On 1 February 1973, the command replaced the 3525th Pilot Training Wing at Williams AFB, Arizona, with the 82d Flying Training Wing. That was followed on 1 April 1973 with the inactivation of the 3535th Navigator Training Wing at Mather AFB, California, and the activation of the 323d Flying Training Wing. Finally on 1 December 1973, Air Training Command replaced the 3550th Pilot Training Wing at Moody with the 38th Flying Training Wing. (The 38th had previously operated at Laredo, but when that base prepared to close, ATC inactivated the wing on 30 September 1973 and held it for future use at Moody.)

***ATC NCO Academy Activated.*** On 5 January 1973, Air Training Command activated the 3304th School Squadron (ATC NCO Academy) at Lackland. With the establishment of the academy, more ATC personnel had the opportunity to receive professional military education. The ATC Deputy Chief of Staff, Personnel maintained operational control of the unit.

***Management Engineering Squadron Created.*** On 1 October 1973, ATC activated the 3314th Management Engineering Squadron at Randolph AFB, Texas. The 14 management engineering detachments belonging to the 3300th Support Squadron transferred to the new unit.

## INSTALLATIONS

***Laredo AFB, Texas, Inactivated.*** In conjunction with the cutback in pilot production, the Secretary of Defense announced in early 1973 that Air Training Command no longer needed Laredo AFB. On 30 September 1973, ATC inactivated the base and placed it in caretaker status.

## FLYING TRAINING

***Centralized Flight Screening Program.*** Air Training Command centralized light plane screening at Hondo Municipal Airport, Hondo, Texas, on 17 May 1973. Training officials

contracted with the Del Rio Flying Service to provide this training using ATC T-41A aircraft. The centralized flight screening program fell under the jurisdiction of ATC's School of Military Sciences, Officer.



**To the left is a Cessna T-41 Mescalero flight screening aircraft in use at Hondo Field in Texas.**



**This Vietnamese Air Force cadet takes his traditional dunking following his first solo flight in the T-28. The cadet was a member of the last class to train in the T-28 program at Keesler AFB. The class graduated in May 1973.**

***Proficiency Advancement Training.*** On 23 November 1973, Air Training Command began testing the feasibility of individual proficiency advancement in undergraduate pilot training. The test site was at Columbus AFB in Mississippi. In the test, students advanced through the syllabus based on their performance. Fewer missions could be flown provided the student demonstrated the required skills. Conversely, students could receive more time per phase of training they needed it. Overall, the concept still retained the average class flying time of 210 hours per student.

***POW Requalification Training.*** Air Training Command, in April 1973, published a Pilot Requalification Training Guide for use in training prisoners of war who returned during Project Homecoming. Training began in May. At Randolph AFB, Texas, the 560th Flying Training Squadron conducted pilot requalification training in the T-37, T-38, and T-39. Mather's 323d Flying Training Wing provided navigator requalification training in the T-29. The program concluded in late 1976.

***New Navigator Training Aircraft.*** The rollout of the first T-43 test aircraft occurred on 2 March 1973 at Boeing's Renton, Washington, plant. A Boeing test crew made the first flight on 10 April. On 28 July Boeing delivered the test aircraft to Mather. The first production model arrived at Mather on 28 October 1973.

***Helicopter UPT.*** The closing of Fort Wolters, Texas, by the Army resulted in a consolidation of all Air Force undergraduate pilot training-helicopter at Fort Rucker, Alabama. Fort Wolters graduated its last class on 1 November 1973.

## TECHNICAL TRAINING

***First Sergeant Course.*** On 1 May ATC assumed responsibility for creating a first sergeant course. Directed by the Air Force, Air Training Command established a four-week course at Keesler AFB comprised of three separate blocks of instruction: administration, human relations, and management. The first class began on 17 October 1973.

**Missile Training.** In September 1970, ATC transferred Chanute's Minuteman missile launch officer course to Vandenberg AFB, California, where SAC and ATC instructors worked together to provide this training. Air Training Command had responsibility for teaching the basic Minuteman course, while SAC taught operational procedures. On 1 July 1974, Strategic Air Command assumed responsibility for the entire course.

## MILITARY TRAINING

**All-Volunteer Force.** With the signing of the peace agreement in Paris, President Nixon called for the end of the draft, indicating that the United States would depend exclusively on a volunteer military establishment. No conscription took place after 27 January 1973; although, the draft did not officially end until congressional authorization expired on 30 June 1973.

## MISCELLANEOUS

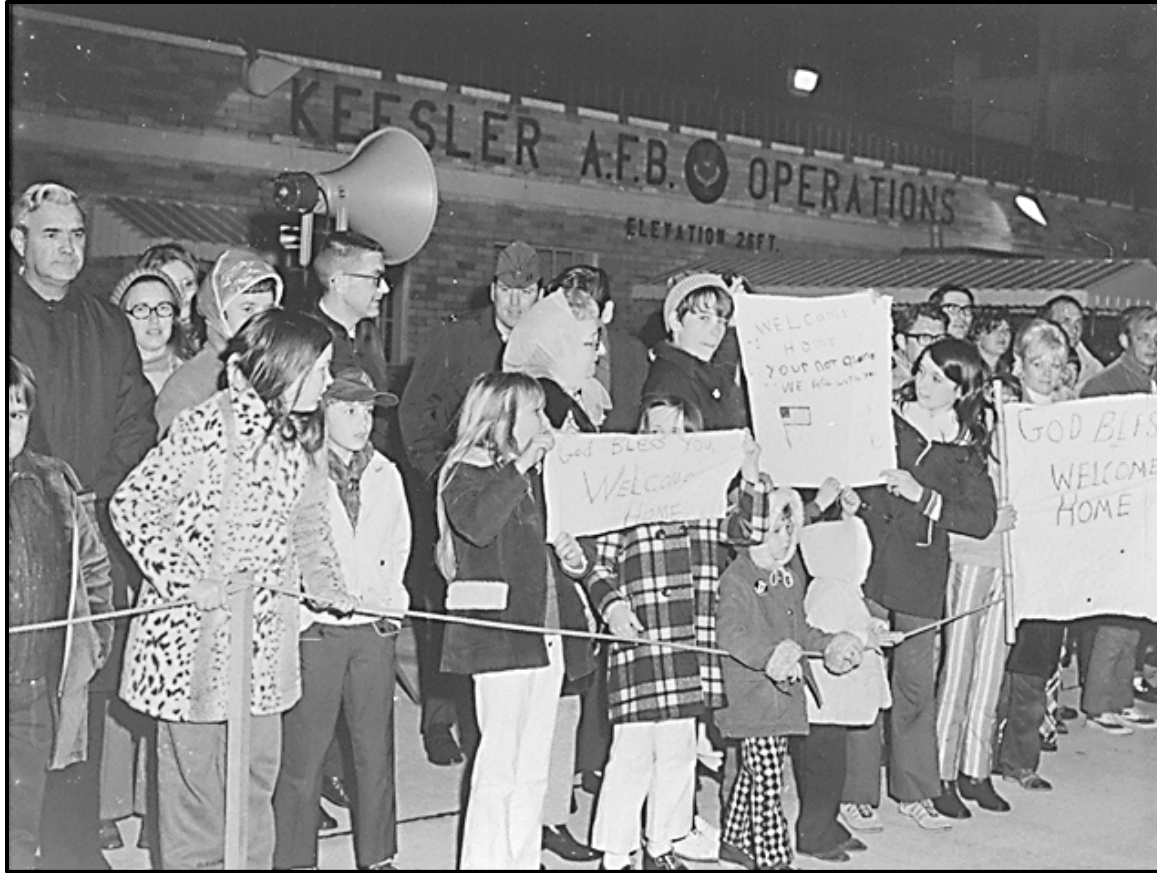
**Project Homecoming.** The Air Force implemented Project Homecoming, the repatriation of Americans freed from the prison camps of North and South Vietnam, on 12 February 1973. Air Force officials designated 10 bases in the continental United States as welcoming points. Of these ATC owned three: Lackland, Sheppard, and Keesler.

**Energy Crisis.** On 20 October the Arab-Israeli conflict erupted, and the Arab nations declared an oil embargo. The embargo had a severe impact on flying training, causing the cancellation of one UPT class (75-05) and shifts and slips in other classes.



Operation Homecoming flights began bringing former prisoners of war (POW) to Kelly AFB, Texas, in February 1973. Officials kept the crowds of sightseers to a minimum, but excited family members made each arrival a festive occasion.





**On a chilly evening, well-wishers crowd the area in front of Base Operations at Keesler AFB, Mississippi. They were awaiting the arrival of former POWs recently released from prison camps in North and South Vietnam.**



**At Keesler Col George R. Hall, a POW returnee, waves to the crowd lined up to welcome him back home.**



# 1974

Perhaps the most dominant feature on the ATC landscape in 1974 was the serious fuel shortage the command had to contend with for much of the year. The shortage arose when the Organization of Petroleum Exporting Countries sent oil prices skyrocketing by cutting production. Almost overnight, the price of aviation fuel tripled. To conserve fuel, Air Training Command made numerous adjustments to the undergraduate pilot training syllabus, including a reduction in the number of sorties and flying hours and an increased reliance on the use of synthetic trainers. In other efforts to cope with the crisis, Officer Training School did not accept any pilot applicants for fiscal year 1975, and the Air Force cut overall pilot production goals by 18 percent. By the end of the year, the situation had improved sufficiently that Air Training Command rescinded many of the temporary measures and returned to the use of the regular syllabus.

## ASSIGNED RESOURCES

(As of 31 December 1974)

**PRIMARY INSTALLATIONS:** 15

Alabama – Craig; Arizona – Williams, California – Mather; Colorado – Lowry; Georgia – Moody; Illinois – Chanute; Mississippi – Columbus, Keesler; Oklahoma – Vance; Texas – Lackland, Laughlin, Randolph, Reese, Sheppard, Webb

**PERSONNEL ASSIGNED:** 52,319 (8,255 officers, 26,135 enlisted, 17,929 civilians)

**AIRCRAFT ASSIGNED:** 1,725 (C-118A, C-131D/E, T-37B, T-38A, T-39A, T-41A/C, T-43A, TH-1F)

## MAJOR SUBORDINATE UNITS:

6 numbered air force equivalent units:

USAF Recruiting Service, Randolph AFB TX  
Air Force Military Training Center, Lackland AFB TX  
Chanute Technical Training Center, Chanute AFB IL  
Keesler Technical Training Center, Keesler AFB MS  
Lowry Technical Training Center, Lowry AFB CO  
Sheppard Technical Training Center, Sheppard AFB TX

1 wing equivalent:

School of Military Sciences, Officer, Lackland AFB TX

1 combat crew training wing:  
3636th (Survival), Fairchild AFB WA

11 flying training wings:  
12th, Randolph AFB TX  
14th, Columbus AFB MS  
29th, Craig AFB AL  
38th, Laredo AFB TX  
47th, Laughlin AFB TX  
64th, Reese AFB TX  
71st, Vance AFB OK  
78th, Webb AFB TX  
80th, Sheppard AFB TX  
82d, Williams AFB AZ  
323d, Mather AFB CA

1 independent group equivalent unit:  
Community College of the Air Force, Randolph AFB TX

6 independent squadrons:  
557th Flying Training, US Air Force Academy, Colorado Springs CO  
3300th Support, Randolph AFB TX  
3302d Computer Services, Randolph AFB TX  
3303d Procurement, Randolph AFB TX  
3304th School (ATC NCO Academy), Lackland AFB TX  
3314th Management Engineering, Randolph AFB TX

## COMMAND LEADERSHIP

Lieutenant General George H. McKee assumed command of ATC on 1 September. He replaced Lt Gen William V. McBride who received his fourth star and became the Commander, Air Force Logistics Command. Major General Alton D. Slay succeeded Maj Gen Frank M. Madsen, Jr., as vice commander on 1 February. Subsequently, General Slay transferred to HQ USAF; he was replaced by Maj Gen Robert W. Maloy on 16 August.

## ORGANIZATION

***ATC Schools Redesignated.*** From its founding in 1959 until 1972, the Air Force commissioning program at Lackland Training Annex (Medina) was known as the Officer Training School (OTS). On 1 August 1972, ATC changed the name to the School of Military Sciences, Officer. This coincided with a similar name change for the Basic Military Training School at Lackland to the School of Military Sciences, Airman and the renaming of the schools at the technical training centers to School of Applied Aerospace Sciences. The idea behind these changes was to raise the prestige of the schools in the eyes of the civilian academic community. At that time, the Community College of the Air Force was seeking



accreditation for a wide variety of courses. However, the name changes proved more confusing than helpful, and Air Training Command returned to the original designations on 8 April 1974.

***Academy Pilot Indoctrination.*** The ATC unit that conducted the pilot indoctrination program for Air Force Academy cadets underwent several changes in 1974. Effective 1 January, ATC redesignated the 3253d Pilot Training Squadron as the 3253d Flying Training Squadron. Two months later, on 21 March, the 3253d shifted its operations from Peterson Field in Colorado Springs to the US Air Force Academy. Then on 31 July ATC inactivated the 3253d Flying Training Squadron and activated the 557th Flying Training Squadron at the USAF Academy and assigned it to HQ ATC.

***NCO Leadership Schools.*** To provide better professional military education opportunities for its noncommissioned officers, Air Training Command developed a two-phased plan to establish NCO leadership schools at most of the command's bases. Under Phase I, the command set up schools at eight bases in 1974: Keesler, Williams, and Chanute on 15 July; Sheppard on 4 September; Laughlin on 30 September; and Craig, Lowry, and Mather on 25 November. In 1975 schools opened at Lackland, Moody, Columbus, Randolph, and Reese. Vance AFB, where contractors provided mission support services, did not have its own leadership school; instead, NCOs at this Oklahoma base attended the school at Sheppard.

***USAF Occupational Measurement Center.*** Headquarters ATC inactivated the 3700th Occupational Measurement Squadron at Lackland AFB on 1 July and, in its place, activated the USAF Occupational Measurement Center. The new designation acknowledged the Air Force-wide application of the unit's work, preparing job-skills testing materials.

***USAF Skill Center Inactivated.*** Air Training Command inactivated another unique organization, the 3301st School Squadron (USAF Skill Center) on 31 May 1974. The skill center had been at Forbes AFB, Kansas, since 1971 as part of a nationwide effort to help service members, especially veterans of the war in Southeast Asia, make the transition back to civilian life. The transition program focused on enlisted ranks up to technical sergeant and consisted of job counseling and vocational training. No sooner had the skill center relocated to Kirtland AFB, New Mexico, in 1973, when Congress decided the transition program had outlived its usefulness and cut its funding as of May 1974.

## FLYING TRAINING

***Assignments for UPT Graduates.*** The methodology for determining which UPT graduates received which aircraft assignments changed dramatically in 1974. Prior to 1974, ATC had the responsibility for matching pilots and aircraft. The command met that responsibility through a merit assignment system that allowed the students to select their assignments based on their performance in UPT, i.e., their rank order in their class. Responding to SAC complaints that it was receiving the less capable graduates, Air Training Command had modified the assignment system slightly in 1972, but the results were still not satisfactory. So, on 14 January 1974, the Air Force Military Personnel Center (AFMPC) took over the assignment process and modified it further. The new system allowed only the top 10 percent of each class to choose their assignments. After that, AFMPC filled ATC instructor pilot openings and then made assignments based on student

preferences and the needs of the Air Force (matching demonstrated talent with Air Force requirements).

***T-37s Approved for Undergraduate Navigator Training.*** In March 1974 General McBride approved a proposal to include a limited number of T-37 flights in the undergraduate navigator training (UNT) curriculum. The idea sprang from a visit that ATC's DCS/Operations, Maj Gen James M. Breedlove, made to the Royal Air Force's (RAF) navigator training facilities in the United Kingdom in 1973. There General Breedlove was impressed with an RAF program that used small jet aircraft to introduce navigator students to the environment of fighter-type aircraft. Upon his return, he directed his staff to investigate the possibility of incorporating similar training in UNT. With an increasing number of navigators assigned as weapon system officers in aircraft such as the F-4 and F-111, the idea had considerable appeal. A brief test of the concept at Williams AFB in the summer and fall of 1973 indicated that such training would be worthwhile. Air Training Command, therefore, made plans to introduce five T-37 tactical orientation sorties in UNT to provide instruction in such areas as map reading; communications and inflight procedures; dead reckoning; and departures, approaches, and instrument flying procedures. Included in the proposed package were six hours of instruction in the T40 instrument flight simulator. Headquarters USAF approved ATC's proposal, and the command began T-37 training on 2 January 1975.

***T-43 Aircraft Acquired for Undergraduate Navigator Training.*** In 1973 Air Training Command began replacing its aging T-29s, for years the backbone of UNT, with T-43As. The T-43s were Boeing 737s specially modified for the navigator training mission. By July 1974 the command had on hand its full complement of 19 T-43s and had phased out most of the T-29 fleet. The last T-29 UNT class graduated in March 1975.

***Acquisition of Simulators Expected to Lower Pilot Training Costs.*** As early as 1964, the Air Force had begun examining its undergraduate pilot training to determine what changes would be needed to take the program through the next two decades. Over the next several years, both USAF organizations and contractors conducted a series of studies concerning the future of UPT. From those reviews came the recommendation to control pilot training costs by using simulators. The Air Force awarded contracts on 5 September 1974 for the construction of four instrument flight simulator (IFS) complexes at Reese AFB. Two complexes, each housing four cockpits, were for the T-37 IFS and the other two, also housing four cockpits each, were for the T-38 IFS. All

told, Air Training Command intended to construct similar complexes at each of its other six UPT bases and two complexes at Randolph AFB for pilot instructor training. Eventually, the command planned to substitute simulator time for all instrument flying time except instrument validation flights at an anticipated annual savings of \$23 million.

**A student is learning how a T-38 hydraulic system worked. Training was at Chanute AFB, Illinois.**



# 1975

Two changes in widely disparate fields marked the end of the old way of doing things and ushered in the new. In the first instance, Air Training Command eliminated all WAF squadron sections within the command as of 31 December 1975. This action assigned enlisted women to their duty organization and created a single management structure for both men and women, a milestone. In the second case, the command retired the last of its T-29s, an aircraft it had used for 25 years in undergraduate navigator training; ATC replaced the T-39 with a new twin-engine jet trainer, the Boeing T-43. Meanwhile, the command continued its post-Vietnam drawdown when it transferred Moody AFB, Georgia, to Tactical Air Command.

## ASSIGNED RESOURCES

(As of 31 December 1975)

**PRIMARY INSTALLATIONS:** 14

Alabama – Craig; Arizona – Williams, California – Mather; Colorado - Lowry; Illinois – Chanute; Mississippi – Columbus, Keesler; Oklahoma – Vance; Texas – Lackland, Laughlin, Randolph, Reese, Sheppard, Webb

**PERSONNEL ASSIGNED:** 57,986 (7,508 officers, 33,562 enlisted, 16,916 civilians)

**AIRCRAFT ASSIGNED:** 1,694 (T-37B, T-38A, T-39A, T-41A/C, T-43A, TH-1F)

### MAJOR SUBORDINATE UNITS:

6 numbered air force equivalent units:

USAF Recruiting Service, Randolph AFB TX  
Air Force Military Training Center, Lackland AFB TX  
Chanute Technical Training Center, Chanute AFB IL  
Keesler Technical Training Center, Keesler AFB MS  
Lowry Technical Training Center, Lowry AFB CO  
Sheppard Technical Training Center, Sheppard AFB TX

1 wing equivalent:

Officer Training School, Lackland AFB TX

1 combat crew training wing:

3636th (Survival), Fairchild AFB WA

10 flying training wings:

12th, Randolph AFB TX  
14th, Columbus AFB MS  
29th, Craig AFB AL  
47th, Laughlin AFB TX  
64th, Reese AFB TX

71st, Vance AFB OK  
78th, Webb AFB TX  
80th, Sheppard AFB TX  
82d, Williams AFB AZ  
323d, Mather AFB CA

1 independent group equivalent unit: Community College of the Air Force, Randolph AFB TX

7 independent squadrons:

557th Flying Training, US Air Force Academy, Colorado Springs CO  
3300th Support, Randolph AFB TX  
3302d Computer Services, Randolph AFB TX  
3303d Procurement, Randolph AFB TX  
3305th School (ISD), Randolph AFB TX  
3306th Test and Evaluation, Edwards AFB CA  
3314th Management Engineering, Randolph AFB TX

## COMMAND LEADERSHIP

Lieutenant General (later Gen) John W. Roberts, HQ USAF DCS/Personnel, replaced Lt Gen William V. McBride as ATC commander on 29 August 1975. Then on 1 September, Maj Gen Larry M. Killpack, the Twelfth Air Force vice commander, succeeded the retiring Maj Gen Robert W. Maloy as vice commander.

## ORGANIZATION

***ATC Staff Organization Changes.*** On 1 March 1975, the Deputy Chief of Staff, Civil Engineering became the DCS/Engineering and Services, reflecting the designation for the engineering function on the Air Staff. Additionally, Air Training Command moved the Security Police directorate from the office of the Inspector General to a separate special staff activity on 15 March 1975.

***Tri-Deputy Wing Organization Implemented.*** To increase emphasis on weapons systems maintenance, to place tighter control over management resources, and to increase emphasis on people programs, the Air Force directed service-wide implementation of a tri-deputy organization at operational wings on 1 July 1975, including Air Training Command's flying training wings. The new organization called for deputy commanders for operations, maintenance, and resource management. However, this organizational structure did not apply to the technical training wings or the 71st and 80th Flying Training Wings at Vance and Sheppard. Contractors provided all support functions for the 71st, while the 80th and each of the technical training wings received support from the technical training centers assigned to those installations.

***Realignment and Activation of Independent Squadrons.*** On 15 May 1975, Air Training Command established the 3306th Test and Evaluation Squadron at Edwards AFB, California. Then



on 1 July 1975, Air Training Command realigned the 3305th School Squadron (ISD) from the 12th Flying Training Wing, Randolph AFB, Texas, to Headquarters ATC, with DCS/Operations designated as the office of primary responsibility. Air Training Command relocated the 3304th School Squadron (NCO Academy) from Lackland AFB to the Lackland Training Annex and reassigned it from Headquarters ATC to the Officer Training School effective 28 September 1975.

***Air Force Consolidates Airlift Support.*** Two major developments in 1975 affected the command's aircraft fleet. The Air Force phased out all reciprocating engine administrative support aircraft and consolidated all T-39 jet aircraft based in the United States under one command, Military Airlift Command. On 10 June 1975, Air Training Command transferred its T-39 administrative support aircraft to Military Airlift Command. Air Training Command had two additional T-39A aircraft that were not involved in this action, since they were carried as research and development aircraft. The Directorate of Transportation in DCS/Logistics assumed responsibility for HQ ATC staff travel and for processing airlift requests from subordinate units, previously satisfied by possessed mission support aircraft.

## INSTALLATIONS

***Moody AFB, Georgia, Assigned to Tactical Air Command.*** On 30 June 1975, the Secretary of the Air Force announced that Moody AFB, Georgia, would transfer from ATC to Tactical Air Command on 1 December 1975. The announcement indicated that ATC would inactivate its 38th Flying Training Wing, which conducted undergraduate pilot training at Moody, and the base would become host to a wing of F-4E tactical fighter aircraft. This change in Moody's mission would mark the first time in almost 25 years that this Georgia base was not engaged in pilot or aircrew training. Training officials conducted the last UPT student flight at Moody on 4 November 1975, and the last undergraduate pilot training class (76-04) graduated on 21 November 1975. The transfer was completed as scheduled on 1 December; and on the same day, Air Training Command inactivated the 38th Flying Training Wing.

**During the time Moody AFB belonged to Air Training Command, the 38th Flying Training Wing conducted rescue training for its firefighters.**



## FLYING TRAINING

***T-29 Training Ends at Mather.*** Students flew the last T-29 navigator training sortie at Mather AFB on 5 March 1975, ending 25 years of service as a trainer aircraft. Just over a week later, ATC sent the last T-29 at Mather to the Military Aircraft Storage and Disposal Center at Davis-Monthan AFB, Arizona. Navigator training at Mather received the last of its 19 T-43

trainers on 24 July to replace the T-29s. Additionally, on 2 January 1975, a T-37 navigator training program began with Class 76-03.

***Consolidated Navigator Training.*** On 23 May 1975, the Air Force Chief of Staff and the Chief of Naval Operations jointly approved consolidated navigator training following an interservice training review of undergraduate flight training. The Air Force formally approved the program at Mather AFB on 28 November 1975, which included the four navigation training programs then conducted by the Navy, Naval Flight Officers, Navy Pilots, Coast Guard Pilots, and Marine Corps Enlisted Navigators. The first Navy graduates completed this training on 16 December 1976.

***Project Constant Growth.*** Because of recent budget and fuel considerations, the Air Force reduced its flying hour program which, in turn, brought about a significant lowering of the average level of pilot flight experience. To offset this trend, the Air Force began a test program on 1 October 1975 to use ATC T-37 and T-38 aircraft, instructor pilots, and maintenance support to augment the flying time of pilots in certain units equipped with aircraft having high operating and support costs. Called Constant Growth, 192 pilots from MAC, SAC, and TAC participated in the test. On 1 July 1976, HQ USAF replaced the Constant Growth title with a new term, Accelerated Copilot Enrichment (ACE) Program. Under ACE, ATC established detachments at 16 SAC units to provide copilots with T-37 and T-38 flying time.

***Project Peace Hawk.*** On 2 October 1975, 100 Royal Saudi Air Force enlisted men, possessing no more than a ninth grade education and no formal English language instruction, arrived at Lackland to begin basic military training. This marked the first time that ATC had provided basic military training for other than USAF personnel and began one of the more unique foreign military training programs undertaken in the command. Known as the Royal Saudi Air Force maintenance training assistance program, or Project Peace Hawk (later Peace Start), it provided English language, basic mathematics and science, basic military training, and technical training to 1,200 enlisted students in support of the Saudi purchase of 60 F-5 aircraft. The duration of the planned training at Lackland was 116 weeks, since the first three phases of the training, basic English language, mathematics, and science would be conducted there. The first 100 students entered training in October 1975. By the time the Saudis ended the program in 1978, a total of 1,063 students had entered training. The last ones graduated in 1980. This program also included training for 120 pilots.

**Royal Saudi Air Force students march to class at Lackland AFB, all part of Project Peace Hawk.**



**Red Flag Exercises.** In mid-1975 Tactical Air Command developed a concept for simulated combat exercises nicknamed Red Flag that provided realistic combat training for its tactical forces. Scenarios for the exercises included the full spectrum of tactical air warfare, using strike force, air escort, wild weasel, and reconnaissance elements; also TAC proposed having helicopter support for search and rescue of "downed" crewmen with realistic escape and evasion situations. Tactical Air Command asked ATC for assistance in preparing search and rescue and escape and evasion exercises. Survival training officials developed six such scenarios, and from 29 November to 20 December 1975, survival instructors from the 3636th Combat Crew Training Wing participated in Exercise Red Flag I.

## TECHNICAL TRAINING

**Survival Schools Close.** The reduction in required production from both the Jungle Survival School at Clark Air Base in the Philippines, and the Tropical Survival School at Albrook Air Force Base, Canal Zone, combined with the fact that portions of that training were included in other survival courses, led ATC to recommend closing both schools. On 7 February 1975, HQ USAF approved this request. Jungle survival training ended at Clark on 27 March 1975, and Air Training Command inactivated the 3614th Combat Crew Training Squadron on 14 April. Tropic survival training ended on 25 April, and ATC closed Detachment 2, 3636th Combat Crew Training Wing on 9 May.



**A student learning to become a survival instructor fords the rapids of the Nehalem River in Oregon. This was part of the tropics phase of training.**

## -----TRAINING THE VIETNAMESE-----

For many years foreign students sent to the United States for pilot training went through the standard Air Force undergraduate pilot training course. When the Air Force introduced the T-33 jet as its basic single-engine trainer, it created a curious anomaly, jet qualified pilots from countries that had no jet aircraft. To rectify that situation, Air Training Command developed a course centered on the propeller-driven T-28 aircraft and offered it to other countries under the military assistance program (MAP). Vietnam opted for the new MAP program.

In 1959, the first year ATC produced new MAP T-28 graduates, only 7 of 49 pilots were Vietnamese. The proportion of Vietnamese Air Force (VNAF) students soon increased dramatically. From 1962 to 1964, some MAP T-28 classes consisted solely of Vietnamese students. They also made up a majority of the graduates, approximately 900 out of 1,450, between 1958 and 1973. The remaining graduates came from 22 other countries. One measure of the predominant position of the Vietnamese in the program was that all the other countries, together, averaged less than two graduates annually, while VNAF graduates occasionally totaled more than 100 in a single year.

Before US involvement in Vietnam officially ended in 1973, training the Vietnamese was one of ATC's top priorities, and, in fact, continued until April 1975, when South Vietnam surrendered to the communists. By that time, ATC had shut off the pipeline. HQ USAF directed ATC, on 30 August 1974, to send Vietnamese students home as they finished a phase of training.

In addition to the conventional T-28 program, Keesler AFB also provided T-28 transition, T-28 pilot instructor, C-47 transition, and C-47 instrument courses. In July 1971, ATC established a special T-37 UPT course at Sheppard for foreign students. Instead of the normal 90 hours in the T-37 followed by 120 hours in the T-38, as in the standard UPT course, Sheppard students received 170 hours in the T-37. This was especially useful for pilots preparing to fly the A-37, an attack version of the T-37, developed in response to counterinsurgency requirements in Vietnam.

The T-37 course became so popular that ATC had to find another base to relieve overcrowding at Sheppard; ATC chose Webb AFB and began the T-37 course there in August 1973. The last Vietnamese students graduated from this course in April 1975. Other Vietnamese students attended a special graduate pilot T-38 course at Webb and Laughlin. Identical to the T-38 phase of UPT, this course was appropriate for countries that had the F-5, a single-seat combat version of the T-38. The last six Vietnamese students graduated from this course at Webb in March 1975.

Besides training it conducted in the United States, ATC deployed several field training detachments (FTD) to Vietnam: FTD 917H trained helicopter pilots and mechanics at Tan Son Nhut Air Base in Saigon in 1963-1964; FTD 921R trained Cessna U-17A pilots and maintenance personnel at Nha Trang Air Base from September 1963 until August 1964; and in 1968 FTD 615S helped maintenance personnel in VNAF 33 Wing at Tan Son Nhut transition from C-47 to C-119 aircraft. Air Training Command also provided flying and technical training to Vietnam under the VNAF improvement and modernization program, popularly known as "Vietnamization." The ultimate goal of all Air Force foreign training programs was to teach self-sufficiency, but in the case of South Vietnam, the need for self-sufficiency was made more evident by its absence, particularly in the face of the hostile forces that eventually overran the country.

# 1976

One of the major issues facing the ATC commander and his staff during 1976 was the prospect of closing two undergraduate pilot training (UPT) bases. Pilot production had steadily declined since fiscal year 1972. During that time, Air Training Command had ended undergraduate pilot training at three bases, Randolph, Laredo, and Moody. Seven UPT bases remained, Columbus, Craig, Vance, Williams, Laughlin, Reese, and Webb. Rather than reduce training production at all seven locations, ATC officials believed closing two bases was the more economical choice. It appeared HQ USAF saw a need for greater cuts when, on 11 March 1976, the Secretary of the Air Force proposed closing several military installations, including Craig and Webb. However, Congress had not made a firm decision by the end of the calendar year.

## ASSIGNED RESOURCES

(As of 31 December 1976)

**PRIMARY INSTALLATIONS:** 14

Alabama – Craig; Arizona – Williams, California – Mather; Colorado - Lowry; Illinois – Chanute; Mississippi – Columbus, Keesler; Oklahoma – Vance; Texas – Lackland, Laughlin, Randolph, Reese, Sheppard, Webb

**PERSONNEL ASSIGNED:** 53,800 (6,975 officers, 31,698 enlisted, 15,127 civilians)

**AIRCRAFT ASSIGNED:** 1,638 (T-37B, T-38A, T-39A, T-41A/C, T-43A, TH-1F)

## MAJOR SUBORDINATE UNITS:

6 numbered air force equivalent units:

- USAF Recruiting Service, Randolph AFB TX
- Air Force Military Training Center, Lackland AFB TX
- Chanute Technical Training Center, Chanute AFB IL
- Keesler Technical Training Center, Keesler AFB MS
- Lowry Technical Training Center, Lowry AFB CO
- Sheppard Technical Training Center, Sheppard AFB TX

1 wing equivalent: Officer Training School, Lackland AFB TX

1 combat crew training wing: 3636th (Survival), Fairchild AFB WA

10 flying training wings:

12th, Randolph AFB TX  
14th, Columbus AFB MS  
29th, Craig AFB AL  
47th, Laughlin AFB TX  
64th, Reese AFB TX

71st, Vance AFB OK  
78th, Webb AFB TX  
80th, Sheppard AFB TX  
82d, Williams AFB AZ  
323d, Mather AFB CA

2 independent group or group-equivalent units:

Community College of the Air Force, Randolph AFB TX  
Foreign Military Affairs Training Group, Randolph AFB TX

7 independent squadrons:

557th Flying Training, US Air Force Academy, Colorado Springs CO  
3300th Support, Randolph AFB TX  
3302d Computer Services, Randolph AFB TX  
3303d Procurement, Randolph AFB TX  
3304th School (ATC NCO Academy),  
3305th School (ISD), Randolph AFB TX  
3306th Test and Evaluation, Edwards AFB CA  
3307th School (ATC Technology Applications Center), Lackland AFB TX  
3314th Management Engineering, Randolph AFB TX

## COMMAND LEADERSHIP

Lieutenant General Roberts continued as the ATC commander, with Major General Killpack as vice commander.

## ORGANIZATION

***DCS/Technical Training Reorganized.*** At HQ ATC, the Deputy Chief of Staff, Technical Training underwent a reorganization on 1 February 1976, dividing the function into two new positions: Assistant Chief of Staff for Technical Training Operations and Assistant Chief of Staff for Technical Training Support. Shortly after this realignment, the focal point for the Interservice Training Review Organization (ITRO) moved from the command section to Technical Training Support.

***Foreign Military Affairs Training Group Activated.*** To manage all of the command's foreign training affairs, effective 1 June 1976, Air Training Command activated the Foreign Military Training Affairs Group at Randolph AFB. The new organization reported to HQ ATC.

***3304th School Squadron.*** On 15 March 1976, Air Training Command reassigned the 3304th School Squadron (ATC NCO Academy) from the Officer Training School to HQ ATC.

***3307th School Squadron.*** Air Training Command activated the 3307th School Squadron (ATC Technology Applications Center) on 15 August 1976. This action allowed ATC to centralize



all of its training research application functions, with the exception of one space left at each of the technical training centers to perform residual functions. Lackland AFB was the squadron's home station.

## TRAINING

***English Language Instruction.*** In 1976 executive control of the Defense Language Institute, English Language Center (DLIELC) at Lackland passed from the Army to the Air Force. On 1 October ATC assumed responsibility for DLIELC and further delegated that duty to the Air Force Military Training Center at Lackland AFB.

## FLYING TRAINING

***T45 Simulator Added to Navigator Training Program.*** On 16 March 1976, ATC acquired the T45 navigation training simulator at Mather AFB. The 323d Flying Training Wing used the simulator in conjunction with T-43 training. The T45 replaced the T29 simulator. Class 76-15 was the first to receive improved training using the T45 simulator. Those undergraduate navigator students graduated on 1 July 1976.



**In November 1975 the Air Force Chief of Staff announced a test program for training female pilots. The first of two groups of 10 women pilot candidates began flight screening at Hondo Municipal Airport on 26 August 1976, prior to entering UPT at Williams on 29 September. Members of the first class (shown above) received their wings on 2 September 1977.**

## TECHNICAL TRAINING

*Hasty Chief and Hasty Spark.* The first class of Hasty Chief (later called Able Chief) aircraft maintenance specialists began training at Sheppard AFB on 3 May 1976. The idea was to reduce the amount of time students spent in resident training and provide the remaining training at the gaining site through the use of field training detachments. The command implemented a similar program in communications and electronics courses in September 1976 at Keesler. It was called Hasty Spark (later renamed Bright Spark).

## MISCELLANEOUS

*Community College of the Air Force.* President Gerald R. Ford approved legislation on 14 July authorizing the Community College of the Air Force to grant associate degrees for college-level academic study. Effective 12 January 1977, the US Commissioner of Education authorized the ATC commander to grant the Associate of Applied Science degree to graduates of the Community College of the Air Force. This was the first time that a military agency had the authority to grant degrees to members of the enlisted force.

### -----THE WOMEN AIRFORCE SERVICE PILOTS (WASP)-----

The Women Airforce Service Pilots of World War II were pioneers, the first licensed women pilots in the United States to fly military aircraft for a military service. The WASP was formed in August 1943 from two earlier, relatively independent programs for women pilots: Women's Auxiliary Ferrying Squadron (WAFS) and Women's Flying Training Detachment (WFTD).

Before the United States entered World War II, two women had championed the use of women pilots by the military. Nancy Harkness Love, a well-known aviator of the 1930s, advocated a policy of using exceptionally well-qualified professional female pilots for ferrying aircraft, while

Jackie Cochran, a world renowned aviator, had a more ambitious project in mind, procuring and training a relatively large corps of women pilots for a variety of jobs besides ferrying.



Love proposed that 21- to 35-year-old women possessing a high school diploma, US citizenship, a commercial pilot's license, 500 hours of flying time, and a 200-horsepower rating be hired as military ferry pilots. They would ferry primary trainers and liaison aircraft for a \$250 monthly salary plus a \$6 per diem for any time spent away from their assigned base.

**These WASPs ferried planes and flew navigation training missions from Ellington Field, Texas.**



**Instructors and graduating WASPs pitch coins into the solo dunking tank, establishing a new tradition of wishing for assignments at Avenger Field.**

Major General Henry H. "Hap" Arnold, Chief of the Air Corps, initially rejected Love's proposal but, in September 1942, facing a growing need for male combat pilots, he approved formation of the WAFS. The squadron was organized at New Castle Army Air Base, Wilmington, Delaware, as a separate organization under Love. It consisted of 25 pilots, known as the "Originals," who averaged 1,100 hours and were among the most experienced young pilots, male or female, in the country.

Meanwhile, as early as 1939, Jackie Cochran had suggested recruiting and training women to fly military aircraft. On 7 October 1942, shortly after the WAFS was formed, General Arnold inaugurated a flight training program to produce 500 women ferry pilots. He appointed Cochran as the director of flying training, and by October 1942, 40 women had been accepted and sent for training at Howard Hughes Airport in Houston, Texas. The unit was called the WFTD, or among the women it was known as the "Woofteddies."

When facilities at Houston proved too limited, a new school was opened in February 1943 at Avenger Field, Sweetwater, Texas, and training at Houston soon phased out. On 5 August 1943, the WAFS and the women of Cochran's WFTD school were united as the WASP. Cochran was named Director of Women Pilots, and Love continued in the WASP as executive of the Ferrying Division of the Air Transport Command.

Classes entered the WASP program at monthly intervals. A total of 18 classes completed training: 8 in 1943 and 10 in 1944. Of the 25,000 women who applied for flight training, 1,830 were accepted, and of those, 1,074 received their wings. Entrance requirements remained essentially the same as those for the WAFS, except the age requirement was dropped from 21 to 18, and the flight experience was set at only 200 hours. That requirement was later dropped to 35 hours, and the 200-horsepower rating requirement was eventually eliminated.

Training for women pilots paralleled but did not duplicate that given the men. Because the women were expected to go into ferrying, emphasis was placed on cross-country flying. Gunnery and formation flight training were omitted. The first course was four-months long. Although the hours were flexible and varied according to previous training, 115 flying hours were generally

called for in addition to 180 hours of ground instruction. As the experience level of the trainees declined, the course was expanded and revised. By the close of 1943, the length had been extended to 27 weeks and the flying hours to 210. Few curricular changes were made in 1944; the main one increased training from 27 to 30 weeks.

During the early stages of the program, an 80 percent graduation rate had been anticipated for the women trainees. The actual rate averaged out at 74 percent for the 1943 graduates and 53 percent for the 1944 classes, the latter considerably better than the attrition rate for male trainees in the Central Flying Training Command in 1944. The increase in washout rates probably reflected the lower flight experience among the later classes.

The WASPs flew all types of military aircraft, including AT-6, AT-10, AT-11, and BT-13 trainers; C-47, C-54, and C-60 transports; A-25 and A-26 attack aircraft; B-24, B-25, TB-26, and B-29 bombers; P-38, P-40, P-47, and P-51 fighters. In addition to ferrying, the WASPs performed many other tasks such as glider and target towing, radar calibration flights, aircraft testing, and other noncombat duties to release male pilots for overseas action. The WASPs flew approximately 60 million miles and suffered 38 fatalities, or 1 to about 16,000 hours of flying.

The WASPs were employed under the Civil Service program. It was always assumed they would become part of the Army when a proper place within the military organization could be found for them. In fact, bills were introduced in Congress to give them military rank, but even with General Arnold's support, all efforts failed to absorb the WASPs into the military. On 20 December 1944, the Army Air Forces, citing the changing combat situation, disbanded the WASP program. The WASPs returned to civilian life with no veterans' benefits. In 1977 Congress finally granted benefits to the 850 remaining WASPs.



**Eight WASPs stand on the ramp at Waco Field, Texas, for a final group picture before the disbandment of their organization on 20 December 1944.**

# 1977

**In February 1976 Gen David C. Jones, the Air Force Chief of Staff, insisted on reducing training costs, stating, "We need to establish a goal on reduction of people tied up in training - instructors, students, and support." Since more than half the visible costs of technical training was generated by basic resident training courses, General Jones' directive encouraged Air Training Command to examine the training philosophy behind these courses. In the search for new, innovative, less costly approaches to training, ATC, along with the Air Staff, explored ways to reduce the training investment in first termers. The command made major cutbacks in crew chief and electronic principles training and reviewed all courses looking for more effective ways to align training more closely with specific requirements of using commands. In further efforts to reduce training costs, the command placed increased reliance on its newly acquired instrument flight simulators, dropped undergraduate pilot training (UPT) flying hours from 210 to 170, and closed two UPT bases, Craig in Alabama and Webb in Texas.**

## **ASSIGNED RESOURCES**

(As of 31 December 1977)

**PRIMARY INSTALLATIONS:** 12

Arizona – Williams, California – Mather; Colorado - Lowry; Illinois – Chanute; Mississippi – Columbus, Keesler; Oklahoma – Vance; Texas – Lackland, Laughlin, Randolph, Reese, Sheppard

**PERSONNEL ASSIGNED:** 50,757 (6,500 officers, 30,457 enlisted, 13,800 civilians)

**AIRCRAFT ASSIGNED:** 1,553 (T-37B, T-38A, T-39A, T-41A/C, T-43A, TH-1F)

## **MAJOR SUBORDINATE UNITS:**

6 numbered air force equivalent units:

- USAF Recruiting Service, Randolph AFB TX
- Air Force Military Training Center, Lackland AFB TX
- Chanute Technical Training Center, Chanute AFB IL
- Keesler Technical Training Center, Keesler AFB MS
- Lowry Technical Training Center, Lowry AFB CO
- Sheppard Technical Training Center, Sheppard AFB TX

1 wing equivalent:

- Officer Training School, Lackland AFB TX

1 combat crew training wing: 3636th (Survival), Fairchild AFB WA

8 flying training wings:

12th, Randolph AFB TX

14th, Columbus AFB MS

47th, Laughlin AFB TX

64th, Reese AFB TX

71st, Vance AFB OK

80th, Sheppard AFB TX

82d, Williams AFB AZ

323d, Mather AFB CA

4 independent group or group-equivalent units:

Community College of the Air Force, Lackland AFB TX

Foreign Military Affairs Training Group, Randolph AFB TX

San Antonio Procurement Center, Kelly AFB TX

San Antonio Real Property Maintenance Agency, San Antonio Air Force Station TX

9 independent squadrons:

557th Flying Training, US Air Force Academy, Colorado Springs CO

3300th Support, Randolph AFB TX

3302d Computer Services, Randolph AFB TX

3303d Procurement, Randolph AFB TX

3304th School (ATC NCO Academy), Lackland AFB TX

3305th School (ISD), Randolph AFB TX

3306th Test and Evaluation, Edwards AFB CA

3307th School (ATC Technology Applications Center), Lackland AFB TX

3314th Management Engineering, Randolph AFB TX

## COMMAND LEADERSHIP

On 30 March 1977, President Jimmy Carter elevated the position of Commander, Air Training Command to the grade of general. Lieutenant General John W. Roberts received his fourth star and became Air Training Command's first four-star commander. The reason for this change stemmed from the ever-increasing importance of the command's multiple mission responsibilities. In mid-August Major General Killpack was reassigned to Headquarters USAF as Assistant DCS/Personnel, and on 15 August Maj Gen Evan W. Rosencrans assumed the duties of ATC vice commander.

## ORGANIZATION

*Cadou Study Results.* In June 1976 Lieutenant General Roberts directed the formation of a study group to review the entire technical training system. The group found considerable organizational variance between centers. The one constant was that support functions were broken up among several staff agencies at both group and wing level. Completed in July 1977, Cadou study results lead General Roberts to decide that all the centers would adopt the same standard organization. However, the new realignment did not become effective until 1 January 1978. Under the new organization, Air Training Command reduced overhead at the technical training centers



by 375 authorizations. Also, as a result of the Cadou study, ATC combined its two technical training assistant chief positions back into a single Deputy Chief of Staff, Technical Training.

***Assistant for Readiness Added to HQ ATC.*** As another sign of the increased emphasis given to readiness throughout the Air Force, the ATC commander announced, on 31 May, establishment of an assistant for readiness as a special office reporting directly to him.

***Training Program Evaluation Division Established in HQ ATC.*** During his time as the ATC commander, General Roberts spent a great deal of time looking at ways to reduce training costs by improving the efficiency of training pipeline flow. This led to his desire to “effect a long-needed cure to the pipeline flow problem.” The division reported directly to General Roberts.

***USAF Schools of Applied Aerospace Sciences Replaced by Technical Training Wings.*** Air Training Command inactivated the USAF School of Applied Aerospace Sciences at each of its technical training centers and activated numbered technical training wings in their place on 1 April 1977. These included the 3250th Technical Training Wing at Lackland, the 3300th at Keesler, the 3330th at Chanute, the 3400th at Lowry, and the 3700th at Sheppard. Several months later Air Training Command published a second order that inactivated the wings effective 1 January 1978, based on realignment actions proposed by the Cadou study. (Air Training Command brought these wings back to active status in November 1979.)

***San Antonio Procurement Center.*** Effective 1 January 1977, ATC activated the San Antonio Procurement Center at Kelly AFB. The center was responsible for all base procurement functions at Kelly, Brooks, Lackland, and Randolph. The center was a group-level organization under the operational control of the ATC Deputy Chief of Staff, Logistics.

***Real Property Maintenance Agency Formed.*** On 15 February, at the direction of HQ USAF, the San Antonio Real Property Maintenance Agency (SARPMA) was activated as a group-level named unit and assigned to Air Training Command. It was a consolidation of real property maintenance activities at Randolph, Lackland, Brooks, and Kelly AFBs and the Army's Fort Sam Houston. The new agency was located at San Antonio Air Force Station, adjacent to Fort Sam Houston. However, it did not become operational until 1 October 1978.

## INSTALLATIONS

***Craig and Webb Air Force Bases Closed.*** Craig AFB, Alabama, graduated its final undergraduate pilot training class (77-08) on 12 August. At Webb AFB in Texas, the last two pilot training classes completed course work on 30 August. All of the students were from Iran. Fixed wing qualification training ended on 1 September. Air Training Command inactivated both the 29th Flying Training Wing at Craig and the 78th Flying Training Wing at Webb on 30 September 1977, and the two installations went into caretaker status the following day.

## FLYING TRAINING

***First Group of Women Enter Undergraduate Navigator Training.*** The navigator school at Mather AFB in California, began receiving its first female navigator candidates on 10 March

1977. These women trained as a part of UNT Class 78-01. The five USAF students received their wings on 12 October 1977 along with one female Coast Guard member.

***Fixed-Wing Qualification Training.*** With the announcement by the Department of Defense that Webb AFB, Texas, would close in September, Air Training Command moved its fixed-wing qualification training program to Sheppard AFB, where the first class began on 30 June 1977.

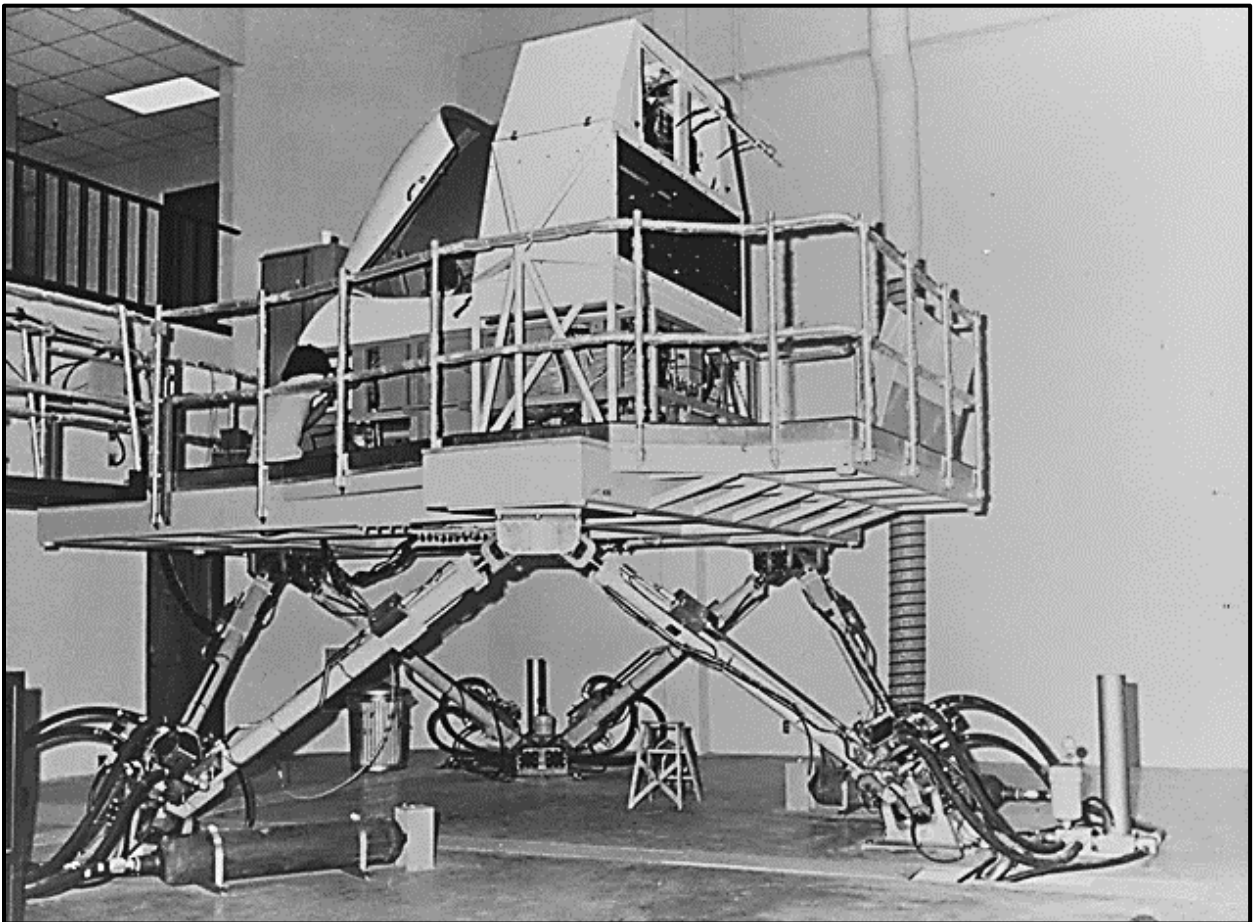
***First Women Awarded Their Wings.*** The 82d Flying Training Wing at Williams AFB, Arizona, graduated 10 female pilots. It was the first time the USAF pilot training program had included female students.

***Instrument Pilot Instructor School.*** Air Training Command inactivated the Instrument Pilot Instructor School on Randolph AFB on 31 December 1977. The final class, 78-04, graduated on 22 December 1977.



**The first female graduates from undergraduate navigator training stand beside a T-43 trainer at Mather AFB, California. The women received their wings on 12 October 1977.**

## TECHNICAL TRAINING



**1977 - In an effort to improve undergraduate pilot training and reduce costs, ATC began using instrument flight simulators to train pilots in instrument flying. This simulator was equipped with a T-37 cockpit at rest on its six-degree-of-freedom motion system.**

*Studied Conducted on Feasibility of Closing a Technical Training Center.* In June 1976 HQ USAF directed Air Training Command to conduct a review of its technical training centers to determine the likelihood of closing one of the centers. The ATC review focused primarily on the centers at Chanute AFB in Illinois and Lowry AFB in Colorado. The study found ATC could close either center without seriously effecting production. A second more extensive review of all the centers followed and was concluded in April 1977. That study looked at closing one center or possibly downloading training. In addition, the study assumed any action would result in a 15 percent reduction in student and permanent party personnel through management actions, not through a reduction in trained personnel requirements. Like the first study, the second showed it was feasible to close Lowry or Chanute or download either school to some degree. However, the second review did not result in the loss of any of the technical training centers. It did cause General Roberts, the ATC commander, to charter a complete review of the entire technical training system, the Cadou study.

## MILITARY TRAINING

***Recruiter Assistance Program.*** In 1977 the time-honored methods of canvassing high schools, advertising for recruits, and talking to groups of young people were insufficient to meet production needs of the Air Force. One answer to the problem was a program initiated by Lieutenant General Roberts in late 1976, the Air Force Recruiter Assistance Program. It encouraged active duty Air Force personnel to refer sharp prospects to recruiters. The program proved to be highly successful, providing recruiters with approximately 34,000 leads in its first year.

***Changes in Basic Military Training.*** A new weight control and physical conditioning program began. Where before a person might complete BMT and ship to a new duty station and be put on the weight control program, as of 3 January 1977, overweight trainees stayed in basic training until they met the standard. Also beginning in December 1976, recruits had to complete 85 percent of the obstacles on the confidence course to graduate. Also, on 1 July 1977, Air Training Command made funds available for a recruit's first haircut. General Roberts was behind the change. In his opinion, new recruits should not be asked to pay to be "scalped"; he called it a "rip-off."

***First Group of Royal Saudi Airmen Complete Basic Military Training.*** Ninety-seven Royal Saudi airmen graduated from basic military training at Lackland AFB on 28 December 1977, all part of Project Peace Start, a program begun in 1975. Following language instruction and basic military training, these airmen entered technical training.

## MISCELLANEOUS

***First Associate's Degrees Awarded by CCAF.*** In ceremonies at Lackland AFB on 25 April 1977, the Community College of the Air Force awarded associate's degrees to enlisted service members.

***Contracting Support Functions to Save Money.*** As another means of reducing costs in the late 1970s, ATC looked at contracting various support functions. By July 1977, nine ATC bases had implemented contracts for audiovisual services, and five others converted vehicle operations, vehicle maintenance, and transportation reports and analysis to contract operations.



**The Community College of the Air Force awarded its first Associate in Applied Science degrees to Fifteenth Air Force, Air National Guard, and Air Force Reserve personnel on 25 April 1977.**

# 1978

**In May 1978 Air Training Command assumed responsibility for Air University (AU), headquartered at Maxwell AFB, Alabama. Not only did this put continuing and advanced education under ATC control, but it also consolidated responsibility for most Air Force recruiting, education, and training programs under a single major command. As a part of this reorganization, ATC gained Maxwell AFB and its satellite, Gunter Air Force Station, in Alabama. Less than two months later, the command acquired another base when the USAF Security Service released Goodfellow AFB, Texas. At the same time, the command assumed responsibility for all of the Air Force's cryptologic training. Late in the year, ATC tailored navigator training to meet operating command needs by providing additional instruction in advanced and tactical navigation.**

## **ASSIGNED RESOURCES**

(As of 31 December 1978)

**PRIMARY INSTALLATIONS:** 14

Alabama – Maxwell; Arizona – Williams, California – Mather; Colorado - Lowry; Illinois – Chanute; Mississippi – Columbus, Keesler; Oklahoma – Vance; Texas – Goodfellow, Lackland, Laughlin, Randolph, Reese, Sheppard

**PERSONNEL ASSIGNED:** 55,624 (8,107 officers, 32,060 enlisted, 15,457 civilians)

**AIRCRAFT ASSIGNED:** 1,521 (T-37B, T-38A, T-41A/C, T-43A, TH-1F)

## **MAJOR SUBORDINATE UNITS**

7 numbered air force equivalent units:

- Air University, Maxwell AFB AL
- USAF Recruiting Service, Randolph AFB TX
- Air Force Military Training Center, Lackland AFB TX
- Chanute Technical Training Center, Chanute AFB IL
- Keesler Technical Training Center, Keesler AFB MS
- Lowry Technical Training Center, Lowry AFB CO
- Sheppard Technical Training Center, Sheppard AFB TX

1 wing equivalent:

- Officer Training School, Lackland AFB TX

1 combat crew training wing:  
3636th (Survival), Fairchild AFB WA

8 flying training wings:  
12th, Randolph AFB TX  
14th, Columbus AFB MS  
47th, Laughlin AFB TX  
64th, Reese AFB TX  
71st, Vance AFB OK  
80th, Sheppard AFB TX  
82d, Williams AFB AZ  
323d, Mather AFB CA

**1978 – Sally K. Ride takes part in ATC’s water survival course. Five years later she was an astronaut aboard the Challenger on a space shuttle mission, the first American woman to go into space.**



1 technical training wing:  
3480th (USAF Cryptological Training Center),  
Goodfellow AFB TX

4 independent group or group-equivalent units:  
Community College of the Air Force, Lackland AFB TX  
Foreign Military Affairs Training Group, Randolph AFB TX  
San Antonio Contracting Center, Kelly AFB TX  
San Antonio Real Property Maintenance Agency, San Antonio Air Force Station TX

10 independent squadrons:  
557th Flying Training, US Air Force Academy, Colorado Springs CO  
3300th Support, Randolph AFB TX  
3302d Computer Services, Randolph AFB TX  
3303d Contracting, Randolph AFB TX  
3304th School (ATC NCO Academy), Lackland AFB TX  
3305th School (ISD), Randolph AFB TX  
3306th Test and Evaluation, Edwards AFB CA  
3314th Management Engineering, Randolph AFB TX  
USAF Occupational Measurement Center, Randolph AFB TX

## COMMAND LEADERSHIP

General Roberts remained the ATC commander, and Major General Rosencrans continued to serve as the vice commander.

## ORGANIZATION

*Air University Assigned to Air Training Command.* By the mid-1970s, more than 20 studies had looked at various realignments of education, training, and personnel management functions. Though virtually all the studies concluded that some type of merger or consolidation was feasible, the Air Force took no action along these lines until 1978. On 20 March 1978, the



Secretary of the Air Force announced that Air University would transfer to ATC on 11 April; however, because of "political sensitivities" the transfer did not take place until 15 May. Organizationally, Air University became another ATC center, but one with a decidedly different mission, given its singular professional military education orientation and its close relationship with the civilian academic community.

**A ceremony was held at Maxwell AFB, Alabama, to mark the HQ USAF assignment of Air University to Air Training Command.**



***Instructor School Merged with Academic Instructor School.*** Air Training Command transferred its Instructor Training School from Randolph AFB to Maxwell on 1 October 1978, merging it with Air University's Academic Instructor School.

***Deputy Chief of Staff, Education.*** As part of the Air University transfer, General Roberts established a DCS/Education as part of his staff.

***Instrument Flight Center Closed.*** Because the Air Force no longer had a requirement for a dedicated instrument school, the Instrument Flight Center (IFC) began phasing down operations at Randolph in 1977, and ATC inactivated the unit on 30 June 1978. Thus, the IFC concluded over 30 years of instrument flying-related activities, including the Instrument Pilot Instructor School.

***Occupational Measurement Center Moved.*** The USAF Occupational Measurement Center (OMC) developed the Air Force's promotion tests and validated that the tests remained job-related through periodic occupational surveys of all specialties. The OMC had moved to the Medina Annex from Lackland's main base in 1976, but during late 1977, General Roberts decided to move it again, this time to Randolph AFB. This move freed 354 billeting spaces at Lackland to accommodate programmed increases in Officer Training School production. On 1 May 1978, ATC reassigned OMC from the Air Force Military Training Center to HQ ATC. The center's new home was the former location of the USAF Instrument Flight Center. This move placed the OMC in close proximity to DCS/Technical Training, the staff agency to which it reported.

***Procurement Center Relocated.*** In January 1978, Air Training Command noted that the San Antonio Procurement Center had encountered major problems due to its location at Kelly AFB, an Air Force Logistics Command installation. Since the San Antonio Real Property Maintenance Agency was its major customer, ATC collocated both organizations at the San Antonio Air Force Station. The move began at the end of 1978 and ended in May 1979. Also on 1 October 1978, Air Training Command redesignated the procurement center as the San Antonio

Contracting Center, and at the same time, the command redesignated its 3303d Procurement Squadron as the 3303d Contracting Squadron.

**3307th School Squadron.** This squadron moved from Lackland to Randolph in January 1979 in preparation for inactivation. Its equipment, personnel, and responsibilities merged into the AETC DCS/Plans organization.

## INSTALLATIONS

**Goodfellow AFB Assigned to Air Training Command.** Goodfellow had served as an ATC pilot training base during World War II and in the post-war era before HQ USAF turned it over to USAF Security Service in 1958 for cryptologic training. In April 1978 the Secretary of the Air Force directed that Goodfellow AFB and its cryptologic training mission transfer to Air Training Command. The change in jurisdiction took place on 1 July 1978. In conjunction with the transfer, Air Training Command activated the 3480th Technical Training Wing (USAF Cryptological Training Center) to provide oversight of the training mission.

**Cryptologic voice-processing was one of the many skills students learned. In the laboratory they had the opportunity to gain hands-on experience.**



**Student analysts at the cryptology school practice surveillance and warning techniques during an exercise.**

**Maxwell Air Force Base and Gunter Air Force Station.** Effective 15 May 1978, Maxwell and Gunter became a part of Air Training Command, but not for the first time. Both fields had provided flying training for this command during World War II.

## FLYING TRAINING

**IFS Operational.** On 17 February 1978, the 64th Flying Training Wing, Reese AFB, Texas, became the first ATC pilot training base with a fully operational instrument flight simulator (IFS) program. It allowed training in both the T-37 and T-38 simulator complexes.

**USAF to Host ENJJPT.** On 17 May 1978, ministers from the North Atlantic Treaty Organization (NATO) accepted an offer from the United States to host the Euro-NATO Joint Jet Pilot Training (ENJJPT) Program for a 10-year period beginning in 1981. Ultimately, the Air Force selected Sheppard AFB for the location of this training.

**Tailored Navigator Training.** For all navigator training classes beginning after 2 October 1978, Air Training Command provided specialized rather than generalized training. The new program taught basic navigator skills to all graduates. Two new courses, advanced navigation (AN) and tactical navigation (TN), provided specialized training tailored to the needs of the major commands. Upon completing undergraduate navigator training, navigators with assignments to tankers, transports, and bombers, took the AN course and those going to Tactical Air Command, mainly as weapon systems officers, took the TN course. Others entered electronic warfare officer training. All of this training took place at Mather AFB in California.

## TECHNICAL TRAINING

**Eight-Hour Training Day Initiated.** Triggered by a congressional inquiry, the General Accounting Office (GAO) investigated all DOD technical training programs. It found that each of the Services had different length training days. In its report, the GAO proposed that all technical training students should spend eight hours a day in class, five days a week. According to the GAO estimate, Air Training Command could save \$70 million by converting from its 6-hour to an 8-hour day. By the end of the year, ATC had converted most of its courses but found that its savings were actually only \$17 million.

## EDUCATION

**CCAF Accreditation.** To ensure acceptance of its credits and degrees by civilian educational institutions, the Community College of the Air Force (CCAF) applied for accreditation with the Southern Association of Colleges and Schools' Commission on Colleges. The association accepted the CCAF as a candidate for accreditation in June 1978.

## MISCELLANEOUS

**Overseas Support for Exercises.** Air Training Command tested its wartime/contingency mission readiness by deploying 250 of its personnel into the Pacific Air Forces (PACAF) region. This 8-22 February 1978 deployment was in support of Exercise Commando Rock. In April 1978 Air Training Command deployed 291 people to Hahn Air Base, West Germany, to support Salty Rooster, an exercise conducted by United States Air Forces in Europe (USAFE).

## COMPUTERS AND TRAINING

Driven by the automated air defense system coming into its own by the late 1950s (SAGE, the Semi-Autonomous Ground Environment System), and spurred faster yet by the launch of Sputnik, the Air Force began to seek ways to use emerging computer systems to enhance its training programs. SAGE had introduced some self-paced instruction for technicians new to automation, and Air Training Command understood quickly that computer-based learning was a useful new way to provide instruction throughout its vast enterprise. Augmenting the contractor developed courses for SAGE, two early centers of excellence for computer instruction emerged, financial and base data management systems at Sheppard and personnel and air traffic control systems at Keesler. Pushing the technology even further, with the help of the Defense Advanced Projects Research Agency (DARPA), technical training experts developed programmed courses students could master using base mainframe systems on nights and weekends. These pioneering courses represented some of the first computer-assisted instructional courses. In concert with the University of Illinois computer-learning laboratory, some courses were delivered via DARPANET, the precursor to the internet.

In the 1970s and 1980s, Air Training Command experimented with three major computer-based instructional systems: the Computer Directed Training System, which taught personnel how to use and program computers; the Programmed Logic for Automated Teaching Operations (PLATO) system at Chanute and Sheppard Technical Training Centers; and the Advanced Instructional System (AIS) at Lowry Technical Training Center. Exploration and breakthroughs continued, notably the Field Training Automated Network (FTAN) based at Sheppard, which used affordable work stations to track student lessons, grades, and courseware around the world. Implemented in 1988, FTAN was immediately overtaken by the personal desktop machines in place throughout the Air Force by the mid-1990s.

Computer-based instruction remained constrained ironically by the Year of Training (YoT) initiatives which pushed students back to classrooms at a time when distance learning had begun its exponential growth. Nonetheless, distance learning in the Air Force took root over time and many novel software platforms to track and instruct students emerged and computer-based instruction became a practical utility, morphing into today's web-based training and instructional applications. Distance learning more fully matured during the COVID-19 pandemic of 2020.

**Notice the size of the equipment students worked with in their computer operations course at Keesler AFB in the 1970s.**



**1979**

For the second time in two years, Air Training Command reorganized its technical training establishment in the field. On 1 November 1979, ATC activated numbered technical training wings at each of the command's five training centers: the 3250th at Lackland, 3300th at Keesler, 3330th at Chanute, the 3400th at Lowry, and the 3700th at Sheppard. These were the same numerical designations the training schools had prior to 1 January 1978 when Air Training Command replaced them with Deputy Commanders for Training. That reorganization resulted in significant personnel savings, but it had its drawbacks. The title Deputy Commander for Training was peculiar to Air Training Command, not well known throughout the Air Force, and the source of some confusion; so Gen Bennie Davis, the ATC commander, opted to return to the numbered wings. Meanwhile, USAF Recruiting Service, for the first time in its history, failed to meet its non-prior service enlistment goals.

**ASSIGNED RESOURCES**

(As of 31 December 1979)

**PRIMARY INSTALLATIONS:** 14

Alabama – Maxwell; Arizona – Williams, California – Mather; Colorado - Lowry; Illinois – Chanute; Mississippi – Columbus, Keesler; Oklahoma – Vance; Texas – Goodfellow, Lackland, Laughlin, Randolph, Reese, Sheppard

**PERSONNEL ASSIGNED:** 55,512 (8,259 officers, 32,155 enlisted, 15,098 civilians)**AIRCRAFT ASSIGNED:** 1,516 (T-37, T-38, T-41, T-43, TH-1F, UV-18)**MAJOR SUBORDINATE UNITS:**

7 numbered air force equivalent units:

Air University, Maxwell AFB AL  
 USAF Recruiting Service, Randolph AFB TX  
 Air Force Military Training Center, Lackland AFB TX  
 Chanute Technical Training Center, Chanute AFB IL  
 Keesler Technical Training Center, Keesler AFB MS  
 Lowry Technical Training Center, Lowry AFB CO  
 Sheppard Technical Training Center, Sheppard AFB TX

1 wing equivalent: Officer Training School, Lackland AFB TX

## 1979

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1 combat crew training wing: 3636th (Survival), Fairchild AFB WA

8 flying training wings:

- 12th, Randolph AFB TX
- 14th, Columbus AFB MS
- 47th, Laughlin AFB TX
- 64th, Reese AFB TX
- 71st, Vance AFB OK
- 80th, Sheppard AFB TX
- 82d, Williams AFB AZ
- 323d, Mather AFB CA

1 technical training wing: 3480th (USAF Cryptological Training Center), Goodfellow AFB TX

4 independent group or group-equivalent units:

- Community College of the Air Force, Maxwell AFB AL
- Foreign Military Affairs Training Group, Randolph AFB TX
- San Antonio Contracting Center, Kelly AFB TX
- San Antonio Real Property Maintenance Agency, San Antonio Air Force Station TX

9 independent squadrons:

- 557th Flying Training, US Air Force Academy, Colorado Springs CO
- 3302d Computer Services, Randolph AFB TX
- 3303d Contracting, Randolph AFB TX
- 3304th School (ATC NCO Academy), Lackland AFB TX
- 3305th School (ISD), Randolph AFB TX
- 3306th Test and Evaluation, Edwards AFB CA
- 3314th Management Engineering, Randolph AFB TX
- 3507th Airman Classification, Lackland AFB TX
- USAF Occupational Measurement Center, Randolph AFB TX

## COMMAND LEADERSHIP

General Bennie L. Davis, the Headquarters USAF DCS/Personnel, replaced Gen John W. Roberts on 1 April 1979 as Commander, Air Training Command. General Roberts retired. On 12 March Maj Gen Charles G. Cleveland became vice commander, replacing Maj Gen Evan W. Rosencrans. Cleveland came from HQ USAF where he had served as Director of Personnel Programs. Major General Rosencrans went on assignment to Korea.

## ORGANIZATION

*Community College of the Air Force Moved to Maxwell AFB.* When the Community College of the Air Force first activated in 1972, ATC located it on Randolph AFB. Then in 1977, due to crowding on Randolph, the college moved to the Lackland Training Annex. That was a short tenancy, because as a part of the 1978 assignment of Air University to ATC, the college



moved to Maxwell AFB, Alabama, but remained assigned to Air Training Command. That change in station took place on 1 June 1979.

**3300th Support Squadron.** Air Training Command inactivated the 3300th Support Squadron at Randolph AFB on 1 January 1979, and transferred the squadron's remaining responsibilities to the Headquarters Squadron Section.

**3307th School Squadron.** Effective 2 January 1979, ATC inactivated its 3307th School Squadron (also known as the ATC Technology Applications Center) at Lackland AFB, Texas. Some squadron personnel transferred to HQ ATC DCS/Plans and Programs to form an Applications Division under the Training Systems Development Directorate.

**3507th Airman Classification Squadron.** Air Training Command reassigned the 3507th Airman Classification Squadron from USAF Recruiting Service to HQ ATC on 1 March 1979.



As the Iranian Revolution continued, Iran canceled all future entries into flying and technical training courses. Students already in training were to complete school. (While the new government did not intend it, this included the Crown Prince of Iran, who finished undergraduate pilot training at Reese AFB on 9 March 1979.) With the Iranian seizure of the US Embassy in Teheran and the holding of American hostages, Air Training Command grounded all Iranian flying training students. Above students and their families depart Columbus AFB, Mississippi.

## FLYING TRAINING

***Coast Guard Navigator Training Ended.*** Giving no reason, the US Coast Guard notified ATC on 26 July that it would stop sending students to Mather AFB's Interservice Undergraduate Navigator Training and instead train its own navigators.

***Rotary Wing Qualification Course.*** On 31 January 1979, ATC assumed responsibility for the Rotary Wing Qualification Course at Fort Rucker, Alabama. The course, formerly under Military Airlift Command, trained fixed-wing pilots to fly helicopters.

***Security Assistance Program Training.*** Since the early 1940s, Air Training Command had provided special pilot training courses for foreign students under a variety of program titles, such as the Mutual Defense Assistance Program, the Military Assistance Program, and the Security Assistance Program. On 11 September 1979, ATC ended the special courses. Students already in training were allowed to complete their courses. All future pilot trainees would take the standard USAF undergraduate pilot training course.

## TECHNICAL TRAINING

***Computer Training Consolidated.*** Since Keesler Technical Training Center already performed most Air Force computer maintenance training, General Davis directed the consolidation of computer programmer and operator training there also. He made this decision on 5 June 1979, and actual consolidation occurred between the fall of 1979 and the fall of 1980.



**At Keesler AFB a computer operations instructor explains how the equipment works.**

## RECRUITING ISSUES

For much of its history, nothing seriously challenged Air Training Command's ability to identify promising talent for Air Force positions of all types. Recruiting efforts nearly always met projected needs due in no small part to the military draft which acted as an inducement for men reaching the age of service actively seeking their own recourse. In the mid-1970s, however, continuing this level of achievement became more challenging with an all-volunteer force. Concurrently, an ill-timed reorganization of the USAF Recruiting Service mandated reductions in recruiting resources, a nearly 50 percent reduction in marketing and outreach, at the same time the Air Force entered unknown territory with an all-volunteer force. Further complicating the new paradigm, more stringent enlistment criteria and screening procedures required even higher numbers of recruits to meet production goals. A perfect storm had gathered around recruiting that was recognized only after it had formed.

By 1977, even with the Recruiter Assistance Program (RAP), the time-honored methods of canvassing high schools, some advertising, and talking to interested groups in public forums did not generate the numbers of recruits needed to meet Air Force goals. The anti-war feelings

elicited post-Vietnam along with an all-volunteer force yielded a low non-prior service enlistment rate and foreshadowed a rough road ahead.



**Young people joined the Air Force for many reasons. Traditionally at the top of the list were the chance to travel and the opportunity to further their education tuition free.**

Yet, all the foreboding issues negatively impacting their mission also had a positive impact. The AFRS began innovating as never before and quickly began to implement new concepts within their control that were not resource intensive but generated interest in new ways in the demographic groups they needed to influence. For example, the Air Force came up with a strategy making "every Airman a recruiter." Called the Air Force Recruiter Assistance Program, it offered active duty personnel, beginning in the fall of 1976, the opportunity to help recruiters identify potential Airmen in their home towns for recruitment. Although the program produced many leads, it also required additional time and recruiter resources to winnow down these lists of possibly interested individuals to actual recruits. Also in 1977 Recruiting Service began the Guaranteed Training Enlistment Program which allowed applicants to select specific jobs at the outset of their careers from 140 Air Force specialties. The ability to choose training that would impact their lives in and out of the Air Force quelled some of the uncertainty that caused some young adults to balk at serving. Though there were still those recruits willing to accept any open career, those who wanted a precise pathway were now more likely to enter the Air Force, and those motivated by education were exactly the young people that the Air Force needed in an world increasingly filled with high technology.



Other initiatives in 1978 and in 1979 allowed new Airmen to select their preferred base of assignment and to be promoted to Airman Second Class upon completing basic training. Those signing up for a six-year tour could benefit from an accelerated promotion schedule to Senior Airman. A delayed enlistment program permitted potential recruits to enlist early for jobs that would be held for them up to one year. Even with these incentive programs, for the first time in its history, Recruiting Service failed to meet its goals for fiscal year 1979.

In 1980 USAF Recruiting Service increased the use of incentives and added two more programs, Stripes for Education, which offered the rank of Airman Second Class to those who had completed at least two semesters of college and a cash bonus program for enlisting in select career fields. By 1981 these incentives combined with two significant military pay raises to produce some notable recruiting successes. However, the problems of attracting new people into certain Air Force technical careers persisted.

The officer side of recruiting also presented challenges, especially in engineering and healthcare. Here again, the use of specialized incentive programs brought positive results. Introduced in 1979, the College Senior Engineer Program and the Undergraduate Engineer Conversion Program were among the most successful. The former allowed senior engineering students to enlist with full pay and allowances while the latter paid engineering graduates to return to school for a second engineering degree. These incentive programs helped AFRS turn a shortage of 1,200 engineers into a surplus within four years. Over the same period, financial incentives also led the all-out effort to recruit physicians, dentists, and nurses, helping with tuition and paying back student loans in return for extended service commitments. The addition of Physician Assistant training and bonuses for highly skilled enlisted professions such as medical equipment repair also yielded positive recruiting results.

In retrospect, the challenges of the 1970s and early 1980s brought forth the modern AFRS through innovation in concert with effectively targeted personnel incentive programs. Better pay and benefits befitting a professional all-volunteer military clearly helped retention, making AFRS's job somewhat easier. The well-trained Airmen recruited and developed after the Vietnam War would win the Cold War and position the Air Force for decades to come as the best in world.



# 1980

**Air Training Command continued its efforts to institute specialized undergraduate pilot training and acquire a next generation trainer. Defense ministers of the NATO alliance agreed to begin Euro-NATO Joint Jet Pilot Training at Sheppard AFB. For the first time since fiscal year 1971, pilot production showed an increase over the previous year's production. Air Training Command elevated the helicopter training detachment at Fort Rucker, Alabama, to squadron status, a reflection of expanded Air Force requirements. In technical training, ATC saw a substantial expansion in its student load.**

## **ASSIGNED RESOURCES** (As of 31 December 1980)

**PRIMARY INSTALLATIONS:** 14

Alabama – Maxwell; Arizona – Williams, California – Mather; Colorado - Lowry; Illinois – Chanute; Mississippi – Columbus, Keesler; Oklahoma – Vance; Texas – Goodfellow, Lackland, Laughlin, Randolph, Reese, Sheppard

**PERSONNEL ASSIGNED:** 55,488 (8,396 officers, 32,336 enlisted, 14,716 civilians)

**AIRCRAFT ASSIGNED:** 1,482 (T-37, T-38, T-41, T-43, UV-18)



**Air Training Command used the UV-18 aircraft for administrative airlift.**

**MAJOR SUBORDINATE UNITS**

7 numbered air force equivalent units:

Air University, Maxwell AFB AL  
USAF Recruiting Service, Randolph AFB TX  
Air Force Military Training Center, Lackland AFB TX  
Chanute Technical Training Center, Chanute AFB IL  
Keesler Technical Training Center, Keesler AFB MS  
Lowry Technical Training Center, Lowry AFB CO  
Sheppard Technical Training Center, Sheppard AFB TX

1 wing equivalent: Officer Training School, Lackland AFB TX

1 combat crew training wing: 3636th (Survival), Fairchild AFB WA

8 flying training wings:

12th, Randolph AFB TX	71st, Vance AFB OK
14th, Columbus AFB MS	80th, Sheppard AFB TX
47th, Laughlin AFB TX	82d, Williams AFB AZ
64th, Reese AFB TX	323d, Mather AFB CA

1 technical training wing: 3480th (USAF Cryptological Training Center), Goodfellow AFB TX

4 independent group or group-equivalent units:

Community College of the Air Force, Maxwell AFB AL  
Foreign Military Affairs Training Group, Randolph AFB TX  
San Antonio Contracting Center, Kelly AFB TX  
San Antonio Real Property Maintenance Agency, San Antonio Air Force Station TX

10 independent squadrons:

557th Flying Training, US Air Force Academy, Colorado Springs CO  
3302d Computer Services, Randolph AFB TX  
3303d Contracting, Randolph AFB TX  
3304th School (ATC NCO Academy), Lackland AFB TX  
3305th School (ISD), Randolph AFB TX  
3306th Test and Evaluation, Edwards AFB CA  
3314th Management Engineering, Randolph AFB TX  
3507th Airman Classification, Lackland AFB TX  
3588th Flying Training (Helicopter), Fort Rucker AL  
USAF Occupational Measurement Center, Randolph AFB TX

**COMMAND LEADERSHIP**

General Bennie L. Davis continued to serve as the Commander, Air Training Command, and Maj Gen Charles G. Cleveland remained the vice commander.



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## ORGANIZATION

***3588th Flying Training Squadron.*** In 1971, when the Army began training Air Force undergraduate helicopter pilots, Air Training Command established small detachments of Air Force personnel at Army training sites to monitor training, provide interservice liaison, and give administrative support to Air Force students. When this training went to a single location, Fort Rucker, Alabama, ATC transferred student accountability and processing from Randolph to Craig AFB in Alabama. Craig closed in 1977, and the responsibility went to a detachment of the 14th Flying Training Wing at Columbus. Since that time, the detachment's mission had expanded to include more than 350 hours per month for flying and academic training with 17 permanent party personnel assigned. On 31 January 1980, Air Training Command replaced the detachment with the activation of the 3588th Flying Training Squadron (Helicopter). The squadron reported to the HQ ATC Deputy Chief of Staff, Operations.

## FLYING TRAINING

***First Female Enters UPT-H.*** Although the Army had trained female helicopter pilots for some time, the Air Force had not, that was until Second Lieutenant Mary L. Wittick entered undergraduate pilot training helicopter (Class 81-05) in May 1980.

***Euro-NATO Joint Jet Pilot Training.*** For some years, member nations of the NATO alliance had attempted to develop a common pilot training program. By combining pilot training programs, the allies could reduce costs and increase NATO operational standardization. In 1978 NATO officials accepted a US offer to host ENJJPT at an American base. On 11 June 1980, the Secretary of Defense announced that Air Training Command would conduct the ENJJPT course at Sheppard AFB, Texas. Participating nations were to contribute to the ENJJPT program proportionately to their use of it. Contributions of capital assets such as aircraft and personnel, primarily instructor pilots (IP), counted as credits. Student training costs and flying hour costs for IP training and continuation flying counted as debits. Nations with an overall debit balance would pay increased financial charges to the program, while nations with a credit balance would receive cash compensation, credit to the country's foreign military sales account with the United States, or credit to the ENJJPT program trust fund. The first class of ENJJPT students entered training on 1 October 1981.

## TECHNICAL TRAINING

***Interservice Training Review Organization Makes Changes.*** To Air Training Command, the most significant problems of peacetime training were a shortage of resources of all types and a constant struggle to produce cost effective training. In 1972 the General Accounting Office had issued a report criticizing the Services for maintaining duplicate training courses and encouraging wholesale consolidation of these courses. Acting on this criticism, the Defense Department established the Interservice Training Review Organization (ITRO) in August 1972 as a cooperative effort among the Services to review all training and education with a goal of eliminating duplication. From the beginning, ITRO was a voluntary organization, and the Services were not bound to follow its recommendations. In the first few years, ITRO was successful mainly in promoting small, noncontroversial training consolidations. Between 1976 and 1978, no technical

training consolidations took place, although the Air Force and Navy began interservice navigator training at Mather AFB in July 1976. Following an eight-month study in 1979, the ITRO Review Board approved a reorganization effective 1 January 1980 to make ITRO more responsive. It eliminated the excessive organizational layering and numerous committees.

## MILITARY TRAINING

***Test of Surge Capabilities in Basic Military Training.*** In times of war, Air Force manpower requirements would drastically increase, with a corresponding increase in the number of those entering basic training. A key factor in determining ATC's capability to meet the



manpower increases rested on knowing the maximum training capability of the basic military training school. On 5 May 1980, training officials doubled the load for two flights, 410 and 411, which entered training with 100 members each rather than the normal load of 50. Graduating on 18 June 1980, the two flights lost only four members due to training setbacks, and none were eliminated. While training was not canceled or degraded, officials said a sustained surge could affect the quality of training. Thus, Air Training Command modified its surge training plans to include the use of two or more installations for basic training.

**Airmen run the confidence course on Lackland AFB, Texas.**

## EDUCATION

***CCAF Accredited.*** On 12 December 1980, the Southern Association of Colleges and Schools voted unanimously to accredit the Community College of the Air Force as a degree-granting institution. This came after two and one half years of evaluation and consideration.

## MISCELLANEOUS

***US Government Expels Iranian Students.*** Although the Iranian government stopped sending students into USAF training programs in January 1979, numerous Iranians remained in training at the beginning of 1980. On 7 April 1980, the Department of Defense directed all Iranian military trainees to leave the United States by 11 April 1980. All but two Iranian students and their wives who were in advanced stages of pregnancy, left on schedule. After the births, these students and their dependents left for Iran on 24 April 1980.

# 1981

The command had long tried to accommodate other nations with a variety of flying training programs. At no time was that more evident than in 1981. Since 1966 ATC had conducted a special undergraduate pilot training program geared mainly for the German Air Force but also open to students from the German Navy and the Royal Netherlands Air Force. That program, whose last class began in the summer of 1981, was succeeded by the Euro-NATO Joint Jet Pilot Training program, whose first class entered in the fall of 1981. As the name suggested, the new program was designed for a wider audience, the nations of the Atlantic Alliance. Also in the fall of 1981, Air Training Command began a new program for German navigator students.

## ASSIGNED RESOURCES

(As of 31 December 1981)

**PRIMARY INSTALLATIONS:** 14

Alabama – Maxwell; Arizona – Williams, California – Mather; Colorado - Lowry; Illinois – Chanute; Mississippi – Columbus, Keesler; Oklahoma – Vance; Texas – Goodfellow, Lackland, Laughlin, Randolph, Reese, Sheppard

**PERSONNEL ASSIGNED:** 57,712 (8,191 officers, 33,420 enlisted, 16,101 civilians)

**AIRCRAFT ASSIGNED:** 1,462 (T-37B, T-38A, T-41A/C, T-43A, UV-18)

## MAJOR SUBORDINATE UNITS:

7 numbered air force equivalent units:

- Air University, Maxwell AFB AL
- USAF Recruiting Service, Randolph AFB TX
- Air Force Military Training Center, Lackland AFB TX
- Chanute Technical Training Center, Chanute AFB IL
- Keesler Technical Training Center, Keesler AFB MS
- Lowry Technical Training Center, Lowry AFB CO
- Sheppard Technical Training Center, Sheppard AFB TX

1 wing equivalent:

- Officer Training School, Lackland AFB TX

1 combat crew training wing:

- 3636th (Survival), Fairchild AFB WA

8 flying training wings:

12th, Randolph AFB TX  
14th, Columbus AFB MS  
47th, Laughlin AFB TX  
64th, Reese AFB TX

71st, Vance AFB OK  
80th, Sheppard AFB TX  
82d, Williams AFB AZ  
323d, Mather AFB CA

1 technical training wing: 3480th (USAF Cryptological Training Center), Goodfellow AFB TX

4 independent group or group-equivalent units:

Community College of the Air Force, Maxwell AFB AL  
Foreign Military Affairs Training Group, Randolph AFB TX  
San Antonio Contracting Center, Kelly AFB TX  
San Antonio Real Property Maintenance Agency, San Antonio Air Force Station TX

10 independent squadrons:

557th Flying Training, US Air Force Academy, Colorado Springs CO  
3302d Computer Services, Randolph AFB TX  
3303d Contracting, Randolph AFB TX  
3304th School (ATC NCO Academy), Lackland AFB TX  
3305th School (ISD), Randolph AFB TX  
3306th Test and Evaluation, Edwards AFB CA  
3314th Management Engineering, Randolph AFB TX  
3507th Airman Classification, Lackland AFB TX  
3588th Flying Training (Helicopter), Fort Rucker AL  
USAF Occupational Measurement Center, Randolph AFB TX

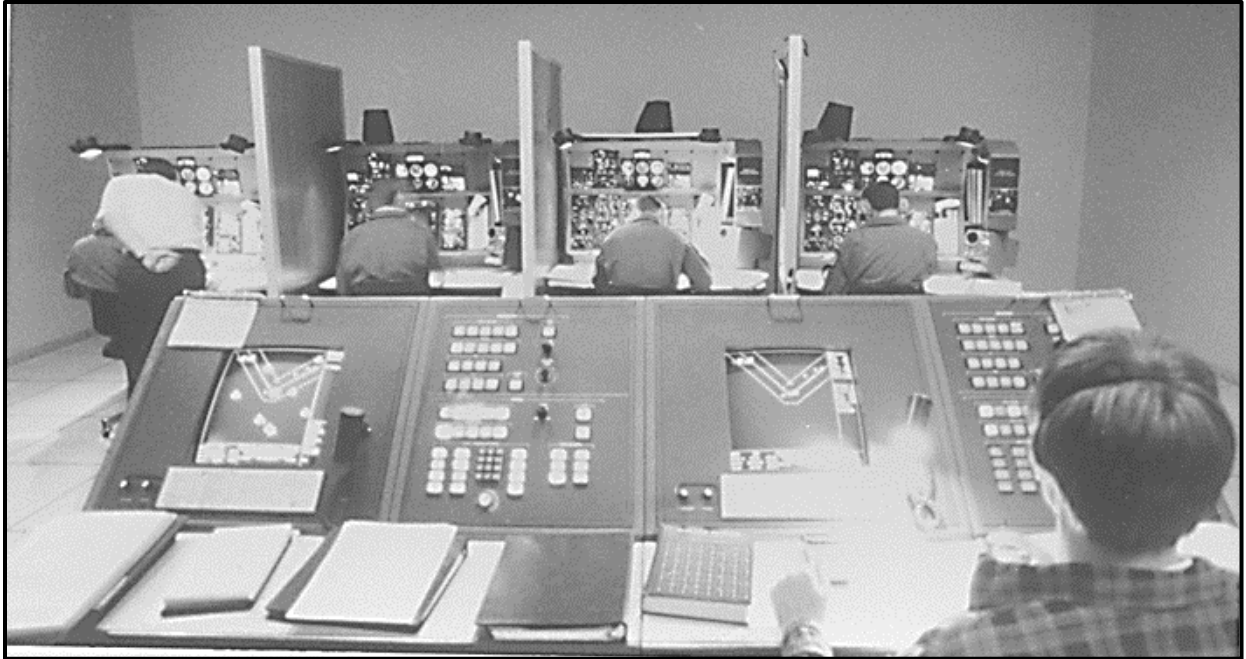
## COMMAND LEADERSHIP

General Thomas M. Ryan, Jr., assumed command of Air Training Command on 29 July 1981, replacing Gen Bennie L. Davis, who became Commander in Chief, Strategic Air Command. Air Training Command also gained a new vice commander when Maj Gen William P. Acker took over from Maj Gen Charles G. Cleveland on 24 July 1981. Major General Cleveland was promoted to lieutenant general and became the Commander of Air University.

## FLYING TRAINING

***Euro-NATO Joint Jet Pilot Training Began.*** On 1 October 1981, the Euro-NATO Joint Jet Pilot Training (ENJJPT) program began when Class 83-01 entered training at Sheppard AFB, Texas. The 12 participating nations, Belgium, Canada, Denmark, Germany, Greece, Italy, The Netherlands, Norway, Portugal, Turkey, the United Kingdom, and the United States saw ENJJPT as a way to increase standardization and cut costs by reducing duplicate training. The establishment of ENJJPT was several years in the making and was modeled after the undergraduate pilot training program that ATC had conducted for the German Air Force since 1966.





**Undergraduate navigator students at Mather AFB, California, make extensive use of simulators to chart their missions.**

***Busy Plotter.*** In 1979 Air Training Command established a program called Busy Plotter that provided proficiency flying for navigators in Strategic Air Command. With the scarcity of flying hours brought on by the high cost of fuel, ATC's T-43 navigator training aircraft were much less expensive to fly than SAC's large, heavy B-52s. Busy Plotter, therefore, served essentially the same purpose for SAC navigators as the Accelerated Copilot Enrichment Program did for SAC copilots. By September 1981, the SAC commander, Gen Bennie L. Davis, decided that the program had served its purpose, and ATC discontinued Busy Plotter on 1 October 1981.

***Navigator Training for Germany Air Force and Navy.*** At the same time it was making plans to phase out the UPT program for German pilot candidates, ATC also planned to introduce a special navigator training program for the German Air Force and Navy. Both of those services were about to re-equip many of their squadrons with the Tornado fighter-bomber, a two-seat, swing-wing aircraft similar to the F-111. The Germans wanted to put a weapon systems officer (WSO) in the second seat and asked the US Air Force to set up a program to help them do that. On 28 August 1981, HQ USAF formalized an agreement with the German Air Force that established a German squadron at Mather to train up to 80 WSOs a year. The new program began on 1 October 1981, and at the end of the calendar year, there were 20 students in training.

***Time-Related Instruction Management.*** For several years Air Training Command had sought a way to capitalize on computer technology and use it to improve the administrative and student management side of undergraduate pilot training. The base management system provided what computer support there was, and it processed information in overnight batches. Consequently, the information was not always timely. An ATC initiative, the time-related instruction management (TRIM) system, would put computer terminals in the squadrons and operations areas to replace the printouts and provide more current information; TRIM also had a computer-assisted

instruction (CAI) feature that allowed student pilots to work on their own. On 16 September 1981, the Air Force entered into a contract with Hazeltine Corporation to develop the system. Each UPT base and Randolph AFB would receive the TRIM system, which included four computers: one to handle scheduling and administration, two to provide CAI for the students, and one to link the system together. Terminals in flight rooms, squadron and wing operations areas, and classrooms would provide access to the system. Initial training was underway at year's end.

***Next Generation Trainer.*** Air Training Command moved a step closer to obtaining a successor to the aging T-37 primary trainer in 1981. In October the Aeronautical Systems Division at Wright-Patterson AFB, Ohio, the agency responsible for such matters, issued a request for proposal to aircraft companies interested in manufacturing the next generation trainer for the Air Force. On 7 December, five companies responded to the solicitation with their proposals. Shortly thereafter, the source selection process began.



**Recruits at Lackland AFB, Texas, practice marksmanship with the M-16 rifle.**

## **TECHNICAL TRAINING**

***Radar and Radio Maintenance Course.*** The first career course for radar and radio maintenance specialists began at the Keesler Technical Training Center in Mississippi.

***Pave Paws Phased-Array Radar Coming to Goodfellow AFB.*** After nearly three and a half years of study, HQ USAF announced it would keep Goodfellow as an active installation with its cryptologic training mission. In addition, a Pave Paws Phased-Array Radar would set up operation near the base.



**Fatal Accident Lead to Creation of a Missile Maintenance Course for Officers.** In September 1981 a fatal Titan II accident occurred at Damascus, Arkansas. In response, Air Training Command created a course for missile maintenance officers on Titan fuel transfer operations. Training began at Sheppard AFB on 10 November 1981.

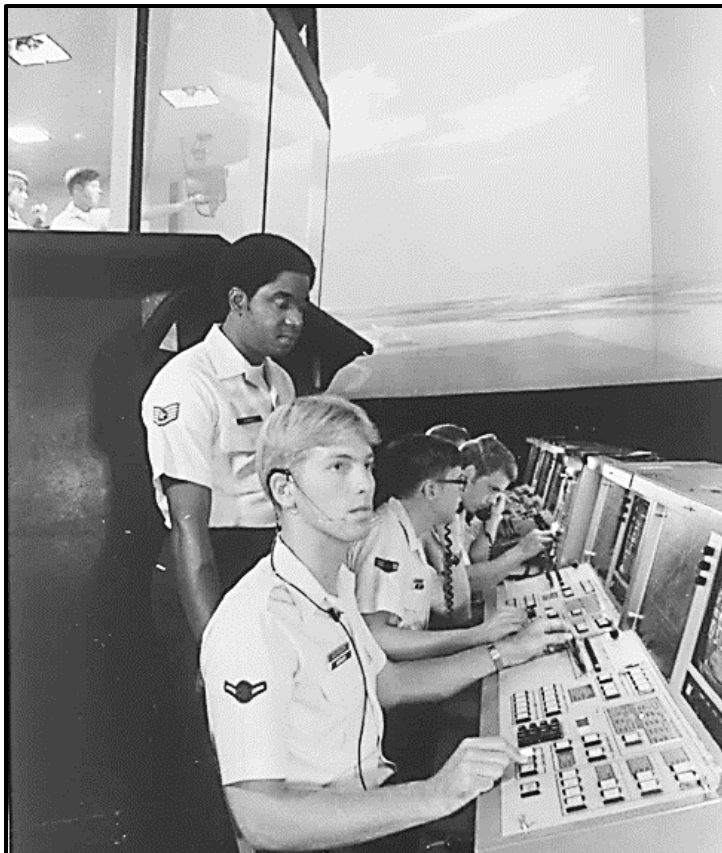
## MILITARY TRAINING

**Basic Military Training.** On 10 June 1981, Air Training Command added 13 hours to basic military training.

**Marksmanship Test Begun.** The Basic Military Training School (BMTS) began a 9-month test of its 10-hour marksmanship course on 27 July 1981. The purpose of the test was to determine if the course should orient students with the M-16 or just qualify them on the M-16.

## MISCELLANEOUS

**Air Traffic Controller Strike.** A strike on 3 August 1981 by unionized air traffic controllers employed by the Federal Aviation Administration (FAA) disrupted training activities within the command. First of all, even though FAA supervisory personnel and those controllers who did not go out on strike tried to handle the workload, it was too much for them. From ATC's perspective, that translated into reduced flying training activities in conditions that necessitated instrument flight rules (IFR). Williams AFB was hit the worst. It lost all FAA support for IFR flights, until the installation of a military radar approach control, which helped some. Elsewhere within the



command, the problem was not quite so serious. To make up for the shortage of qualified air traffic controllers, the Defense Department made 1,000 military controllers available to the FAA, 64 of them from Air Training Command. The flying training wings contended that any further deployment would greatly reduce their capabilities, causing delays in graduations, loss of production capacity, and a reduction in the quality of instruction. However, other deployments did not occur, and the disruptions in training proved minor at most ATC bases.

**During the nationwide strike by civilian air traffic controllers, the controller course at Keesler AFB, Mississippi, saw only a small increase in student load.**

*Transient Aircraft Maintenance Contracted at Five Bases.* Columbus, Laughlin, Maxwell, Reese, and Williams began using contract maintenance for transient aircraft on 1 December. Randolph AFB adopted the same practice effective 1 February 1982.



**Female recruits climb up a tower as part of running the obstacle course at Lackland AFB.**

# 1982

The second of July 1982 was a red letter day for Air Training Command. On that date, Secretary of the Air Force Verne Orr announced that the Air Force had awarded Fairchild Republic and the Garret Turbine Engine Company the contract for the production of the T-46A. This aircraft, also referred to as the Next Generation Trainer, was to replace the T-37 in the primary phase of undergraduate pilot training. Air Force contract options provided for a fleet of 650 T-46As. Air Training Command anticipated it would receive the first T-46 in April 1986.

## ASSIGNED RESOURCES

(As of 31 December 1982)

**PRIMARY INSTALLATIONS:** 14

Alabama – Maxwell; Arizona – Williams, California – Mather; Colorado - Lowry; Illinois – Chanute; Mississippi – Columbus, Keesler; Oklahoma – Vance; Texas – Goodfellow, Lackland, Laughlin, Randolph, Reese, Sheppard

**PERSONNEL ASSIGNED:** 57,065 (8,324 officers, 33,005 enlisted, 15,736 civilians)

**AIRCRAFT ASSIGNED:** 1,406 (T-37B, T-38A, T-41A, T-43A)



October 1982 – The Air Force replaced its earlier catch phrase, “Air Force – A Great Way of Life” with “Aim High”. In tests the Air Force had found that young people associated the phrase, Aim High, with the Air Force, its quality of life, people, and high-tech equipment. People ages 17-18 said it told them they could achieve their fullest potential in the Air Force.



## **MAJOR SUBORDINATE UNITS:**

7 numbered air force equivalent units:

Air University, Maxwell AFB AL  
USAF Recruiting Service, Randolph AFB TX  
Air Force Military Training Center, Lackland AFB TX  
Chanute Technical Training Center, Chanute AFB IL  
Keesler Technical Training Center, Keesler AFB MS  
Lowry Technical Training Center, Lowry AFB CO  
Sheppard Technical Training Center, Sheppard AFB TX

1 wing equivalent: Officer Training School, Lackland AFB TX

1 combat crew training wing: 3636th (Survival), Fairchild AFB WA

8 flying training wings:

12th, Randolph AFB TX	71st, Vance AFB OK
14th, Columbus AFB MS	80th, Sheppard AFB TX
47th, Laughlin AFB TX	82d, Williams AFB AZ
64th, Reese AFB TX	323d, Mather AFB CA

1 technical training wing: 3480th (USAF Cryptological Training Center), Goodfellow AFB TX

4 independent group or group-equivalent units:

Community College of the Air Force, Maxwell AFB AL  
Foreign Military Affairs Training Group, Randolph AFB TX  
San Antonio Contracting Center, Kelly AFB TX  
San Antonio Real Property Maintenance Agency, San Antonio Air Force Station TX

10 independent squadrons:

3302d Computer Services, Randolph AFB TX  
3303d Contracting, Randolph AFB TX  
3304th School (ATC NCO Academy), Lackland AFB TX  
3305th School (ISD), Randolph AFB TX  
3306th Test and Evaluation, Edwards AFB CA  
3307th Test and Evaluation (Acquisition Management), Randolph AFB TX  
3314th Management Engineering, Randolph AFB TX  
3507th Airman Classification, Lackland AFB TX  
3588th Flying Training (Helicopter), Fort Rucker AL  
USAF Occupational Measurement Center, Randolph AFB TX

## **COMMAND LEADERSHIP**

General Thomas M. Ryan, Jr., continued to serve as the ATC commander, while Major General Acker remained vice commander.

## ORGANIZATION

***Technical Training Centers Reorganized and Student Groups Activated.*** The command reorganized its technical training centers to reduce the administrative burden borne by the technical training group commanders, provide additional assistance for the wing commanders, and streamline the technical training process. On 1 April 1982, ATC implemented a number of measures that included changing the name of the Plans and Requirements Division to the Operations Division and making its chief a colonel who would also serve as the deputy wing commander. Other changes worth noting were the placement of the Registrar Branch under the Operations Division and the transfer of the measurement function from Faculty Development to the Training Evaluation Division. However, the centerpiece of the reorganization was the establishment of a student group at each center on 1 October 1982.

***557th Flying Training Squadron Assigned from HQ ATC to US Air Force Academy.*** Since 1968, ATC's 557th Flying Training Squadron had run the Air Force Academy's pilot indoctrination program designed for those cadets slated to attend undergraduate pilot training after graduation. Following a 1981 study of the program, the US Air Force Academy indicated its interest in taking over the pilot indoctrination program in order to centralize command and control, consolidate airfield management, and emphasize the motivational aspects of the program. Finally, both ATC and HQ USAF agreed to transfer the unit to the Air Force Academy, and the academy assumed control of the 557th on 1 October 1982. The 557th had a fleet of 50 T-41Cs for flight screening, plus two UV-18Bs to support the academy's parachute training program. In addition, ATC transferred manpower authorizations: 54 officer, 7 enlisted, and 4 civilian.

***3307th Test and Evaluation Squadron.*** Air Training Command activated the 3307th Training and Evaluation Squadron (Acquisition Management) on 15 November 1982 to look after ATC's interest in the acquisition of the T-46A. The squadron fell under the administrative and operational control of the Acquisition Directorate in ATC DCS/Plans, with the director dual-hatted as the squadron commander. To carry out its unique mission, the 3307th had a detachment at Wright-Patterson AFB, Ohio, to interface with the T-46 Systems Program Office in Air Force Systems Command and an operating location at the prime contractor's (Fairchild Republic) facility in New York.

**An instructor monitors the progress of students in the automotive training course at Chanute AFB, Illinois.**



## FLYING TRAINING

***Program to Train German Air Force Pilots Ended.*** After 16 years at Sheppard AFB, the German Air Force undergraduate pilot training program came to an end on 7 August 1982, when the last class graduated. Although designed primarily for German Air Force students, the course had also served the German Navy and the Royal Netherlands Air Force. In all, the course produced 1,252 German and 49 Dutch pilots. From 1968-1975, 544 USAF pilots graduated from the course.

## EDUCATION

***Senior NCO Academy Gains Enlisted Commandant.*** General Ryan converted the commandant's position at the Senior Noncommissioned Officer Academy (SNCOA), Gunter Air Force Station, Alabama, from colonel to chief master sergeant (CMSgt). In December 1982 he selected CMSgt Bobby G. Renfro to serve as the academy's first enlisted commandant.

***Center for Aerospace Doctrine, Research, and Education Established.*** On 10 December 1982, HQ USAF constituted the Air University Center for Aerospace Doctrine, Research, and Education (CADRE) and tasked the new organization to research, formulate, analyze, test, and publish doctrinal and concept studies. The new organization also embraced the Aerospace Studies Institute, the Air University Press, and the projected Command Readiness Exercise System. Air University provided 70 manpower authorizations from its existing resources to start CADRE and anticipated adding 24 more slots in fiscal year 1985 with the establishment of the Command Readiness Exercise System. The center activated on 3 January 1983.

## TECHNICAL TRAINING

***Space Training.*** With space training progressively moving to the Lowry Technical Training Center in Colorado, ATC announced on 7 June 1982 that the Consolidated Space Operations Center at Keesler was also relocating to Lowry. Then on 19 July, General Ryan said Air Training Command would consolidate all space operations training at Lowry.

***Postal Training Consolidated with Army Training Program.*** In September 1982 the Air Force and the Army agreed to consolidate postal training and locate it at Fort Benjamin Harrison, Indiana, where the Army already provided postal training.

## MISCELLANEOUS

***ATC Council.*** On 6 August 1982, the ATC commander approved changing the name of the HQ ATC DCS/Forum to the ATC Council.



# 1983

**On 1 July 1983, scarcely five years after HQ USAF had aligned Air University under Air Training Command, it reversed the process and conferred major air command status on Air University once more. With the realignment, Air Training Command lost Maxwell AFB and Gunter Air Force Station. The command also did away with the Deputy Chief of Staff, Education post on the headquarters staff and, in its place, established a new position, the Assistant Chief of Staff, Commissioning Programs.**



**Basic trainees make their way across a water hazard on the confidence course at Lackland.**

## **ASSIGNED RESOURCES**

(As of 31 December 1983)

**PRIMARY INSTALLATIONS:** 13

Arizona – Williams, California – Mather; Colorado - Lowry; Illinois – Chanute; Mississippi – Columbus, Keesler; Oklahoma – Vance; Texas – Goodfellow, Lackland, Laughlin, Randolph, Reese, Sheppard

**PERSONNEL ASSIGNED:** 53,772 (7,916 officers, 31,645 enlisted, 14,211 civilians)

**AIRCRAFT ASSIGNED:** 1,401 (T-37B, T-38A, T-39A, T-41A, T-43A)

**MAJOR SUBORDINATE UNITS:**

6 numbered air force equivalent units:

- USAF Recruiting Service, Randolph AFB TX
- Air Force Military Training Center, Lackland AFB TX
- Chanute Technical Training Center, Chanute AFB IL
- Keesler Technical Training Center, Keesler AFB MS
- Lowry Technical Training Center, Lowry AFB CO
- Sheppard Technical Training Center, Sheppard AFB TX

1 air division equivalent: Air Force Reserve Officer Training Corps, Maxwell AFB AL

2 wing equivalents:

- Officer Training School, Lackland AFB TX
- USAF Instrument Flight Center, Randolph AFB TX

1 combat crew training wing: 3636th (Survival), Fairchild AFB WA

8 flying training wings:

12th, Randolph AFB TX	71st, Vance AFB OK
14th, Columbus AFB MS	80th, Sheppard AFB TX
47th, Laughlin AFB TX	82d, Williams AFB AZ
64th, Reese AFB TX	323d, Mather AFB CA

1 technical training wing: 3480th (USAF Cryptological Training Center), Goodfellow AFB TX

4 independent group or group-equivalent units:

- Community College of the Air Force, Maxwell AFB AL
- Foreign Military Affairs Training Group, Randolph AFB TX
- San Antonio Contracting Center, Kelly AFB TX
- San Antonio Real Property Maintenance Agency, San Antonio Air Force Station TX

10 independent squadrons:

- 3302d Computer Services, Randolph AFB TX
- 3303d Contracting, Randolph AFB TX
- 3304th School (ATC NCO Academy), Lackland AFB TX
- 3305th School (ISD), Randolph AFB TX
- 3306th Test and Evaluation, Edwards AFB CA
- 3307th Test and Evaluation (Acquisition Management), Randolph AFB TX
- 3314th Management Engineering, Randolph AFB TX
- 3507th Airman Classification, Lackland AFB TX
- 3588th Flying Training (Helicopter), Fort Rucker AL
- USAF Occupational Measurement Center, Randolph AFB TX

## COMMAND LEADERSHIP

General Andrew P. Iosue assumed command of ATC on 23 June 1983. He replaced Gen Thomas M. Ryan, Jr., who went on to become Commander, Military Airlift Command. Air Training Command also gained a new vice commander in Maj Gen James P. Smothermon, who replaced Maj Gen William P. Acker on 14 June. Major General Smothermon previously commanded the United States Logistics Group in Turkey.

## ORGANIZATION

***Air University Regains MAJCOM Status.*** On 1 July 1983, scarcely five years after HQ USAF had aligned Air University under Air Training Command, it reversed the process and conferred major air command status on Air University once more. At the time of the merger on 15 May 1978, the Air Force sought to consolidate most of its education and training programs and provide a focal point for personnel procurement programs. The move brought professional military education (PME) under the same roof as flying, technical, and basic military training. Moreover, it provided common direction for two of the Air Force's major commissioning programs, the Air Force Reserve Officer Training Corps (AFROTC) at Maxwell AFB and OTS at Lackland. Over time, HQ USAF had become concerned that this arrangement lowered the visibility and diminished the importance of the Air War College, the Air Command and Staff College, and other PME schools. In elevating Air University to MAJCOM status once again, HQ USAF hoped to erase that perception. However, the Air Force continued to believe there was merit in having a single MAJCOM administer the two commissioning programs. For that reason effective 30 June 1983, AFROTC became a subordinate organization under Air Training Command.

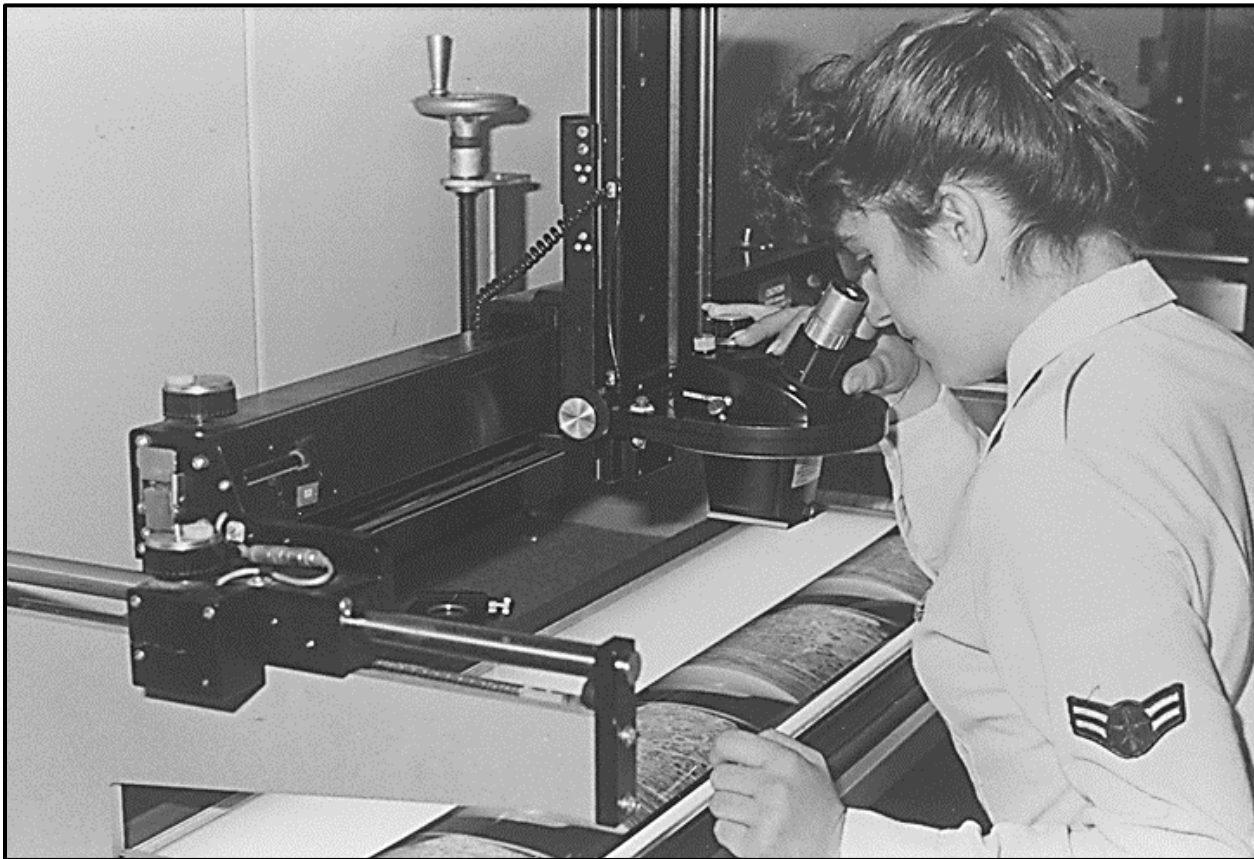
***Instrument Flight Center Returned.*** Reversing another step it had taken five years earlier, HQ USAF, on 1 October 1983, reestablished the Instrument Flight Center (IFC) at Randolph AFB, confirming the Air Force's need for a central facility. The IFC standardized the use of instrument procedures and training methods for pilots, participated with other government and civilian organizations in developing instrument systems, and trained pilots to become instrument pilot instructors through the Instrument Pilot Instructor School (IPIS). The organization was assigned to ATC as a wing-level direct reporting unit under the operational control of the ATC vice commander, with the Director of Operations at HQ USAF providing policy and functional guidance. At first the IFC had 24 authorizations and only developed instrument flight standards, but planning had already begun to reestablish IPIS as part of the command's Instrument Flight Center.



**A T-38 instructor pilot at Reese AFB, Texas, observes an Air Force Academy cadet as he “flies” the T-51 flight simulator. During the first six months of 1983, 15,501 hours and 11,924 sorties were flown in the 64th Flying Training Wing’s simulators.**

## FLYING TRAINING

***UPT-Helicopter.*** Air Training Command conducted undergraduate helicopter training at the US Army Aviation Center, Fort Rucker, Alabama. The 3588th Flying Training Squadron provided administrative support for the Air Force students in the program (82 Air Force students completed the course in 1983) and carried out specialized instruction applicable to Air Force students. In 1983, the Army added two weeks to their syllabus to prepare their students to manage Aviation Branch activities. The commander of the 3588th proposed adding two weeks to the Air Force portion of the course, to provide additional instruction and to keep its students on the same schedule as their Army partners. The Air Force approved the request in November 1983.



**In a laboratory setting at Goodfellow AFB, Texas, a student examines photo imagery.**

## TECHNICAL TRAINING

***Project Smooth Flow.*** Over the years, technical training managers frequently faced sizeable fluctuations in trained personnel requirements (TPR) in numerous Air Force specialties or Air Force specialty codes (AFSC). At the root of the problem was Air Force insistence on bringing each AFSC up to 100 percent manning by the end of the next fiscal year. The net result of this approach was a series of peaks and valleys, e.g., when large numbers of Airmen entered a particular specialty in a given year and left the Air Force coping with large numbers four years later. This single year orientation impacted student flow and disrupted faculty stability. It

dramatically affected the number of 3-level Airmen fed into certain career fields from year to year and, since instructor authorizations were tied directly to production levels, the average instructor experience level varied considerably over time. To avoid this unwelcome set of circumstances, ATC initiated Project Smooth Flow early in 1983. Smooth Flow was designed to stabilize entries into a specialty by incorporating long-range planning into the TPR development process. Instead of trying to achieve 100 percent manning each year, ATC intended to attain that level over a period of two to four years. Basically, Smooth Flow allowed ATC to negotiate the TPR with other commands at training management conferences. Based on an analysis of eight years of TPR data for a specialty, ATC could recommend an adjusted TPR that was two percent higher or lower than the number required to man the career field at 100 percent. Air Training Command used the Smooth Flow approach for the first time at the training flow management committee meeting held 7-11 March 1983.

***Training Technology Applications Program.*** The Training Technology Applications Program (TTAP) was established on 23 December 1982, but it did not get on its feet until 1983. Air Training Command created TTAP to coordinate programs to transfer research and technology into training and to field test training innovations in an operational setting. The objectives of the program were to identify new training technology, develop priorities for applying the technology, purchase test equipment, evaluate the tests, and upgrade the successful technology to operational status. In the course of the year, TTAP made some real progress, approving and funding 16 projects originated by HQ ATC and the technical training wings. Among them was a project involving a programmable arc welding trainer for Sheppard that would provide low cost initial instruction in a hazard free environment and a test at Lackland designed to identify reading problems of recruits in basic military training. While TTAP was not a panacea for technical training problems, it did offer a means of identifying, testing, and funding training innovations in a controlled setting.

***Sentinel Aspen.*** As part of a major effort to upgrade intelligence training, Air Training Command issued a statement of need for Sentinel Aspen in January 1983. Under the Sentinel Aspen umbrella, the command intended to address four areas of general intelligence training that required modernization: target selection and “weaponeering” calculations; the collection, processing, exploitation, and dissemination of information obtained through imagery; interface with operational indications and warning systems; and fusion or interface concepts in use in the intelligence community. Planners expected the modernization program to cost on the order of \$56 million. To carry out the upgrade, ATC concentrated on the development of five things: a General Imagery Intelligence Training System (GIITS), Intelligence Data Handling Systems, an Intelligence Applications Training Module, an Indications and Warning Training Module, and an Intelligence Fusion Training Module. In 1983 the command decided to focus mainly on the development of GIITS, and the Air Force awarded contracts to Ford Aerospace Corporation and Goodyear Aerospace Corporation to come up with a system that incorporated the traditional photo analyst's light table and optics with a computerized analysis system that featured imagery displayed in digital form and manipulated on video terminals.

## MISCELLANEOUS

***Engineer Recruitment.*** Procurement efforts to alleviate a critical shortage of military engineers that existed since the 1970s finally began paying off for the Air Force in 1983. From a shortfall of approximately 1,200 engineers in 1979, the projected overall engineer strength for

FY84 was more than 100 percent. This turnaround was a significant achievement for Recruiting Service. New incentive programs allowed the Air Force to compete with the higher salaries civilian employers offered. The most successful programs were the College Senior Engineer Program, which allowed engineering students to enlist and receive pay and benefits as E-3s during their senior year; they attended OTS after graduation. The Undergraduate Engineer Conversion Program sent college graduates back to school to earn a second degree (in engineering) after attending OTS.

## AIR UNIVERSITY

Air University traced its roots back to the Air Corps Tactical School, established at Langley Field, Virginia, in the 1920s. In 1931 the Air Corps Tactical School moved to Maxwell, and it was there that many of the ideas, tactics, and doctrine that the Army Air Forces adopted in World War II were first hammered out. After a brief stay in Orlando, Florida, during the war, the school moved back to Maxwell in late 1945 and was redesignated as Air University on 12 March 1946.

From its inception, Air University's mission was to provide advanced military education for senior officers at the Air War College and for mid-level officers at the Air Command and Staff School. Junior officers began their professional military education (PME) at Tyndall Field, Florida, at the Air Tactical School. In 1950, when the tactics school closed, Air University opened the Squadron Officer Course at Maxwell as an arm of the Air Command and Staff School. Though some name changes occurred over time, these three schools formed the core of Air Force PME until 1972, when the Air Force established the USAF Senior NCO Academy across town from Maxwell at Gunter Air Force Station.

With professional military education as the centerpiece, Air University broadened its base considerably over the years. As its mission expanded, AU became the home for such organizations as the Air Force Institute of Technology; the Extension Course Institute; the Air University Center for Aerospace Doctrine, Research, and Education; and the Ira C. Eaker Center for Professional Development. In 1992 Chief of Staff of the Air Force Gen Merrill A. McPeak, as part of the Year of Training, looked at consolidating education and training missions under a single command, as HQ USAF had done in 1978-1983.

The merger occurred 1 July 1993, when Air University became the major subordinate unit assigned to Air Education and Training Command (formerly Air Training Command). Headquarters USAF also approved several other actions. This time around, the Air University commander retained policy development responsibilities as the Director of Education on the AETC staff, a move that addressed a sore point that festered throughout the earlier consolidation of education and training missions. For the most part, Air University retained its unique identity; it was not considered as just another training center, nor was it on a par with the two numbered air forces activated as part of AETC. It stood by itself, an organization unlike any other in the Air Force with its singularly important educational mission. Finally, Air University also assumed management responsibility for the Community College of the Air Force and the Air Force ROTC program, and it prepared to assume control of the Officer Training School, which was slated to complete its move from Lackland to Maxwell by 1 October 1993.



# 1984

**Training philosophy was about to change. The ATC commander announced that the existing policy of training to minimum skill levels was being replaced with a program of training Airmen to the fullest extent that resources allowed. The command's goal was to provide using agencies with individuals immediately able to perform all assigned tasks. While it was more expensive to extend training, such a program lessened the heavy on-the-job training load carried by the operational commands. Also by 1984, Air Training Command was spending about \$1 million on the Installation Restoration Program, a Department of Defense effort to clean up toxic and hazardous waste sites.**

## **ASSIGNED RESOURCES**

(As of 31 December 1984)

**PRIMARY INSTALLATIONS:** 13

Arizona – Williams, California – Mather; Colorado - Lowry; Illinois – Chanute; Mississippi – Columbus, Keesler; Oklahoma – Vance; Texas – Goodfellow, Lackland, Laughlin, Randolph, Reese, Sheppard

**PERSONNEL ASSIGNED:** 53,966 (7,568 officers, 32,153 enlisted, 14,245 civilians)

**AIRCRAFT ASSIGNED:** 1,393 (T-37B, T-38A, T-39, T-41A, T-43A)

### **MAJOR SUBORDINATE UNITS:**

6 numbered air force equivalent units:

- USAF Recruiting Service, Randolph AFB TX
- Air Force Military Training Center, Lackland AFB TX
- Chanute Technical Training Center, Chanute AFB IL
- Keesler Technical Training Center, Keesler AFB MS
- Lowry Technical Training Center, Lowry AFB CO
- Sheppard Technical Training Center, Sheppard AFB TX

1 air division equivalent:

- Air Force Reserve Officer Training Corps, Maxwell AFB AL

2 wing equivalents:

- Officer Training School, Lackland AFB TX
- USAF Instrument Flight Center, Randolph AFB TX

1 combat crew training wing: 3636th (Survival), Fairchild AFB WA

8 flying training wings:

12th, Randolph AFB TX  
14th, Columbus AFB MS  
47th, Laughlin AFB TX  
64th, Reese AFB TX

71st, Vance AFB OK  
80th, Sheppard AFB TX  
82d, Williams AFB AZ  
323d, Mather AFB CA

1 technical training wing: 3480th (USAF Cryptological Training Center), Goodfellow AFB TX

4 independent group or group-equivalent units:

Community College of the Air Force, Maxwell AFB AL  
Foreign Military Affairs Training Group, Randolph AFB TX  
San Antonio Contracting Center, Kelly AFB TX  
San Antonio Real Property Maintenance Agency, San Antonio Air Force Station TX

12 independent squadrons:

3302d Computer Services, Randolph AFB TX  
3303d Contracting, Randolph AFB TX  
3304th School (ATC NCO Academy), Lackland AFB TX  
3305th School (ISD), Randolph AFB TX  
3306th Test and Evaluation, Edwards AFB CA  
3307th Test and Evaluation (Acquisition Management), Randolph AFB TX  
3308th Technical Training (Advisory), Randolph AFB TX  
3309th Training Readiness, Randolph AFB TX  
3314th Management Engineering, Randolph AFB TX  
3507th Airman Classification, Lackland AFB TX  
3588th Flying Training (Helicopter), Fort Rucker AL  
USAF Occupational Measurement Center, Randolph AFB TX

## COMMAND LEADERSHIP

General Iosue remained commander, and Major General Smotherman, vice commander.

## ORGANIZATION

***Headquarters Reduction.*** In the DOD Authorization Act of 1984, Congress directed the Secretary of Defense to reduce by 5 percent (later 7.45 percent) the number of military and civilian authorizations in management headquarters in the Office of the Secretary of Defense, DOD agencies, and military departments. To Air Training Command that meant its ceiling dropped from 1,301 to 1,204 positions. The command managed the reduction by realignment. Later in the year authorizations transferred from the headquarters to two newly activated squadrons: the 3308th Technical Training (Advisory) and the 3309th Training Readiness.

**Airman Basic Virginia Queen was the first woman to complete the security specialist training program offered at Lackland AFB.**



***DCS/Information Systems.*** A new Deputy Chief of Staff, Information Systems formed at HQ ATC on 1 October. It was a combination of the Office of Computer Resources and the Directorate of Communications-Electronics.

***3308th Technical Training Squadron.*** On 1 April 1984, ATC activated the 3308th Technical Training Squadron (Advisory) at Randolph and assigned it to the headquarters. With the organization of this unit, Air Training Command combined all of its training technology and technical training advisory services under a single organization.

***3309th Training Readiness Squadron.*** Air Training Command activated the 3309th Training Readiness Squadron at Randolph and assigned it to the headquarters on 1 July 1984. The 3309th managed the command's readiness program and served as ATC's intelligence function. The last time HQ ATC had an office dedicated to intelligence functions was in 1975, but a headquarters reduction had caused its loss.

***3785th Field Training Wing.*** Beginning in late 1983, HQ ATC conducted a study of the field training program, looking at organization and mission performance. The study group found that the training detachments did an excellent job in the field. It was organization that caused problems. From its establishment on 1 April 1976, the 3785th Field Training Group had operated a worldwide teaching program with the aid of a single squadron, the 3751st. Through the years, the lines of authority and responsibility had become indistinct. To define these elements more clearly, the study group recommended elevating the 3785th to wing-level and assigning four squadrons to the wing. With Air Staff approval, on 1 July 1984, ATC redesignated the group as the 3785th Field Training Wing, assigned the 3751st Field Training Squadron to the wing, and activated three additional field training squadrons: the 3752d, 3753d, and 3754th. Like the group, the 3785th Field Training Wing, remained assigned to the Sheppard Technical Training Center

***First Sergeant Academy.*** Air Training Command established a First Sergeant Academy at Keesler AFB on 24 January 1984, and it reported to Keesler's 3300th Technical Training Wing.

***Support Squadron.*** In an effort to attract more qualified officers to fill support roles, Air Training Command reorganized some of its services, transportation, supply, and security police divisions as squadrons. Exactly three months later Randolph, Mather, Keesler, Lackland, and Lowry gained transportation squadrons; and Goodfellow added a supply squadron. On the same day, ATC activated security police squadrons at Columbus, Laughlin, Reese, Vance, and Williams.

## FLYING TRAINING

***TRIM Implemented.*** On 16 January 1984, ATC began using the Time-Related Instruction Management (TRIM) system, a computer system to support flying training activities. The first unit to use the system was the 47th Flying Training Wing at Laughlin AFB, Texas.

***Navigator-Bombardier Training Ends.*** On 6 November 1984, Air Training Command ended navigator-bombardier training at Mather AFB in California. For 37 years, Mather had provided this instruction. However, when Strategic Air Command decided to phase in a new avionics system in the early 1980s, either ATC had to upgrade its training equipment at considerable expense or transfer training responsibility to Strategic Air Command. Both

commands agreed that the best solution was to transfer the training to SAC's combat crew training school at Castle AFB in California.

## TECHNICAL TRAINING

**Information Systems.** In 1984 the Air Force combined communications and data automation to form a new information systems career field. The officer training (49XX) and the enlisted program (491XX) would begin in 1985. Keesler Technical Training Center had conducted most of the old communications-electronics and data automation training and would continue with the new courses. However, a small part of the enlisted training program went to Sheppard AFB.

**Intelligence Training.** On 1 February 1984, the Air Force announced that Air Training Command would consolidate all intelligence training at Goodfellow AFB in northwestern Texas. That meant that the cryptologic and intelligence courses at the Keesler and Lowry Technical Training Centers, as well as those at Offutt AFB in Nebraska, would all transfer to Goodfellow, where the 3480th Technical Training Wing (USAF Cryptological Training Center) operated. The goal was to finalize the consolidation by 1988.

**Air Base Ground Defense Training.** In May 1984 the Army and Air Force signed a memorandum of agreement governing joint force development. The agreement included 31 initiatives, two of which covered air base ground defense. The first made the Army responsible for defense of all Air Force installations outside the immediate perimeter of the base, while the second directed the Army to conduct air base ground defense training for Air Force personnel. Air Training Command had provided that training at Camp Bullis in Texas. However, beginning in October 1985, the Army would offer this instruction at Fort Dix, New Jersey.

## MISCELLANEOUS

**Push-Pull Mobilization.** Air Training Command gained a new responsibility in December 1984, management of Push-Pull Mobilization. Headquarters USAF had developed the concept in October 1983 in an effort to improve response time in a contingency scenario. Basically, the Air Staff would identify skills needed and pre-trained individual manpower (PIM) to recall. The Air Force pushed these people to in-processing sites at one of the technical training centers, based on career specialty. Then, given requirements, Air Training Command pulled the PIM from the centers and assigned those people to the using organizations.



### ***"Show the Way" Logo Developed.***

In 1984 Recruiting Service developed a logo for Air Training Command. It included the torch of knowledge, taken from the official ATC emblem, and the words, "Show the Way."

**An aggressor force contemplates their next move during an air base ground defense exercise held at Camp Bullis, Texas.**

# 1985

Budget reduction was a major concern to ATC senior leaders. Confronted by the Balanced Budget Act, better known as Gramm-Rudman-Hollings, ATC suffered nearly \$600 million in cuts in the fiscal year 1987 budget. With the passage of Gramm-Rudman, the steady growth of defense budgets under the Reagan administration came to an end. Although the reductions came from across the training spectrum, the deepest cuts were in flying training. These included reductions in undergraduate pilot training for the Air Reserve Forces, a cut in flying training hours, and a two-year delay in the tanker-transport-bomber training system. The most wrenching cut, however, was the Air Force's decision to cancel the T-46A, the replacement aircraft for the T-37.

## ASSIGNED RESOURCES

(As of 31 December 1985)

**PRIMARY INSTALLATIONS:** 13

Arizona - Williams, California - Mather; Colorado - Lowry; Illinois - Chanute; Mississippi - Columbus, Keesler; Oklahoma - Vance; Texas - Goodfellow, Lackland, Laughlin, Randolph, Reese, Sheppard



The Fairchild T-46 was the next generation training HQ USAF had proposed to replace the T-37. However, a dwindling defense budget caused the Air Force to cancel the acquisition.

**PERSONNEL ASSIGNED:** 53,254 (7,708 officers, 31,984 enlisted, 13,562 civilians)

**AIRCRAFT ASSIGNED:** 1,389 (T-37B, T-38A, T-39A, T-41A, T-43A)

**MAJOR SUBORDINATE UNITS:**

7 numbered air force equivalent units:

- USAF Recruiting Service, Randolph AFB TX
- Air Force Military Training Center, Lackland AFB TX
- Chanute Technical Training Center, Chanute AFB IL
- Goodfellow Technical Training Center, Goodfellow AFB TX
- Keesler Technical Training Center, Keesler AFB MS
- Lowry Technical Training Center, Lowry AFB CO
- Sheppard Technical Training Center, Sheppard AFB TX

1 air division equivalent: Air Force Reserve Officer Training Corps, Maxwell AFB AL

2 wing equivalents:

- Officer Training School, Lackland AFB TX
- USAF Instrument Flight Center, Randolph AFB TX

1 combat crew training wing: 3636th (Survival), Fairchild AFB WA

8 flying training wings:

12th, Randolph AFB TX	71st, Vance AFB OK
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64th, Reese AFB TX	323d, Mather AFB CA

4 independent group or group-equivalent units:

- Community College of the Air Force, Maxwell AFB AL
- Foreign Military Affairs Training Group, Randolph AFB TX
- San Antonio Contracting Center, Kelly AFB TX
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- 3309th Training Readiness, Randolph AFB TX
- 3314th Management Engineering, Randolph AFB TX
- 3507th Airman Classification, Lackland AFB TX
- 3588th Flying Training (Helicopter), Fort Rucker AL
- USAF Occupational Measurement Center, Randolph AFB TX



## COMMAND LEADERSHIP

General Iosue remained the ATC commander. On 17 July 1985, Maj Gen Charles R. Hamm replaced Major General Smotherman as vice commander. Major General Smotherman became commander of the 314th Air Division and Korean Air Defense Sector, Osan Air Base, Korea.

## ORGANIZATION

*Changes in Organization throughout the Command.* Among the significant organizational changes taking place during 1985 were the reorganization of base supply at ATC bases; the transfer of base contracting functions for Kelly AFB from San Antonio Contracting Center to the San Antonio Air Logistics Center; the reorganization of the consolidated maintenance squadrons at Chanute, Lowry, and Sheppard Technical Training Centers; and the realignment of the Air Force Officer Orientation School from Air University to Air Training Command and its concomitant relocation from Maxwell AFB, Alabama, to Lackland's Medina Annex. Also, as a part of a HQ USAF test, Keesler and Reese had established mission support squadrons, which combined such functions as personnel, administration, professional military education, and social actions. If the test proved successful, the Air Force's standard wing organization would then include a mission support squadron.

*Air Force Reserve Officer Training Corps.* HQ USAF redesignated the Air Force Reserve Officers' Training Corps as the Air Force Reserve "Officer" Training Corps.

*Goodfellow Technical Training Center.* As part of the plan to consolidate all Air Force intelligence training at Goodfellow AFB in Texas, Air Training Command activated the Goodfellow Technical Training Center on 1 March 1985, the sixth such training center in the command. At the same time, ATC removed the parenthetical notation (USAF Cryptological Training Center) from the 3480th Technical Training Wing at Goodfellow and assigned the wing to the technical training center.

## FLYING TRAINING

*T-46 Cancellation.* After a number of modification and production delays, the first flight of the T-46, the replacement for the T-37, occurred on 15 October 1985 at Edwards AFB, California. However, with the Air Force searching for ways to meet tighter congressional funding limitations, HQ USAF decided to delete funding for the continued production of the T-46 from the fiscal year 1987 budget, thereby effectively killing the acquisition program.

*Pacer Classic.* Begun in October 1985, Pacer Classic was a maintenance program to rebuild and modernize the T-38. The venerable T-38, used in flying training for nearly a quarter of a century, had begun to show signs of wear. Following two wing failures in 1978, ATC had initiated a program to replace the T-38's wings. Then in 1982 several initiatives were undertaken to improve the T-38's J85 engine. These efforts eventually developed into Pacer Classic, an umbrella program under which the T-38 fleet would receive various airframe modifications and engine enhancements to prolong its service life and keep it flying into the twenty-first century.

## ENCROACHMENT

When the vast majority of bases in Air Training Command (ATC) first opened, they were far out in the countryside. However, as years went by, nearby cities grew and began to encroach on the bases. In 1972 ATC started a relatively simple survey of its bases in an attempt to gauge the level of and prevent any encroachment by the surrounding civilian communities. As a result, Randolph AFB, Texas, headed off a proposed second regional airport in 1973 that threatened T-38 training at the base. Between 1973 and 1978, a joint team of Randolph AFB and Universal City leaders successfully lobbied the US Congress for more than \$6 million in easements to the north of the base's two runways.

By 1974 this effort had turned into a complex urban planning problem. While it originally started as a way to deal with noise problems (sites with noise above 65 decibels), the Air Force program grew to include accident potential and land use hazards to aviation (high rise building too close to an airfield's final approach). Command managers soon found that most state laws could not deal with the issue effectively. At the same time, Air Staff leaders quickly discovered encroachment had wide-ranging effects across the Air Force and transferred the program from major command to HQ USAF jurisdiction.

Also in 1974, the Air Force established the Air Installation Compatible Use Zone (AICUZ) program, which delineated accident potential zones (APZ) based on past accident patterns, noise zones, and use of Federal Aviation Administration (FAA) and USAF building height directives. The Air Force designed the AICUZ program to control incompatible development around the bases. Air Training Command identified the encroachment level at each of its bases, labeling the problem at Randolph, Williams, Sheppard, and Keesler as severe; Mather and Reese as moderate; and Vance, Columbus, Laughlin, Webb, Moody, and Craig as minimal. The bases could either acquire land in the CUZs or obtain compatible land use around them. Base officials had to work with local governments to implement the AICUZ recommendations. Since most city leaders would rather work with the bases than lose the economic benefits they brought to the local communities, the Air Force often had willing partners. In fact, the City of San Antonio in January 1975 passed the Military Airport Overlay District ordinance with zoning protection to each military runway within San Antonio city limits, including an area south of Randolph.

Before 2002 AETC generally followed a cooperative strategy, developing zoning guidelines with the nearby communities to encourage compatible development to preserve flying locations. Nonetheless, the inherent contradictions of managing land for military use while protecting natural and cultural resources and competing demands of increased urban development often resulted in confrontation instead of cooperation. What happened at Keesler AFB was a case in point. In 1991 Mississippi legalized gambling, spurring construction of several high rise hotels and casinos along the water front that obstructed some approach routes for aircraft at Keesler. In fact, one developer added four floors to the number authorized by his building permit. As a result, the 403d Wing, an Air Force Reserve Command unit assigned to the base, had to alter its flight patterns. In 2002 developers proposed two 13-story condominiums that would rise within 20 feet of the base's departure zones. While Biloxi city officials initially were not keen on agreeing to the more stringent rules proposed by the 81st Training Wing commander, the prospect of losing the flying mission during a time when the threat of base closure still resonated made them more

amiable. A year later they adopted the Biloxi Land Development Ordinance that implemented most of the restrictions proposed by the base. Both base and city officials continued to watch the issue closely, and the threat diminished.

In 2007 the 12th Flying Training Wing heard about a Loop 1604 project that would widen the road running on the west side of Randolph to four lanes between IH-35 and I-10, which, in turn, would serve as a magnet for a plethora of new businesses. Wing officials contacted Converse city officials to share their concerns, especially since a recently completed AICUZ study pointed out that the positive relationship between Randolph AFB and the area municipalities would continue to minimize the expansion of undeveloped areas around the base. While nothing came of this at the time, Converse officials said they supported the wing's flying mission, especially since the AICUZ study concluded the current development was permitted in the CUZs and APZs.

With the activation of Joint Base San Antonio (JBSA) in 2009, the 12th Flying Training Wing turned its attention to handing over its responsibilities as the host wing for Randolph to the 502d Air Base Wing, host unit for JBSA. One of those responsibilities was encroachment management. In 2012 the Air Force said host wings (in this case the 502d Air Base Wing) would establish Installation Encroachment Management Teams (IEMT) to deal with possible impacts of off-base development and work with local communities to maintain both current operation capability and allow for further growth. However, by 2014 encroachment became the 12 FTW's top problem as preservation of the flying mission became its number one priority. The wing set up an IEMT and established a group to engage with the local communities about current and planned development that might affect the wing's flying. These actions were vitally important because the wing's communications with the five municipalities around Randolph (Converse, San Antonio, Universal City, Schertz, and Selma) were broken. When community leaders had questions about community development, they no longer knew who to ask. After receiving too many non-answers, the communities gave up trying to coordinate with the military counterparts. Not only did the 12 FTW have to build a completely new process to work with the 502 ABW, but it had to quickly form working relationships with the surrounding communities. To do so, it used four starting points: no development in any of the clear zones; no new development in the APZs; no new development within 65-decibel noise zones; and no demands to remove existing development. This attention paid off as Air Force and community officials managed to ward off any threats to the wing's mission.

**Below photo courtesy of San Antonio Express News**



**Left to right, Randolph 1930s, JBSA today.**

***First Woman Enters ENJJPT.*** The Euro-NATO Joint Jet Pilot Training program at Sheppard entered its first female student, Ensign Petronella Speerstra from The Netherlands, in November 1985. This was a significant development, because the NATO course was designed to produce fighter pilots, and women had previously been barred from serving in that capacity.

***Fixed-Wing Qualification.*** Air Training Command began a new fixed-wing qualification program on 1 October 1985 that provided for proficiency advancement and qualified helicopter pilots to fly fixed-wing aircraft. Training was removed from UPT, and flying was conducted in the upgrade sections of the T-37 and T-38 squadrons at the UPT bases. Randolph AFB would gain all new fixed-wing qualification entries in January 1986.

## TECHNICAL TRAINING

***Computer Technology.*** The command's technical training philosophy continued to be that training should be provided to the fullest extent that resources allowed rather than just to the minimum skill levels required. However, ATC's resources had limits, and training in support of this philosophy was expensive. The command had to look for innovative ways of supplying the degree of training the major commands wanted. One of those ways was a heavy reliance on computer technology for such uses as developing exportable courseware. To provide support for building exportable training, HQ USAF approved the establishment of a systems support activity at Keesler AFB. Keesler's systems support activity developed exportable courseware for two specialties, administration and personnel, as of the end of the calendar year.

***B-1B and Peacekeeper Training.*** During the year, ATC continued to develop training programs for two new weapon systems, the B-1B and the Peacekeeper missile. Field training began at the first B-1B base, Dyess AFB, Texas, in January 1985, several months before the first new bomber was delivered. The technical training wings at Chanute and Lowry were scheduled to provide portions of the Peacekeeper missile training.

## MISCELLANEOUS

***AIDS Screening Becomes Mandatory.*** During 1985 in the Department of Defense, senior officials expressed growing concern over the spread of acquired immune deficiency syndrome or AIDS. On 1 October 1985, the Department of Defense directed all recruits and officer candidates undergo testing for the disease. If two tests came up positive, the individual received a more sophisticated and expensive test. If this test resulted in a positive, then the Air Force disqualified the individual from enlistment in the service.

***Hurricane Elena.*** On 2 September 1985, Hurricane Elena struck the Mississippi gulf coast, near Keesler AFB, causing extensive damage. While most of Keesler's technical training facilities escaped damage, officials halted training so that all personnel were available to assist with recovery efforts along the gulf coast. Command headquarters directed Lackland to stop sending basic military training graduates to the school for several days. Training resumed at Keesler less than a week later.

# 1986

When ATC changed commanders on 28 August, it was more than a ceremony. It marked the reversion of the ATC commander's position from a four-star to a three-star position. However, the change had little, if any, effect on the operation of the command. During the year, ATC added a new training mission, that of providing undergraduate space training. The command leadership spent much of their time working around budgetary restrictions caused by the Gramm-Rudman-Hollings legislation. Problems directly affecting personnel management included restrictions on permanent change of station moves, a congressionally-mandated reduction in officer end strength, and a statutory requirement to cut the size of the command headquarters by 10 percent. One troubling personnel problem was pilot retention. In fiscal year 1986 the Air Force noted pilot retention dropped to its lowest level since 1981.

## ASSIGNED RESOURCES

(As of 31 December 1986)

**PRIMARY INSTALLATIONS:** 13

Arizona – Williams, California – Mather; Colorado - Lowry; Illinois – Chanute; Mississippi – Columbus, Keesler; Oklahoma – Vance; Texas – Goodfellow, Lackland, Laughlin, Randolph, Reese, Sheppard

**PERSONNEL ASSIGNED:** 54,053 (8,138 officers, 31,868 enlisted, 14,047 civilians)

**AIRCRAFT ASSIGNED:** 1,359 (T-37B, T-38A, T-39A, T-41A, T-43A)

## MAJOR SUBORDINATE UNITS:

7 numbered air force equivalent units:

- USAF Recruiting Service, Randolph AFB TX
- Air Force Military Training Center, Lackland AFB TX
- Chanute Technical Training Center, Chanute AFB IL
- Goodfellow Technical Training Center, Goodfellow AFB TX
- Keesler Technical Training Center, Keesler AFB MS
- Lowry Technical Training Center, Lowry AFB CO
- Sheppard Technical Training Center, Sheppard AFB TX

1 air division equivalent: Air Force Reserve Officer Training Corps, Maxwell AFB AL

1 wing equivalent: USAF Instrument Flight Center, Randolph AFB TX

1 combat crew training wing: 3636th (Survival), Fairchild AFB WA

8 flying training wings:

12th, Randolph AFB TX  
14th, Columbus AFB MS  
47th, Laughlin AFB TX  
64th, Reese AFB TX

71st, Vance AFB OK  
80th, Sheppard AFB TX  
82d, Williams AFB AZ  
323d, Mather AFB CA

4 independent group or group-equivalent units:

Community College of the Air Force, Maxwell AFB AL  
Foreign Military Affairs Training Group, Randolph AFB TX  
San Antonio Contracting Center, Kelly AFB TX  
San Antonio Real Property Maintenance Agency, San Antonio Air Force Station TX

11 independent squadrons or squadron equivalents:

3303d Contracting, Randolph AFB TX  
3304th School (ATC NCO Academy), Lackland AFB TX  
3305th School (ISD), Randolph AFB TX  
3306th Test and Evaluation, Edwards AFB CA  
3307th Test and Evaluation (Acquisition Management), Randolph AFB TX  
3308th Technical Training (Advisory), Randolph AFB TX  
3314th Management Engineering, Randolph AFB TX  
3507th Airman Classification, Lackland AFB TX  
3588th Flying Training (Helicopter), Fort Rucker AL  
ATC Operations Center, Randolph AFB TX  
USAF Occupational Measurement Center, Randolph AFB TX

## COMMAND LEADERSHIP

Lieutenant General John A. Shaud assumed command of ATC on 28 August 1986 from Gen Andrew P. Iosue, who retired. This marked the reversion of the ATC commander position from four to three stars. General Shaud came to Randolph from the Pentagon where he had served as Air Force Deputy Chief of Staff for Personnel. Major General Charles R. Hamm continued as vice commander.



**Telephone operators at Mather AFB in California - The base outgrew its phone system in 1986. The 1950s relay switch, with a capacity of 2,200 lines, failed to handle the 5,300 phones accessing those lines.**



## ORGANIZATION

***Air Training Information Systems Division – a Tenant Organized on Randolph AFB.*** In 1984 HQ USAF published a plan to integrate management of information throughout the Air Force. Management of information systems would be a "dual hat" arrangement in which host major commands would retain operational control, and Air Force Communications Command (AFCC) would exercise administrative management of personnel assigned to the information systems function. To accommodate the integration of communications and data automation functions in ATC, the Air Training Information Systems Division (ATISD) activated on 1 January 1986 as a numbered air force-equivalent unit. It formed through the consolidation of ATC's DCS/-Information Systems, the 3302d Computer Services Squadron, Detachment 7 of HQ AFCC, and other AFCC resources. The ATISD designation was short lived, however, because AFCC redesignated it as the Air Training Communications Division on 1 November 1986.

***Officer Training School Realigned.*** When ATC established the Officer Training School in 1959, it assigned the school to the Lackland Military Training Center. On 1 June 1972, OTS was realigned under HQ ATC to put it more on a par with the Air Force Reserve Officer Training Corps (AFROTC), a numbered air force equivalent unit reporting to Air University, and the Air Force Academy, a special operating agency reporting to HQ USAF. However, Lieutenant General Shaud's management philosophy was that senior field commanders, such as the Air Force Military Training Center (AFMTC) commander, should exercise control over related command missions, especially when located on the same base. On 14 November 1986, ATC assigned OTS to AFMTC.

***ATC Operations Center Activated.*** To gain some relief from a congressionally-imposed manpower ceiling on management headquarters personnel, ATC had established the 3309th Training Readiness Squadron in 1984. Subsequently, a problem arose concerning the performance evaluations of officers assigned to the 3309th because their records did not indicate a major command assignment, though they directly supported ATC. On 1 January 1986, the command established a named unit, the ATC Operations Center at Randolph and inactivated the 3309th.

***Comptroller Squadrons Established.*** On 1 July 1986, ATC established a comptroller squadron at Chanute, Keesler, Lackland, Lowry, Sheppard, Mather, and Randolph.

## FLYING TRAINING

***Navigator Training.*** On 15 July specialized undergraduate navigator training (SUNT) replaced the standard navigator training program, when the first SUNT class began the core course at Mather AFB in California. Under SUNT, all navigators entered a 65-day common core training course. As the course progressed, the students learned which of three training tracks they would transition into: fighter, attack, reconnaissance; tanker, transport, bomber; or electronic warfare training. Students received their wings upon completion of the specialized training.

## TECHNICAL TRAINING

***Survival Training Consolidation Proposed.*** Ever since the survival school moved from Stead AFB, Nevada, to Fairchild AFB, Washington, in 1966 there had been periodic discussions

about consolidating the combat survival course at Fairchild and the water survival course at Homestead AFB, Florida. In 1985 HQ USAF approved an ATC proposal to put the two courses at an ATC base in a more temperate climate, preferably Keesler. However, budget cuts brought on by the Gramm-Rudman bill and pressure from the Washington state congressional delegation combined to kill the proposal in 1986.

***Undergraduate Space Training.*** By the 1980s, the role of space systems in intelligence, communications, and weather reconnaissance had become so pervasive that the Air Force decided to establish a military command structure devoted to space operations. Headquarters USAF activated the Air Force Space Command (AFSPACECOM) in 1982. Since space operations included other Services, in 1985 the Defense Department established the joint US Space Command. The Air Force also needed a space training program, and in 1985 AFSPACECOM took over mission-specific, upgrade, and on-the-job training, while Air Training Command conducted an undergraduate space training (UST) course and the AFSC-awarding technical courses. Undergraduate space training paralleled undergraduate pilot and navigator training programs as a general operational training course. Like the undergraduate flying training courses, UST provided a basic preparation for space operational assignments, while the using command delivered further specific training. The first UST course began at Lowry AFB on 9 October 1986.

## MISCELLANEOUS

***Military Construction.*** In 1986 ATC bases completed major construction projects worth over \$50 million. Goodfellow AFB, Texas, saw the largest share of the work, primarily because the Air Force chose to consolidate intelligence training at this base. In addition, since 1978 the Air Force had fought off two efforts to close Goodfellow, but given the precarious future of the base no money went toward construction. With Goodfellow become the USAF intelligence center, Air Training Command began its first build-lease housing project to accommodate the growing population of the base.

***Antiterrorism Planning.*** After the US bombing raid on Libya in 1984, experts predicted an expansion of global terrorist activity. In response, Air Training Command established an Antiterrorism Committee to study enhanced security measures and awareness training. The command tested new entry control procedures at Williams and Chanute and installed new barriers to protect aircraft.

**Nurses run a training session at Wilford Hall USAF Medical Center, Lackland AFB, Texas.**



# 1987

**Air Training Command underwent significant mission and organizational changes in 1987. The command gained a new mission in February, with the activation of the San Antonio Joint Military Medical Command (SA-JMMC). The biggest organizational change involved a major reorganization of HQ ATC. Guided by his perception that there were four "action" deputy chiefs of staff (DCS) in the headquarters - Operations, Technical Training, Recruiting Service, and Medical Services and Training, the ATC commander realigned a number of functions in the headquarters. HQ USAF approved disestablishment of the San Antonio Real Property Maintenance Agency and the San Antonio Contracting Center; however, those changes did not go into effect until 1989. Air Training Command also found itself facing the possible loss of a base when Lowry and Mather came under consideration for closure. Luckily, a combination of political pressure and local interest succeeded in removing either base from consideration for closure.**

## **ASSIGNED RESOURCES**

(As of 31 December 1987)

### **PRIMARY INSTALLATIONS: 13**

Arizona – Williams, California – Mather; Colorado – Lowry; Illinois – Chanute; Mississippi – Columbus, Keesler; Oklahoma – Vance; Texas – Goodfellow, Lackland, Laughlin, Randolph, Reese, Sheppard

**PERSONNEL ASSIGNED:** 52,579 (7,336 officers, 31,441 enlisted, 13,802 civilians)

**AIRCRAFT ASSIGNED:** 1,357 (T-37B, T-38A, T-39A, T-41A, T-43A)

### **MAJOR SUBORDINATE UNITS:**

7 numbered air force equivalent units:

- USAF Recruiting Service, Randolph AFB TX
- Air Force Military Training Center, Lackland AFB TX
- Chanute Technical Training Center, Chanute AFB IL
- Goodfellow Technical Training Center, Goodfellow AFB TX
- Keesler Technical Training Center, Keesler AFB MS
- Lowry Technical Training Center, Lowry AFB CO
- Sheppard Technical Training Center, Sheppard AFB TX

2 air division equivalents:

- Air Force Reserve Officer Training Corps, Maxwell AFB AL
- San Antonio Joint Military Medical Command, Randolph AFB TX

1 wing equivalent: USAF Instrument Flight Center, Randolph AFB TX

1 combat crew training wing: 3636th (Survival), Fairchild AFB WA

8 flying training wings:

12th, Randolph AFB TX

71st, Vance AFB OK

14th, Columbus AFB MS

80th, Sheppard AFB TX

47th, Laughlin AFB TX

82d, Williams AFB AZ

64th, Reese AFB TX

323d, Mather AFB CA

4 independent group or group-equivalent units:

Community College of the Air Force, Randolph AFB TX

Foreign Military Affairs Training Group, Randolph AFB TX

San Antonio Contracting Center, Kelly AFB TX

San Antonio Real Property Maintenance Agency, San Antonio Air Force Station TX

12 independent squadrons or squadron equivalents:

3303d Contracting, Randolph AFB TX

3304th School (ATC NCO Academy), Lackland AFB TX

3305th School (ISD), Randolph AFB TX

3306th Test and Evaluation, Edwards AFB CA

3307th Test and Evaluation (Acquisition Management), Randolph AFB TX

3308th Technical Training (Advisory), Randolph AFB TX

3313th Medical Service, Randolph AFB TX

3314th Management Engineering, Randolph AFB TX

3507th Airman Classification, Lackland AFB TX

3588th Flying Training (Helicopter), Fort Rucker AL

ATC Operations Center, Randolph AFB TX

USAF Occupational Measurement Center, Randolph AFB TX

## COMMAND LEADERSHIP

Lieutenant General John A. Shaud continued to serve as the ATC commander. On 12 June 1987, Maj Gen Thomas A. Baker replaced Maj Gen Charles R. Hamm as the Vice Commander of Air Training Command. Major General Hamm became the Superintendent of the Air Force Academy at Colorado Springs, Colorado.

## ORGANIZATION

***DCS/Operations and Readiness.*** Effective 1 January 1987, the ATC commander directed that the Readiness Division in DCS/Plans and Requirements move to DCS/Operations. Concurrently, DCS/Operations became DCS/Operations and Readiness.

***Headquarters Restructure.*** Looking at the way plans and requirements functions were spread among most of the DCSs, Lieutenant General Shaud decided the headquarters needed a

major reorganization. In his opinion, the command headquarters only needed four “action” deputy chiefs of staff, Operations, Technical Training, Recruiting Service, and the Surgeon. The other DCSs, Plans, Logistics, Comptroller, Civil Engineering, and Personnel were support agencies. By organizing under those guidelines, Lieutenant General Shaud believed there would be clearer lines of responsibility between staff agencies. As of 1 April 1987, all planners went to work for DCS/Plans and Requirements (also known as XP), and XP established a requirements directorate. The headquarters disestablished the Office of the Assistant Chief of Staff (ACS), Commissioning Programs, and changed the DCS/Recruiting Service designation to DCS/Recruiting Service and Commissioning Programs. Recruiting not only gained responsibility for commissioning programs, but it also became manager of AFROTC and OTS. (Later in the year, Recruiting Service assumed responsibility for recruiting scholarship and non-scholarship applicants for AFROTC.) In addition, the ACS/Commissioning Program's management responsibilities for the Community College of

the Air Force passed to Technical Training, and the Foreign Military Training Affairs Group no longer reported to the ATC commander but became a direct reporting unit of DCS/Plans and Requirements. On 26 June XP gained management responsibility for the Defense Language Institute, English Language Center at Lackland and Euro-NATO Joint Jet Pilot Training at Sheppard.

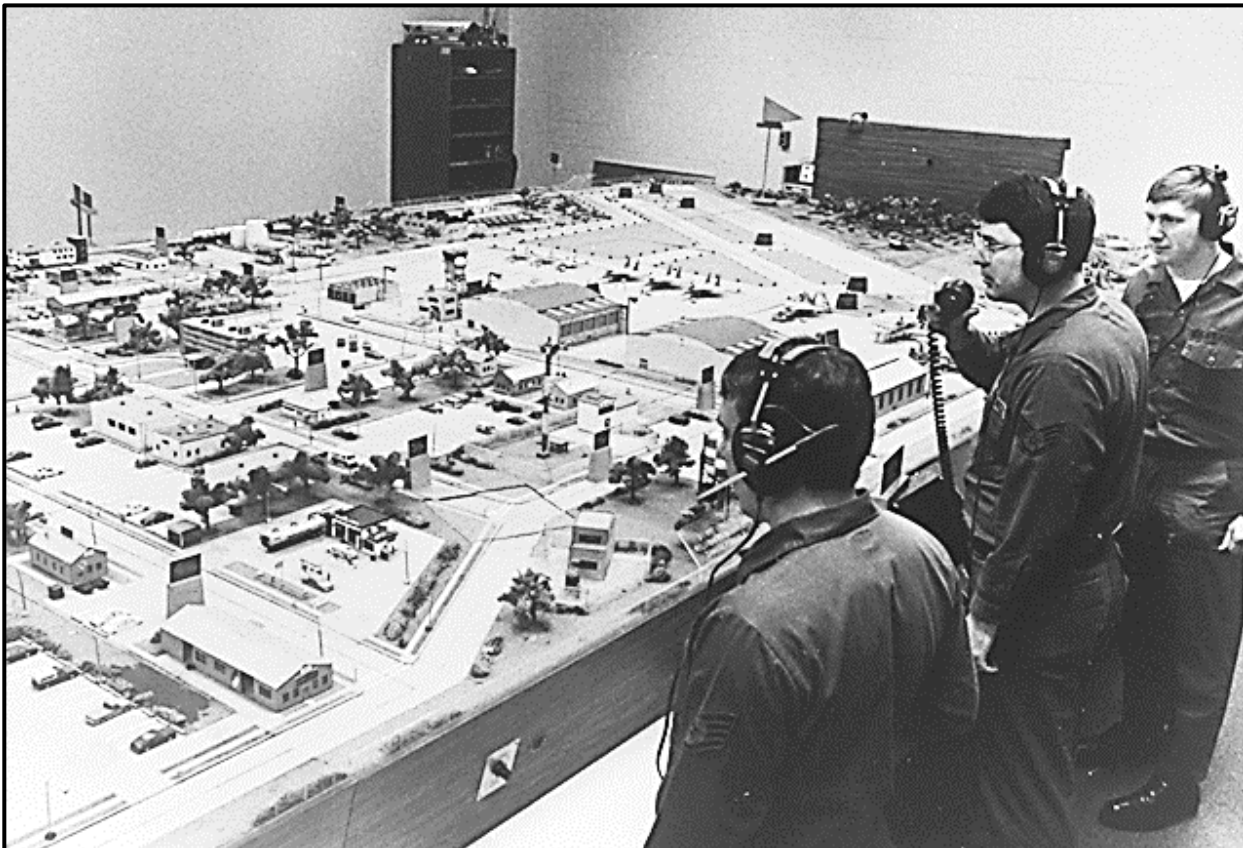


**In February the Army and Air Force combined medical assets in San Antonio to form the Joint Military Medical Command. It included Wilford Hall (left), the largest USAF medical center, and Brooke, the Army's second largest medical facility.**

***Joint Military Medical Command Established.*** In preparation for the establishment of the San Antonio Joint Military Medical Command (SA-JMMC) on 15 January 1987, Air Force Systems Command assigned Wilford Hall USAF Medical Center to Air Training Command. Then on 16 February the San Antonio Joint Military Medical Command activated at Randolph AFB assigned to ATC. By establishing this command, the Army and Navy centralized control of all their medical facilities in the San Antonio area. Staffed by Army and Air Force personnel, the new command oversaw the operation of Wilford Hall USAF Medical Center, Brooke Army Medical Center, the US Army Dental Activity, and the clinics at Randolph, Kelly, and Brooks. To assist with the headquarters management, ATC activated the 3313th Medical Services Squadron (JMMC) at Randolph on 1 March.

***DCS/Medical Services and Training.*** Air Training Command redesignated its office of the command surgeon as the DCS/Medical Services and Training, effective 15 October 1987. The major reason for that change was to show the increased responsibility that this office had undertaken since the activation of the San Antonio Joint Military Medical Command.

***Civilian Automated Training Office (CATO).*** Air Training Command activated a named activity, the Civilian Automated Training Office, so that the command could centralize all of its civilian training activities in one office. By doing this, ATC to reduce the workload at its many civilian personnel offices scattered across the command. The office went into operation on 1 October 1987.



**Advanced training to prepare students to serve as fire chiefs included the use of a model depicting a typical base.**

## **FLYING TRAINING**

***Changes in SUPT.*** Late in the year the Air Force implemented a number of policy changes affecting the specialized undergraduate pilot training (SUPT) program. In particular, training tracks and basing strategy changed. Where before there were fighter-attack-reconnaissance and tanker-transport-bomber tracks, now there were bomber and fighter or tanker and transport tracks. Reese AFB, Texas, was the first base programmed to offer SUPT, beginning in mid-1991.



***New Approach to Navigator Training.*** At the end of February, Mather discontinued undergraduate navigator training, and Air Training Command shifted to specialized undergraduate navigator training or SUNT. Following a common core course, students entered one of three tracks: fighter-attack-reconnaissance, tanker-transport-bomber, or electronic warfare. Students did not receive a navigator rating until they completed track training.

***Aviation Leadership Program.*** For many years, ATC had provided flying training for Latin American students. However, enrollment numbers fell during the mid-1960s, as US involvement in Vietnam increased. By the early 1980s, US interests in Latin America and the Caribbean had grown substantially, leading to the formation of the Aviation Leadership Program (ALP), flying training that Air Training Command conducted for ALP. Through this program, the US government had the opportunity to build better relations with future military leaders in Latin America and the Caribbean. The first group of ALP students began English language training at Lackland AFB in April.

***New Paint Scheme for T-37s.*** On 2 July 1987, the Air Staff approved the blue and white paint scheme designed for ATC's T-37 fleet by nationally-known aviation artist Keith Ferris. A rollout ceremony took place at Randolph AFB on 31 August 1987 for the first T-37 (tail #59-0382) painted in this design.



**In the spring of 1987, the schoolhouse at Sheppard AFB, Texas, acquired two F-16Cs to improve crew chief instruction. The aircraft allowed system-specific, hands-on training.**

## TECHNICAL TRAINING

***Undergraduate Space Training.*** Air Training Command graduated its first undergraduate space training (UST) class in February 1987 at Lowry AFB in Colorado. Then on 1 April HQ ATC moved management of the UST program from DCS/Technical Training to DCS/Operations.

**Rivet Workforce.** The Air Force implemented Rivet Workforce on 30 April, a service-wide initiative to create a more flexible, survivable, mobile workforce able to support USAF fighting needs across the spectrum of possible conflict. Rivet Workforce involved restructuring 21 career fields. By combining similar tasks, the Air Force went from 21 AFSCs to 16 career fields.

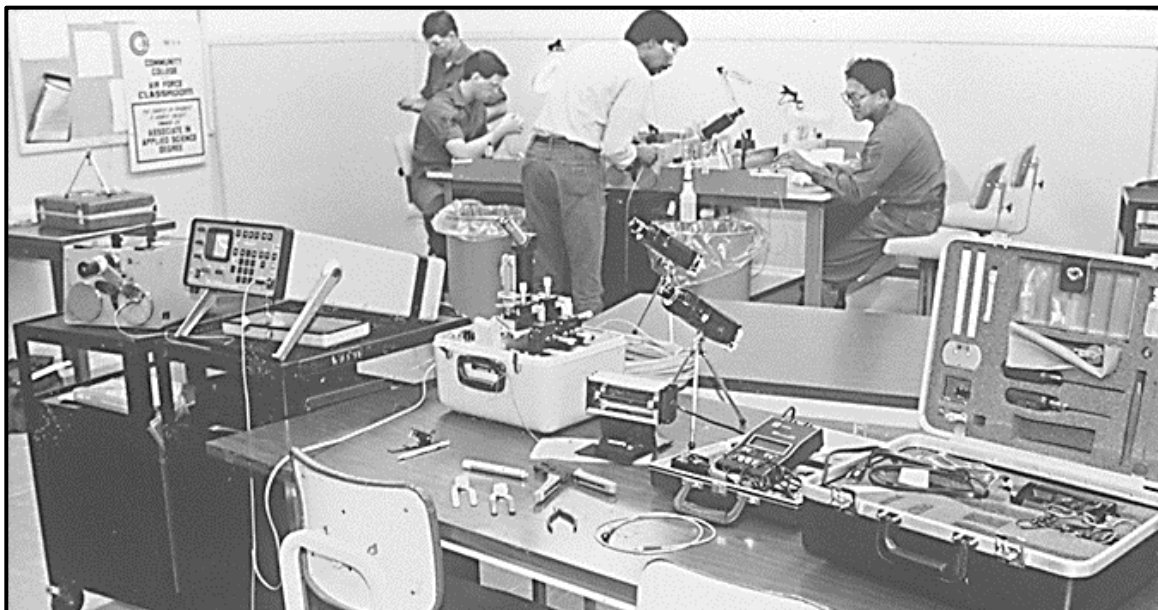
**4-Level Training.** Because of the growing complexity of weapons systems, sometimes Air Training Command could not provide sufficient weapons-specific training. Operational commands had to fill the gap. In 1987 Air Training Command and Tactical Air Command began a year-long test that looked at providing more hands-on training at the technical training centers. It was known as “4-level training,” and it began when six students entered jet engine maintenance training at Chanute AFB on 20 October.

## MILITARY TRAINING

**Recruiting Goal.** The Air Force dropped Recruiting Service's non-prior service recruiting goal for fiscal year 1988 to 40,000 positions, the lowest ever assigned. It was all in response to declining defense spending. Recruiting Service added AFROTC recruiting as a formal goal also in fiscal year 1988. Prior to the 1988-1989 academic year, Recruiting Service had focused its efforts on bringing in people for Officer Training School and the Health Professions direct commissioning program and only indirectly supported AFROTC recruiting.

## MISCELLANEOUS

**Contract Maintenance.** In 1986 in an effort to cut maintenance costs, ATC began looking at the possibility of converting aircraft maintenance at UPT bases, as well as training equipment maintenance at the centers, from military operation to civil service or contract, whichever was more cost-effective. By the end of 1987, the command had decided to convert maintenance at four bases, Columbus, Chanute, Lowry, and Sheppard to contract maintenance beginning in April 1988.



An instructor explains how to use test equipment and tools when installing fiber optic cable.

# 1988

**In fiscal year 1988, Air Training Command faced severe funding limitations, particularly in the areas of training, civilian pay, and medical programs. The command had to institute a civilian hiring freeze. In the words of the ATC commander Lt Gen Robert Oaks, the impacts of these reductions “on our mission would have been catastrophic were it not for reduced accession levels and deferred training demands [that] enabled us to take short-term actions to manage this level.” Looking forward, only four items on the command’s fiscal year 1990 budget proposal received funding: an extensive program to rebuild and renovate Lackland AFB; construction of new facilities for the Defense Language Institute; the aviation leadership program, a pilot training program for Latin American students; and the primary aircraft training system or PATS, an aircraft to replace the T-37.**

## **ASSIGNED RESOURCES**

(As of 31 December 1988)

**PRIMARY INSTALLATIONS:** 13

Arizona – Williams, California – Mather; Colorado - Lowry; Illinois – Chanute; Mississippi – Columbus, Keesler; Oklahoma – Vance; Texas – Goodfellow, Lackland, Laughlin, Randolph, Reese, Sheppard

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- Goodfellow Technical Training Center, Goodfellow AFB TX
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- Lowry Technical Training Center, Lowry AFB CO
- Sheppard Technical Training Center, Sheppard AFB TX

2 air division equivalents:

- Air Force Reserve Officer Training Corps, Maxwell AFB AL
- San Antonio Joint Military Medical Command, Randolph AFB TX

1 wing equivalent: USAF Instrument Flight Center, Randolph AFB TX

1 combat crew training wing: 3636th (Survival), Fairchild AFB WA

8 flying training wings:

12th, Randolph AFB TX	71st, Vance AFB OK
14th, Columbus AFB MS	80th, Sheppard AFB TX
47th, Laughlin AFB TX	82d, Williams AFB AZ
64th, Reese AFB TX	323d, Mather AFB CA

4 independent group or group-equivalent units:

Community College of the Air Force, Maxwell AFB AL  
Foreign Military Affairs Training Group, Randolph AFB TX  
San Antonio Contracting Center, Fort Sam Houston TX  
San Antonio Real Property Maintenance Agency, Fort Sam Houston TX

13 independent squadrons or squadron equivalents:

3302d Technical Training, Keesler AFB MS  
3303d Contracting, Randolph AFB TX  
3304th School (ATC NCO Academy), Lackland AFB TX  
3305th School (ISD), Randolph AFB TX  
3306th Test and Evaluation, Edwards AFB CA  
3307th Test and Evaluation (Acquisition Management), Randolph AFB TX  
3308th Technical Training (Advisory), Randolph AFB TX  
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3314th Management Engineering, Randolph AFB TX  
3507th Airman Classification, Lackland AFB TX  
3588th Flying Training (Helicopter), Fort Rucker AL  
ATC Operations Center, Randolph AFB TX  
USAF Occupational Measurement Center, Randolph AFB TX

## COMMAND LEADERSHIP

Lieutenant General Robert C. Oaks replaced Lieutenant General Shaud as the ATC commander on 6 June 1988. General Shaud became Chief of Staff, Supreme Headquarters Allied Powers Europe. General Oaks came to ATC from Naples, Italy, where he had served as Commander, Allied Air Forces Southern Europe and Deputy Commander in Chief, United States Air Forces in Europe for the Southern Area. A few months later, on 24 October 1988, ATC changed vice commanders. Major General Thomas A. Baker received his third star and became the Commander, Seventh Air Force, at Osan Air Base in Korea. His successor was Maj Gen Robert S. Delligatti, the ATC Deputy Chief of Staff, Plans and Requirements.

## ORGANIZATION

*3302d Technical Training Squadron Assigned to ATC.* On 1 July ATC replaced the Systems Support Activity, in operation at Keesler since 1985, with the newly-activated 3302d Technical Training Squadron. The squadron reported to the Keesler Technical Training Center

until 1 November 1988, when Air Training Command assigned it as a direct reporting unit of HQ ATC. Officials believed this change would make it easier for the 3302d to provide computer-based instruction assistance to all the training centers.

**Family Support Centers.** In 1980 as a part of a conference on families, the Air Force identified a need for family support centers. By assisting families, the Air Force felt it would "improve retention and productivity." However, it was not until 1988 that Air Training Command began establishing these centers. As of 31 December 1988, ATC had four full service centers in operation at Chanute, Lowry, Mather, and Sheppard; and six limited-service centers had opened at Goodfellow, Lackland, Laughlin, Reese, Keesler, and Williams.

## FLYING TRAINING

**Pilot Selection and Classification System.** Under the old classification system, student pilots did not learn which category of aircraft they would fly operationally until about eight weeks before they completed pilot training. At that time, an advanced training recommendation board would meet, review the flying performance of the students, and determine follow-on assignments. As part of the switch from generalized to specialized training, ATC planned to implement a new selection and classification system to categorize students before they entered flight training. The major reason for moving the classification decision to the beginning of training was a desire to

eliminate the negative connotations associated with not making the fighter-attack-reconnaissance cut under the old system. By letting prospective pilots know at the start what category of aircraft they could expect to fly upon graduation, the Air Force hoped to instill in them a greater sense of dedication to and identification with their particular major weapon system. Air Training Command planned to implement the new selection and classification system in 1991.



**To select the best candidates for pilot training, ATC used the portable basic attributes tester (Porta-BAT). It helped determine self-confidence, risk tolerance, tenacity, situational awareness, reaction to task saturation, and basic stick and rudder skills.**

**Specialized Undergraduate Pilot Training.** Air Training Command's return to specialized undergraduate pilot training (SUPT) began in late 1964 when HQ USAF asked Air University to forecast the Air Force's pilot training needs for the 1970s. Nothing conclusive came of that study, but it raised the question of whether generalized or specialized UPT was the best path to follow. Several years and many studies later, the Air Force finally decided to implement SUPT. However, before the Air Force could begin, Congress wanted to see a master plan outlining how the Air

Force intended to proceed. In April 1988 ATC produced the USAF Trainer Masterplan. It compared the relative merits and shortcomings of four variations of an improved UPT program, and it described in detail the course of action advocated by the Air Force. Those four variations included a modernized UPT program that retained single-track generalized training, the all-through trainer system which also followed the single-track generalized concept, an alternate SUPT program, and SUPT. According to the trainer masterplan, SUPT provided the highest quality graduate at the lowest cost. However, key to the success of any of these options were two modification programs, the structural life extension program for the T-37 and the Pacer Classic program for the T-38, which would insure the planes remained airworthy.

*Advanced Tactical Fighter.* The Air Force publicly announced development of an Advanced Tactical Fighter. It eventually became the F/A-22. In the early planning stages, Air Training Command expected it would conduct all aspects of training at a single centralized site.

## TECHNICAL TRAINING

*Computer-Based Intelligence Training.* By 1988 ATC had finished consolidating intelligence training at Goodfellow and integrating the training courses. Several computer-based instruction (CBI) programs comprised an important aspect of this integration. Sentinel Bright, designed to provide linguistic and cryptology training, broke new ground in CBI but was plagued by technical difficulties. The two phases of Sentinel Aspen begun in 1983 integrated training in imagery intelligence and its application in targeting.



**Aircraft maintenance-munitions officers train in a full-scale logistics readiness center at Chanute AFB in Illinois.**



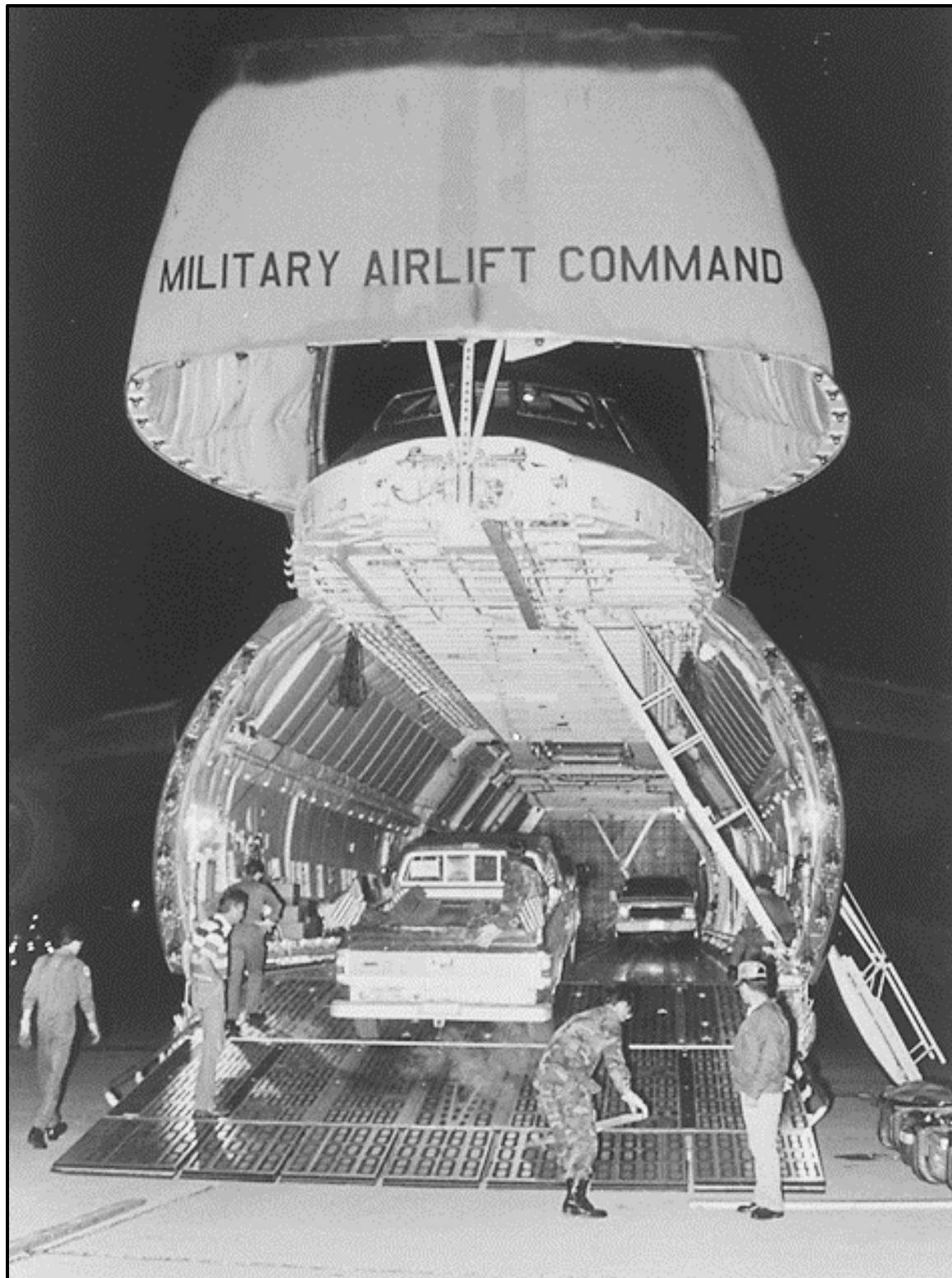
## SAN ANTONIO REAL PROPERTY MAINTENANCE AGENCY

The San Antonio Real Property Maintenance Agency (SARPMA) was founded on 1 October 1978 following a series of studies by the General Accounting Office and the Department of Defense aimed at achieving cost savings through regional consolidation. San Antonio, home to the Army's Fort Sam Houston and four Air Force bases - -Brooks, Kelly, Lackland, and Randolph - was a prime candidate for such action. Established at San Antonio Air Force Station, adjacent to Fort Sam Houston, SARPMA consolidated the existing civil engineering organizations at all five facilities into a single entity reporting to Air Training Command. The new construct wrested control of the civil engineering function from local commanders, who nevertheless retained ownership of all real property and were responsible for its maintenance, a factor that played a large part in SARPMA's undoing. In theory, the installation commanders prioritized the work to be done, and SARPMA attempted to meet their deadlines. In practice, SARPMA did not live up to expectations. Initially, commanders had difficulty obtaining such basic information as the status of a work order or the cost of a project, and all were dissatisfied with the time it took to get work done.

Over time, mainly as a result of extraordinary management actions, SARPMA's performance improved. As that happened, opposition to the concept softened, especially on the part of the Army, but it was too little, too late. In 1983, at the direction of the Vice Chief of Staff of the Air Force, ATC prepared an assessment of SARPMA's performance and of alternate ways to accomplish the real property maintenance mission. A study group concluded that SARPMA provided services at about the same level that existed prior to its establishment and that SARPMA's costs were about the same as a standard base civil engineering (BCE) organization. While the study did not show conclusively that the performance of SARPMA was appreciably better than the standard BCE organization, it discerned the concern among commanders about their diminished ability to influence such a vital function. Accordingly, ATC recommended to the Air Staff the return to standard BCE organizations.

Not much came of this first major challenge to SARPMA, which bogged down in the coordination process when the Army suggested tabling the idea until ATC could devise a detailed disestablishment plan. A review committee, composed of representatives from five San Antonio military installations, determined that the costs involved were substantial, \$27.6 million to dissolve SARPMA plus annual recurring costs of \$24.6 million to resume standard BCE organizations. Nonetheless, the committee wrote the plan and called for the base-level engineering organizations to be in-place and operational on 1 October 1987.

In the fall of 1986, Air Force officials decided to disestablish SARPMA and return to standard base civil engineering organizations. At the same time, Gen Larry D. Welch, Air Force Chief of Staff, directed the dissolution of the San Antonio Contracting Center, a procurement agency set up in the late 1970s that handled contracting arrangements for SARPMA. These actions reflected the strong belief of Air Force leaders that installation commanders should have the authority to decide how to accomplish the civil engineering mission, since they were held responsible for getting the job done. After redistributing its manpower authorizations and equipment to the participating installations (in roughly the same proportion as the installations had initially contributed), SARPMA inactivated on 1 October 1989.



**September 1989 – In response to Hurricane Hugo, ATC personnel load electrical line vehicles at Sheppard AFB, Texas, to help restore power in the Virgin Islands. Military Airlift Command provided airlift support.**

# 1989

**A number of proposals began unfolding in 1989 that had the net effect of reducing the size of the Department of Defense and, in turn, the Air Force and Air Training Command. The impetus for these programmatic changes began with a movement to reform the acquisition of DOD weapon systems. This was soon amplified by the dramatic developments occurring in the Soviet Union and Eastern Europe. In response to these developments, DOD and HQ USAF initiated several programs to streamline and consolidate the military establishment. Also in 1989, the President and Congress approved the recommendations of the base closure commission to close 86 stateside bases, including two in ATC, Chanute and Mather. By the end of the year, ATC had plans well underway to transfer Chanute's technical training to other centers in Texas, Colorado, and Mississippi and to move Mather's navigator training to Beale AFB in California. Also in December, ATC participated in Operation Just Cause, the invasion of Panama, providing medical treatment at Wilford Hall USAF Medical Center for casualties airlifted back to the United States.**

## **ASSIGNED RESOURCES**

(As of 31 December 1989)

**PRIMARY INSTALLATIONS:** 13

Arizona – Williams, California – Mather; Colorado - Lowry;  
Illinois – Chanute; Mississippi – Columbus, Keesler;  
Oklahoma – Vance; Texas – Goodfellow, Lackland,  
Laughlin, Randolph, Reese, Sheppard

**PERSONNEL ASSIGNED:** 48,287 (7,906 officers, 26,831 enlisted, 13,550 civilians)

**AIRCRAFT ASSIGNED:** 1,381 (T-37B, T-38A, T/CT-39A, T-41A, T-43A)

## **MAJOR SUBORDINATE UNITS:**

7 numbered air force equivalent units:

USAF Recruiting Service, Randolph AFB TX  
Air Force Military Training Center, Lackland AFB TX  
Chanute Technical Training Center, Chanute AFB IL  
Goodfellow Technical Training Center, Goodfellow AFB TX  
Keesler Technical Training Center, Keesler AFB MS  
Lowry Technical Training Center, Lowry AFB CO  
Sheppard Technical Training Center, Sheppard AFB TX

2 air division equivalents:

Air Force Reserve Officer Training Corps, Maxwell AFB AL  
San Antonio Joint Military Medical Command, Randolph AFB TX

1 wing equivalent: USAF Instrument Flight Center, Randolph AFB TX

1 combat crew training wing: 3636th (Survival), Fairchild AFB WA

8 flying training wings:

12th, Randolph AFB TX	71st, Vance AFB OK
14th, Columbus AFB MS	80th, Sheppard AFB TX
47th, Laughlin AFB TX	82d, Williams AFB AZ
64th, Reese AFB TX	323d, Mather AFB CA

2 independent group or group-equivalent units:

Community College of the Air Force, Randolph AFB TX  
Foreign Military Affairs Training Group, Randolph AFB TX

13 independent squadrons or squadron equivalents:

3302d Technical Training, Keesler AFB MS  
3303d Contracting, Randolph AFB TX  
3304th School (ATC NCO Academy), Lackland AFB TX  
3305th School (ISD), Randolph AFB TX  
3306th Test and Evaluation, Edwards AFB CA  
3307th Test and Evaluation (Acquisition Management), Randolph AFB TX  
3308th Technical Training (Advisory), Randolph AFB TX  
3313th Medical Service, Randolph AFB TX  
3314th Management Engineering, Randolph AFB TX  
3507th Airman Classification, Lackland AFB TX  
3588th Flying Training (Helicopter), Fort Rucker AL  
ATC Operations Center, Randolph AFB TX  
USAF Occupational Measurement Center, Randolph AFB TX

## COMMAND LEADERSHIP

Lieutenant General Oaks remained the ATC commander, and Major General Delligatti continued as vice commander.

## ORGANIZATION

***Mission Support Squadrons.*** Following a four-year test at numerous installations, HQ USAF approved the formation of a new unit, the mission support squadron. It combined a number of support functions, including personnel, administration, education services, and social actions. Air Training Command began activating the new squadrons in 1989.

***SACC and SARPMA Disestablished.*** Effective 1 April 1989, ATC inactivated its San Antonio Contracting Center (SACC). Originally established on 1 January 1977 as the San Antonio Procurement Center, SACC had provided centralized contracting support to military installations

in the San Antonio area. Six months after the SACC shutdown, ATC inactivated the San Antonio Real Property Maintenance Agency (SARPMA), another venture that had centralized civil engineering functions in the San Antonio area. With Air Staff approval, ATC inactivated both centers and returned direct control of civil engineering and contracting functions to base commanders, the people directly responsible for mission performance.

***From Test and Evaluation to Training Development and Evaluation.*** Air Training Command inactivated its 3306th Test and Evaluation Squadron at Edwards AFB, California, and then activated the 3306th Training Development and Evaluation Squadron on 1 May. The new designation better described the mission of the 3306th, which was to evaluate weapon systems from a training perspective.

## FLYING TRAINING

***Broad Area Review of Flying Training.*** In November 1988 the ATC commander directed a broad area review of all undergraduate and graduate flying training programs in the command. According to General Oaks, the purpose of the review was "to improve the quality of flying training through the next decade with special emphasis on those items required to support SUPT." Meetings began in 1989. Through the broad area review, representatives from throughout the flying training community had the opportunity to examine a wide range of topics concerning flying training. From those discussions, ATC determined that its flight screening program needed to be revised and confirmed that facility improvements were needed to support the transition to SUPT. In addition, the review provided ATC with information on contracting ground-based instruction and solidified ATC's resolve to convert to contract simulator instruction.

## TECHNICAL TRAINING

***Advanced Training System.*** The idea of an Advanced Training System (ATS) came about in the early 1980s when ATC looked for a way to improve the technical training system through the increased use of computer technology. Keesler became the prime center for implementation of ATS. In May 1989 Air Training Command awarded IBM the contract to build the Advanced Training System (ATS). The system was to be fully operational at Keesler by fiscal year 1993.

***Broad Area Review of Technical Training.*** Pleased with the initial results of the broad area review of flying training, in August Air Training Command announced that it would convene a second BAR, this time to discuss ways and means of improving technical training.



**The space shuttle Columbia touches down at Sheppard AFB, Texas, an alternate landing site for NASA's space program.**

**Distance Learning.** In November 1989 ATC experimented with distance learning by conducting a TEMPEST fundamentals course for Army personnel at the Pentagon. Instructors transmitted course work from the Video Teleconferencing Center at Fort Sam Houston, Texas, to a classroom in the Pentagon. Under ordinary circumstances, students went to Lackland for in-house training. By using distance learning, the course came to them.

## MILITARY TRAINING

**Delayed Enlistment Program Halted.** For possibly the first time in Air Force recruiting history, Recruiting Service suspended its delayed enlistment program because it had more people in the delayed entry pool than the Air Force could absorb into the active service within the next 12 months. The program remained suspended from 17 November 1989 until 1 February 1990.

**New Entrant Drug and Alcohol Testing.** In fiscal year 1988, Congress mandated pre-accession drug and alcohol testing for all military applicants. The Army shifted the testing burden from the MEPS to its basic training centers. The Air Force preferred testing as early as possible, to save Lackland the burden of additional manning and the travel and housing costs for recruits who failed the test upon arrival at basic military training. In December 1989 Congress authorized the Services to test at a location of their choice.

## MISCELLANEOUS

**Push-Pull Mobilization Test.** Air Training Command had its first opportunity to test the concept of Push-Pull mobilization during exercise Crimson Hammer '89 in July. The command screened a total of 3,178 reservists at three training centers.

**Top-to-Bottom Review of the Defense Department.** In January 1989 the Secretary of Defense, Richard B. Cheney, ordered a top-to-bottom Defense Management Review (DMR). In response, the Air Force began a service-wide review, looking at ways to streamline operations, consolidate functions, and lower decision-making authority. Within the DMR framework, Air Training Command undertook four initiatives: 1) converting base fuels operations at Columbus, Laughlin, Randolph, and Reese to contract; 2) converting base service stores at ATC bases (except Chanute, Mather, Sheppard, and Vance) to contract; 3) changing the 18-month inspection cycle at

the flying training wings to a 24-month cycle; and 4) reducing the programmed attrition rate for pilot training by implementing specialized undergraduate pilot training.



**On 20 December US troops invaded Panama. Twelve hours after Operation Just Cause began, ATC's Wilford Hall USAF Medical Center and Brooke Army Medical Center began receiving US casualties. Left, President and Mrs Bush visit with one of the patients.**



# 1990

The command's primary mission remained essentially unaltered in 1990, except for one change. That was due to the Secretary of the Air Force's decision to decentralize operation of the Air Force's communication and computer systems. As a result, major commands such as Air Training Command received functional responsibility for those systems operating on their installations. This was a minor development when compared to dramatic changes taking place in Eastern Europe that already had effected the US military. The military was downsizing and with that came dramatic cuts in defense spending, cuts expected to continue for years to come. As these reductions took hold, Air Training Command expected a ripple effect on its mission, beginning with recruiting, and then flowing out to basic military training, technical training, and flying training.

## ASSIGNED RESOURCES

(As of 31 December 1990)

**PRIMARY INSTALLATIONS:** 13

Arizona – Williams, California – Mather; Colorado - Lowry; Illinois – Chanute; Mississippi – Columbus, Keesler; Oklahoma – Vance; Texas – Goodfellow, Lackland, Laughlin, Randolph, Reese, Sheppard

**PERSONNEL ASSIGNED:** 50,356 (8,895 officers, 28,137 enlisted, 13,324 civilians)

**AIRCRAFT ASSIGNED:** 1,381 (T-37B, T-38A, T-39A, T-41A, T-43A)

### MAJOR SUBORDINATE UNITS:

7 numbered air force equivalent units:

- USAF Recruiting Service, Randolph AFB TX
- Air Force Military Training Center, Lackland AFB TX
- Chanute Technical Training Center, Chanute AFB IL
- Goodfellow Technical Training Center, Goodfellow AFB TX
- Keesler Technical Training Center, Keesler AFB MS
- Lowry Technical Training Center, Lowry AFB CO
- Sheppard Technical Training Center, Sheppard AFB TX

3 air division equivalents:

- Air Force Reserve Officer Training Corps, Maxwell AFB AL
- Air Training Communications Division, Randolph AFB TX
- San Antonio Joint Military Medical Command, Randolph AFB TX

1 wing equivalent: USAF Instrument Flight Center, Randolph AFB TX

1 combat crew training wing: 3636th (Survival), Fairchild AFB WA

8 flying training wings:

12th, Randolph AFB TX

14th, Columbus AFB MS

47th, Laughlin AFB TX

64th, Reese AFB TX

71st, Vance AFB OK

80th, Sheppard AFB TX

82d, Williams AFB AZ

323d, Mather AFB CA

3 independent group or group-equivalent units:

Community College of the Air Force, Maxwell AFB AL

Air Force Security Assistance Training, Randolph AFB TX

3300th Training Support, Randolph AFB TX

1 independent squadron equivalent: ATC Operations Center, Randolph AFB TX

## COMMAND LEADERSHIP

Lieutenant General Joseph W. Ashy assumed command of ATC from Lt Gen Robert C. Oaks on 25 June 1990. Before coming to ATC, Lieutenant General Ashy had served as the vice commander at Tactical Air Command. General Oaks received his fourth star prior to leaving for his new assignment as Commander, Allied Air Forces Central Europe and Commander in Chief, United States Air Forces in Europe. Major General Delligatti continued as vice commander.

## ORGANIZATION

**Management Headquarters Restructured.** In May 1990 the Chief of Staff of the Air Force directed a reduction in the size of all organizations that performed headquarters responsibilities. In ATC's case, this included the training operations center, the 3313th Medical Service Squadron, and portions of the 3305th School Squadron, the 3307th Test and Evaluation Squadron, and the 3308th Technical Training Squadron. To meet reduction goals, some of the DCSs combined functions. Two special staff agencies, the Office of the Inspector General and the Security Police,

reorganized, with the Security Police becoming a directorate under the IG. Many of the direct reporting units assigned to the headquarters became subordinate to the newly-activated 3300th Training Support Group, while ATC inactivated others like the 3313th Medical Service and 3314th Management Engineering Squadrons. The 12 management engineering teams scattered throughout the command became subordinate to resource management organizations at the technical training centers and flying training wings. The majority of these changes took place on 1 October 1990. Overall, HQ ATC cut 397 authorizations from its management structure over the next three years.



**The genetics laboratory at the Keesler medical center, the only one in the Air Force at the time.**

**Avionics students at Sheppard AFB, Texas, perform an operations check of an F-15 avionics maintenance trainer with instructor assistance.**



***Air Training Communications Division.*** Effective 1 October 1990, Air Force Communications Command transferred the Air Training Communications Division at Randolph AFB, Texas, to Air Training Command. This was part of a HQ USAF-directed reorganization of Air Force Communications Command.

***Foreign Military Training Affairs Becomes AF Security Assistance Training Group.*** Air Training Command redesignated its Foreign Military Training Affairs Group (FMTAG) at Randolph AFB as the Air Force Security Assistance Training (AFSAT) Group on 1 October. Earlier in the year HQ USAF had directed that the Foreign Military Training Affairs Group be given broader authority to plan and operate military and civilian training for allied and friendly countries. In addition, the group also gained responsibility for writing contracts for training associated with foreign military sales. The name change was a means of recognizing that broader authority. Previously, FMTAG was under the control of the Deputy Chief of Staff, Plans and Requirements, but with the redesignation, AFSAT reported to the ATC vice commander.

***3300th Training Support Group.*** The 3300th Training Support Group activated at Randolph AFB, Texas, on 1 October, assigned to HQ ATC. Its purpose was to provide oversight of the many HQ ATC direct reporting units, thereby reducing the workload on the headquarters. The nine units assigned to the 3300th Training Support Group included the 3302d Technical Training Squadron, 3303d Contracting Squadron, 3304th School Squadron (ATC NCO Academy), 3305th School Squadron, 3507th Airman Classification Squadron, 3306th Training Development and Evaluation Squadron, 3307th Test and Evaluation Squadron (Acquisition Management), 3308th Technical Training Squadron (Advisory), and the USAF Occupational Measurement Squadron (formerly a center).

***3588th Flying Training Squadron.*** Since January 1980, the 3588th Flying Training Squadron (Helicopter) had conducted helicopter pilot training for the Air Force at Fort Rucker, Alabama. The squadron reported directly to ATC's Deputy Chief of Staff, Operations and Readiness. However, at the direction of the ATC commander, Lt Gen Joseph W. Ashy, Air Training Command reassigned the 3588th, effective 1 October 1990, to the 14th Flying Training Wing at Columbus AFB, Mississippi.

## FLYING TRAINING

***Five Squadron Organization at the UPT Wings.*** In 1988 in preparation for specialized undergraduate pilot training (SUPT), Air Training Command tested a new UPT organization possibly better suited for the new dual-training program. Instead of one squadron for T-37s and one for T-38s at each wing, ATC decided to eliminate student squadrons and put all training and administration duties in the flying training squadrons by adding a second squadron for T-37s and another for T-38s. The 82d Flying Training Wing (FTW) at Williams AFB, Arizona, served as the test wing. By the end of calendar year 1988, the test showed the wing needed a fifth squadron for operational support. Air Training Command activated a fifth squadron at Williams on 1 September 1989. By mid-1990 wings at Vance, Reese, Laughlin, and Columbus had converted to a five-squadron structure. However, it did not last long, following the HQ USAF announcement of a study of an objective wing. The 64 FTW at Reese took part in the test where it kept four flying training squadrons and made the fifth unit an operations support squadron that basically fulfilled the same functions as the former student squadrons. The Air Force approved the objective wing concept, but it was not until 15 December 1991 that ATC implemented the new wing structure.

***T-1A Jayhawk Chosen for Tanker-Transport Training.*** On 21 February Headquarters USAF announced the selection of a modified Beechjet 400A as the new tanker-transport training system aircraft. The Air Force called its version the T-1A "Jayhawk". The first production aircraft was to arrive by October 1991 at Reese AFB, Texas, where Air Training Command would initiate specialized undergraduate pilot training (SUPT).

***Helicopter Pilot Training.*** For several years, Military Airlift Command (MAC), the principal user of helicopter pilots, had maintained that student pilots needed more training than that provided at the Fort Rucker, Alabama, course; MAC also wanted students to attend UPT. In April 1990 HQ USAF agreed to the MAC request and informed ATC that it intended to change helicopter pilot training. Beginning in fiscal year 1992, all helicopter pilot candidates would go through standard UPT and then a rotary wing qualification course.

***Enhanced Flight Screening.*** As ATC moved closer to making the transition to SUPT, the command determined it needed to shore up the flight screening program which provided prospective pilots with 14 hours of flying time in a T-41A light aircraft. In order to make flight screening a better barometer of a student's potential and to give the student a broader flying experience, ATC wanted to acquire a more capable aircraft and increase the flying time to 21.5 hours. The command wanted a plane that was capable of performing acrobatics and flying overhead traffic patterns, as well as exposing students to moderate G-loadings. To validate the concept, ATC conducted a test at Hondo, Texas, during the latter half of 1990, using contractor-leased aircraft. The test was successful, and the command moved ahead with plans to implement an enhanced flight screening program in 1992. Meanwhile, to administer the flight screening program, ATC activated the 1st Flight Screening Squadron at Hondo on 4 June 1990 and assigned it to the Officer Training School.

## TECHNICAL TRAINING

***Military Working Dog Agency.*** For years the Department of Defense had difficulty acquiring enough trained military working dogs to meet requirements. Part of the problem was the

number of different agencies involved in procurement and training. It appeared the best way to improve the situation was by centralizing control of procurement and training, preferably under Air Training Command. The Air Staff approved the concept in June, and on 1 October 1990, Air Training Command established the DOD Military Working Dog Agency at Lackland.

**4-Level Technical Training Initiative.** After months of trial and error, in October 1990 Air Training Command and its customers agreed to cancel all 4-level courses and, instead, broaden training provided in initial skills courses.



**At the DOD Military Working Dog Agency located on Lackland AFB, Texas, instructors trained dogs and their handlers.**

## MILITARY TRAINING

**Biennial Review of Basic Military Training Replaced by Triennial Review.** In March 1990 Air Training Command hosted its first triennial review of basic military training (BMT) with assistance from the BMT schoolhouse. The change came about as a means to cut costs and because no major changes seemed necessary in BMT. One issue unresolved at year's end was should BMT replace M-16 familiarization training with qualification training?

## MISCELLANEOUS

**Construction Freeze Affects Base Closures.** On 24 January 1990, the Secretary of Defense imposed a freeze on military construction to avoid new construction on bases that might shut in the next round of base closures. Unfortunately, the moratorium was extended into 1991, affecting new construction at those ATC bases that had gained training missions from closing installations. It also caused concern that new classroom and laboratory facilities would not be ready when courses began transferring from Chanute (for example, the weather training facility at Keesler).

***Maintenance Converted from Blue-Suit to Contract or Civil Service Maintenance.***

Beginning in 1986, Air Training Command conducted cost comparison studies at a number of its bases to determine the most cost-effective way to provide maintenance. Between June 1988 and August 1990, the command inactivated its maintenance squadrons at Chanute, Sheppard, Lowry, Columbus, Laughlin, Reese, Williams and Mather. Four of those locations converted to contract maintenance: wings at Columbus, Reese, Sheppard, and Mather. The Laughlin wing put a civil service maintenance operation in place. Randolph remained a blue-suit operation, and the training centers remained unchanged.

***Operation Desert Shield.*** Between 10 August 1990 and 4 January 1991, Air Training Command deployed 397 people to the Persian Gulf in support of Operation Desert Shield. The command also provided backfill to other commands in the United States.



**At Randolph AFB, Texas, military personnel spill out of buses and onto the tarmac in preparation for deployment downrange in support of Operation Desert Shield/Desert Storm. A C-141 awaits their arrival.**



# 1991

After the success of Operation Desert Storm, Global Reach-Global Power became the blueprint to organize, train, and equip the Air Force to confront the challenges of a fast-changing world. Organization was the first page of the blueprint, and the Chief of Staff of the Air Force Gen Merrill A. McPeak declared 1991 the Year of Organization. By the end of the year, the Air Force had implemented the objective wing, a new wing structure that included an operations group and a support group. Besides the extensive organizational changes, Air Training Command also faced the daunting task of closing four of its training bases. The first round of base closure coming from the Base Realignment and Closure (BRAC) Commission identified Chanute AFB, Illinois, and Mather AFB, California, for shutdown. Round two included termination of Lowry AFB, Colorado, and Williams AFB, Arizona operations, and it redirected the transfer of Mather's navigator training mission from Beale AFB, California (a Round I decision), to Randolph AFB, Texas.

## ASSIGNED RESOURCES

(As of 31 December 1991)

### PRIMARY INSTALLATIONS: 13

Arizona – Williams, California – Mather; Colorado - Lowry; Illinois – Chanute; Mississippi – Columbus, Keesler; Oklahoma – Vance; Texas – Goodfellow, Lackland, Laughlin, Randolph, Reese, Sheppard

**PERSONNEL ASSIGNED:** 45,642 (8,084 officers, 25,905 enlisted, 11,653 civilians)

**AIRCRAFT ASSIGNED:** 1,311 (T-37B, T-38A, T-39A, T-41A, T-43A)

### MAJOR SUBORDINATE UNITS:

7 numbered air force equivalent units:

- USAF Recruiting Service, Randolph AFB TX
- Air Force Military Training Center, Lackland AFB TX
- Chanute Technical Training Center, Chanute AFB IL
- Goodfellow Technical Training Center, Goodfellow AFB TX
- Keesler Technical Training Center, Keesler AFB MS
- Lowry Technical Training Center, Lowry AFB CO
- Sheppard Technical Training Center, Sheppard AFB TX

1 air division equivalent: Air Force Reserve Officer Training Corps, Maxwell AFB AL

2 wing equivalents:

USAF Instrument Flight Center, Randolph AFB TX  
Wilford Hall USAF Medical Center, Lackland AFB TX

1 combat crew training wing: 3636th (Survival), Fairchild AFB WA

8 flying training wings:

12th, Randolph AFB TX	71st, Vance AFB OK
14th, Columbus AFB MS	80th, Sheppard AFB TX
47th, Laughlin AFB TX	82d, Williams AFB AZ
64th, Reese AFB TX	323d, Mather AFB CA

3 independent group or group-equivalent units:

Community College of the Air Force, Maxwell AFB AL  
Air Force Security Assistance Training, Randolph AFB TX  
3300th Training Support, Randolph AFB TX

1 independent squadron equivalents: ATC Operations Center, Randolph AFB TX

## COMMAND LEADERSHIP

Lieutenant General Ashy remained the ATC commander, but his vice commander, Major General Delligatti, left in the summer to become the the Chief of Staff at HQ USAFE, Ramstein Air Base, Germany. Major General Eugene E. Habiger replaced General Delligatti as the ATC vice commander on 17 August 1991.

## ORGANIZATION

*Implementation of the Objective Wing.* The Air Force Chief of Staff, Gen Merrill A. McPeak, designated 1991 as the Year of Organization. In response Air Training Command focused on organizational structure. The last time wing organization had received this much attention was in the 1970s when the Air Force implemented its tri-deputy wing structure: operations, maintenance, and resources. This time the Air Force developed an objective wing that included operations, logistics, and support groups in Air Training Command. Those wings with clinics replaced them with a medical squadron, and those with a hospital now had a medical group. The new structure went into effect at the flying training wings on 15 December 1991. Technical training bases expected numerous changes in organization beginning in 1992.

*San Antonio Joint Military Medical Command.* From its activation on 16 February 1987 to its inactivation on 1 October 1991, the San Antonio Joint Military Medical Command (SA-JMMC) caused controversy. The Department of Defense originally established SA-JMMC as a way to centralize control over all the direct medical care services and training that the US Air Force and Army performed separately in the San Antonio area. While officials agreed that SA-JMMC had fostered cooperation between the various medical services in San Antonio, the joint arrangement had not shown any cost savings. As a result, the Department of Defense

directed the disestablishment of the San Antonio Joint Military Medical Command. At the same time, the Services set up a Health Care Coordinating Council in the San Antonio area to improve coordination of military medical care in the area. Upon the inactivation of SA-JMMC, the Wilford Hall USAF Medical Center became a major subordinate unit reporting directly to HQ ATC.

***Air Training Communications Division Closed.*** On 1 October 1991, Air Training Command inactivated the Air Training Communications Division, the last step in its effort to integrate communications and computer systems functions into the headquarters and its subordinate units.

***Deputy Chiefs of Staff (DCS) Changes.*** The Deputy Chief of Staff, Comptroller (AC) became the Deputy Chief of Staff, Financial Management and Comptroller (FM) on 1 October. This change came about as a part of a directive issued by the Assistant Secretary of the Air Force (Financial Management and Comptroller) to restructure the comptroller career field throughout the US Air Force. Two months later, on 1 December 1991, ATC's Deputy Chief of Staff for Operations and Readiness (DO) became DCS/Operations, a name change that brought ATC headquarters in line with the rest of the Air Force.

***Drawdown of Air Force Bands.*** On 15 July 1991, as part of the Air Force drawdown, Air Training Command inactivated the 502d Air Force Band at Keesler AFB and the 505th Air Force Band at Chanute AFB. This left the command with a single band, the 539th Air Force Band at Lackland. Then on 1 October 1991, HQ USAF approved the redesignation of the 539th as the ATC Band. Where the band had previously reported to the Air Force Military Training Center (AFMTC), now it belonged to the 3300th Training Support Group.

**One of the ATC Band's ensemble groups plays for an outdoor audience in San Antonio.**



***MIMSO Relocated.*** On 14 June 1991, Lt Gen Joseph W. Ashy, the ATC commander, approved the relocation of the Military Indoctrination for Medical Service Officers (MIMSO) training from Sheppard AFB, Texas, to the Officer Training School at the Lackland Annex, also known as Medina. Students began training in the first MIMSO class at Medina on 4 December 1991.

## FLYING TRAINING

***Pilot Assignments.*** On 5 April ATC initiated its new merit assignment ranking system, which allowed UPT students to select their assignments. Earlier, ATC had decided upon a pilot selection and classification system, but the Air Force chief of staff overturned that decision in February 1991. He was concerned about UPT graduates' lack of satisfaction with their assignments and so directed a return to a system used prior to 1972 that allowed students to choose their own assignments based on their performance, i.e., their rank order within the class. Also, once SUPT started, the Air Force chief of staff wanted students to make track classification decisions, so he directed that classification would take place at the end of the T-37 primary phase rather than before training began.

***ACE Detachments Realigned.*** The Accelerated Copilot Enrichment (ACE) program, using ATC T-37 and T-38 aircraft, provided a relatively low cost method that allowed Strategic Air Command (SAC) copilots to gain flying experience and develop their decision-making skills and self-confidence. Implementing the concept of one base, one wing, one boss, ATC transferred operational control for each ACE detachment to the local SAC flying wing commander on 1 July 1991 and the local TAC flying wing commander on 1 October 1991. Air Training Command retained possession of the aircraft, responsibility for aircraft maintenance, and the maintenance personnel assigned to the ACE detachments.

***Flight Screening.*** On 1 July 1991, ATC reassigned the 1st Flight Screening Squadron at Hondo, Texas, which supervised the command's flight screening program, from the Officer Training School at Lackland to the 12th Flying Training Wing at Randolph. Although control of the program transferred to the 12th, flight operations continued at Hondo. The transfer was designed to place a flying operation directly under a flying training wing's control. The command maintained that flight screening under the supervision of the 12th Flying Training Wing would improve the screening process, lower pilot attrition, and save over \$1 million yearly.

***Helicopter Pilot Production Declines.*** In 1991 the Air Force had a surplus of helicopter pilots, so HQ USAF decided to reduce production from the 41 graduated in fiscal year 1991 to only 10 per year in fiscal years 1992-1994. Under this program, the helicopter pilot trainees would be first assignment instructor pilots, who the Army would train in its rotary wing qualification course at Fort Rucker, Alabama, without any Air Force top-off training. Consequently, Air Training Command inactivated the 3588th Flying Training Squadron at Fort Rucker on 18 October. Also on the same date, ATC activated Detachment 1, 14th Flying Training Wing at Fort Rucker to provide administrative support and supervision.

## TECHNICAL TRAINING

***Contract Technical Training.*** In 1990 and 1991, Air Training Command investigated the idea of establishing pre-accession training. First proposed by a Colorado company, the concept was that civilian contractors would provide technical training for the military, but there was a catch. That training came to individuals before they joined the Air Force, hence the title: Pre-accession Enlistment Recruit Training (PERT). In February 1991 ATC received permission from HQ USAF to develop a test of the PERT concept, but Congress later disapproved legislation that made the test possible.



**Students listen as an instructor in Field Training Detachment 317 explains the layout of the C-17A cockpit.**

*Field Training Cutback.* Along with all the other organizational changes taking place in 1991, the Air Force also streamlined field training. Air Training Command had 62 detachments and 27 operating locations scattered worldwide, with a total authorized strength of over 1,800 personnel. Under the reduction plan, Sheppard's field training group was left with 63 separate field sites and 1,300 authorizations.

## MISCELLANEOUS

*Career Trainer Force.* In 1983 Air Training Command created a Career Trainer Force to help with the issue of pilot retention. The name was shortened to Trainer Force in 1988. Trainer Force helped absorb aviators who graduated from UPT and found that the major weapons system program they expected to enter no longer had sufficient room, programs like the F-16 and A-10. The Trainer Force also provided a means for ATC to develop a cadre of trainers who could spend almost an entire career within the command by moving from one responsible position to another, while staying competitive for promotion. By 1989 trainers had a separate Air Force specialty cost, and by 1990 almost 500 pilots resided in the Trainer Force. In March 1991 Air Force leaders reduced the flow of pilots into a first assignment as an instructor pilot and increased major weapon systems presence in ATC's instructor force. Soon after that the Air Force Military Personnel Center (AFMPC) eliminated the career trainer designation on all the pilots in the program and

moved responsibility for their career planning from Air Training Command to AFMPC. By the end of calendar year 1991, the Trainer Force program had ended, and AFMPC notified all ATC officers with less than seven years commissioned service that they could expect to be assigned to major weapons system training for career broadening experience in the near future.

***Top Flight Competition Resumed.*** After a one-year hiatus occasioned by the Gulf War, Air Training Command resumed its annual competition for instructor pilots and maintenance



teams in June 1991. Called Top Flight, the competition included preflight exercises, aircraft launches and recoveries, refueling operations, and forms documentation. The event first began in 1984 at Laughlin as a local "turkey spot" involving only the 47th Flying Training Wing. It was so well liked that in 1985 maintenance teams joined the competition, and participants came from across the command. Competition moved to Randolph AFB in 1986. The event name became Torchlight in 1987, and by 1989 Torchlight had become so elaborate it had grown from two to five days in length. When Lieutenant General Ashy arrived in 1990, he changed the name back to Top Flight and changed the thrust of the competition.

Rather than reflect the results of weeks of practice by handpicked aircrews in specially maintained aircraft, the one-day competition evaluated the day-in, day-out proficiency of the command's instructor pilots and maintenance troops.

***CCAF Tightens Degree Requirements.*** As far back as 1985, the Community College of the Air Force (CCAF) had a problem acquiring degreed faculty. Blue suiters made up the biggest portion of the CCAF faculty. Unfortunately, because of the nature of the military personnel system and the constant movement of Airmen, CCAF found it impossible to maintain a high percentage of degreed faculty. However, the college had to find a way to meet requirements set by the Southern Association of Colleges and Schools or lose its accreditation. Beginning in 1990, Air Training Command began an aggressive plan to meet accreditation goals by 1994 by identifying faculty members who did not have at least a two-year degree and counseling them to use college-level examination program tests and tuition assistance to meet degree requirements. By the end of the year, almost half of the instructors in the CCAF system had at least an associate's degree.

***Operation Desert Storm and Push-Pull Mobilization.*** Air Training Command took several actions to support Operation Desert Storm, the campaign to expel Iraqi forces from Kuwait. These included deploying over 3,000 personnel to other commands and implementing Push-Pull mobilization, a program designed to "push" inactive reservists and retirees to a specified ATC technical training center. After screening for physical fitness, personnel were "pulled" for assignment to fill active duty shortfalls. On 23 January 1991, HQ USAF directed the activation of the 11th Contingency Hospital for deployment to RAF Little Rissington, United Kingdom. The 11th was an Air Force Reserve unit assigned to Air Training Command. More than 350 reservists were recalled and assigned duties at Wilford Hall or with the 11th; 200 reservists deployed with 900 active duty personnel to operate the 11th Contingency Hospital. The command also activated four blood donor centers, Chanute, Keesler, Lackland, and Sheppard, to meet Desert Storm taskings. By the time the centers returned to normal operations on 3 May 1991, they had shipped over 6,000 units of blood.



## ----- FIELD TRAINING -----

The Army Air Forces (AAF) initiated mobile training during World War II as a means of overcoming the inability of aircraft mechanics to stay abreast of the rapid technological advances in aircraft. Unable to return mechanics to the classroom because this took them away from the flight line, the AAF took the classroom to the mechanics. As a result, mobile training units (MTU) followed operational units into the combat zones in Europe and the Pacific where they conducted conversion and familiarization training behind the frontlines. By the time Japan surrendered, the 163 MTUs in Army Air Forces Training Command had instructed over 500,000 personnel. After the war, Training Command kept only a few of the MTUs to use for newly introduced aircraft.

In the Korean War, the Air Force turned to mobile training once again, sending detachments to Japan and Korea. After the war, the Air Force encountered a sharp decline in retention rates. Because of the high turnover of experienced aircraft maintenance personnel, HQ USAF directed ATC to revise technical training. Rather than keep long, expensive maintenance courses designed on the assumption that a person would stay in the Air Force 20 years, ATC shortened basic resident training to the essentials. The using commands picked up an expanded on-the-job training (OJT) requirement but without additional experienced people to release for instructor duty.

Still driven by the desire to furnish more training than first job training afforded, but confronted by the task of cutting training costs and raising productive time for first term enlistees, ATC kept the shortened resident courses and transferred specialized equipment training to mobile training. Using mobile training detachments as a nucleus, ATC established field training detachments (FTD) and stationed them permanently at a site to improve training capabilities and induce instructors to remain in the Air Force. The FTDs had responsibility for OJT advisory services and 3-level refresher, familiarization, conversion, and upgrade training. Ironically, field training's *raison d'etre*, the reduction of training time, did not meet expectations of ATC or HQ USAF. As in the late 1950s, FTDs spent only about 10 percent of their time with specialized equipment training and 90 percent on conversion, upgrade, and familiarization training. With retention rates climbing in the late 1950s, ATC brought back longer resident courses at the training centers.

The Vietnam War furnished Air Training Command with another opportunity to test field training under combat conditions. As demands of the war increased sharply, Tactical Air Command (TAC) needed more aircraft maintenance personnel to make up the shortages in TAC units deployed to Southeast Asia; TAC attempted to meet the training burden from its own resources, increasing the output from its combat crew training schools and establishing replacement training units (RTU). By the end of 1965, however, it was apparent that these efforts were not enough. Field training, the most flexible of ATC's training mediums, was the logical choice to meet training needs; so USAF personnel going to Southeast Asia received training at FTDs in the United States or at ones in Asian countries outside the combat zone.

In 1966 Pacific Air Forces (PACAF) challenged the rationale for keeping FTDs out of Southeast Asia. Stressing that F-105 wings needed better trained personnel to replace those departing, PACAF finally convinced the Air Force to send one FTD to Southeast Asia. No others followed. Instead, Air Training Command used training teams from FTDs located stateside, in Asian countries peripheral to Southeast Asia, and at technical training centers to provide upgrade, conversion, and familiarization training in Southeast Asia.

After the Vietnam War, because of poor retention rates, the limited use of first-term Airmen, and the high cost of training, the Air Force directed ATC to revise weapons systems training. In 1976 ATC returned to a variation of specialized equipment training in two specialties, crew chief and avionics, by limiting initial training in the resident schools to the fundamentals, while providing hands-on training on particular weapons systems at an FTD. These reforms, known as Able Chief and Able Avionics, produced competent graduates in less time than resident training and provided only enough training for the Airman's first job. Because Airmen spent less time in training, ATC cut costs and increased the first term enlistees' productive time.

It was generally understood, however, that reducing resident training to just the fundamentals was an expedient measure taken when the Air Force was confronted by the need to reduce training costs and by poor retention rates. Once these limitations eased, Air Training Command would return to its preferred training philosophy, conducting training in the resident technical training centers to the fullest extent that resources allowed instead of just to the minimum skill levels required. Field training was then free to concentrate on its traditional role of familiarization and transition training. From the beginning, the Air Force had found field training a very cost effective way of providing technical instruction, but it still took millions of dollars to support equipment and personnel needs, dollars that had become extremely scarce as Congress curtailed defense spending.

With the Soviet Union no longer a major threat to national security, the American public turned its sights on domestic rather than military issues. It was in this light that in 1991 Gen Merrill A. McPeak, Air Force Chief of Staff, directed a review of field training, with the intent of reducing the program by 50 percent. At that time, Air Training Command operated 62 detachments and 29 operating locations worldwide and graduated almost 100,000 students per year. In response the CSAF directive, ATC developed a roadmap to reorganize field training. Some of the approximately 700 courses provided through field training would convert using such advanced technology as computerized instruction and distance learning. So called low-flow courses, those with extremely small enrollment, could become on-the-job training provided by one of ATC's resident training centers. Others would either drop by the wayside or merge with newly developed career field training programs. The remaining high-level courses would move to one of the resident training centers, all a part of the Air Force plan to provide "cradle to grave" training programs for all career fields.

In August 1993 ATC, now designated Air Education and Training Command (AETC), learned that the Chief of Staff of the Air Force wanted to end field training. General McPeak's reasoning was that field training violated the one base, one boss rule, because all detachments reported to the 82d Field Training Group, though they were located worldwide and received support from their host units. If they went away, AETC would add the hands-on instruction from field training detachments to the Mission Ready Technician program, which used operational aircraft and equipment to give 3-level graduates the weapons system-specific skills they needed to become contributing members immediately upon reporting to their operational units. Under the plan, major commands picked up about one-third of the existing courses. The field training drawdown was put on hold in 1996, however, when the high cost of adding the necessary manpower to AETC became apparent in a Department of Defense audit. Because field training proved to be the most cost-effective solution in many cases, the program continued.

# 1992

**Known formally as the Year of Training, 1992 was more than anything else a year of change. Studies got underway to determine why there was little connection between the enlisted promotion system, professional military education, and skill level progress; if Air University should merge with Air Training Command; and how much of combat crew training should move into ATC. The designation of units also underwent a major change beginning on 1 February when ATC redesignated its “military” and “technical” training centers as training centers. Due to base closure, the Chanute center was not renamed. Simultaneously, ATC reorganized the training centers into objective centers and downgraded the technical training wings to group level and the groups to squadron level. On 15 September 1992, ATC replaced its four-digit groups and squadrons with three-digit Air Force-controlled designations. All of these things were leading up to the big changes coming in 1993.**

## ASSIGNED RESOURCES

(As of 31 December 1992)

**PRIMARY INSTALLATIONS:** 13

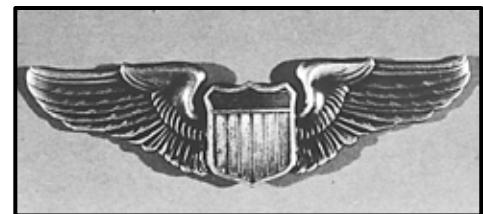
Arizona – Williams; California – Mather; Colorado - Lowry; Illinois – Chanute; Mississippi – Columbus, Keesler; Oklahoma – Vance; Texas – Goodfellow, Lackland, Laughlin, Randolph, Reese, Sheppard

**PERSONNEL ASSIGNED:** 41,358 (6,937 officers, 23,324 enlisted, 11,097 civilians)

**AIRCRAFT ASSIGNED:** 1,306 (T-1A, T-37B, T-38A, T-39A, T-41A, T-43A)

### MAJOR SUBORDINATE UNITS:

7 numbered air force equivalent units:  
USAF Recruiting Service, Randolph AFB TX  
Lackland Training Center, Lackland AFB TX  
Chanute Technical Training Center, Chanute AFB IL  
Goodfellow Training Center, Goodfellow AFB TX  
Keesler Training Center, Keesler AFB MS  
Lowry Training Center, Lowry AFB CO  
Sheppard Training Center, Sheppard AFB TX



**Simple and elegant  
aviation badge awarded to all  
new pilots since 25 January 1919**

1 air division equivalent: Air Force Reserve Officer Training Corps, Maxwell AFB AL

1 wing equivalent: Wilford Hall USAF Medical Center, Lackland AFB TX

1 combat crew training wing: 3636th (Survival), Fairchild AFB WA

8 flying training wings:

12th, Randolph AFB TX

71st, Vance AFB OK

14th, Columbus AFB MS

80th, Sheppard AFB TX

47th, Laughlin AFB TX

82d, Williams AFB AZ

64th, Reese AFB TX

323d, Mather AFB CA

2 independent group or group-equivalent units:

Community College of the Air Force, Randolph AFB TX

3380th Training Support, Randolph AFB TX

2 independent squadron equivalents:

Air Force Security Assistance Training Squadron, Randolph AFB TX

ATC Operations Center, Randolph AFB TX

## COMMAND LEADERSHIP

General Henry Viccellio, Jr, succeeded Lt Gen Joseph W. Ashy as the Commander of ATC on 10 December 1992. For the first time since 28 August 1986 when Gen Andrew P. Iosue retired as the ATC commander, the command was headed by a four-star. Prior to assuming command at ATC, General Viccellio was the Director of the Joint Staff in Washington, D.C. Lieutenant General Ashy became the Commander, Allied Air Forces Southern Europe and Deputy Commander in Chief for the Southern Region, United States Air Forces in Europe. Major General Habiger continued as vice commander.

## ORGANIZATION

***Objective Centers Established.*** Air Training Command converted its newly renamed training centers to the objective wing structure on 1 February, a step it had already taken at the flying training wings in December 1991. At the flying training wings, that meant the command abandoned the tri-deputy structure (with Deputy Commanders for Operations, Maintenance, and Resource Management and a combat support group commander) in favor of a group-oriented wing with an operations group and a support group. A similar situation existed at the training centers where the technical training wing, Deputy Commander for Resource Management, air base group, and clinic/hospital were replaced by a technical training group, a logistics group, a support group, and a medical group.

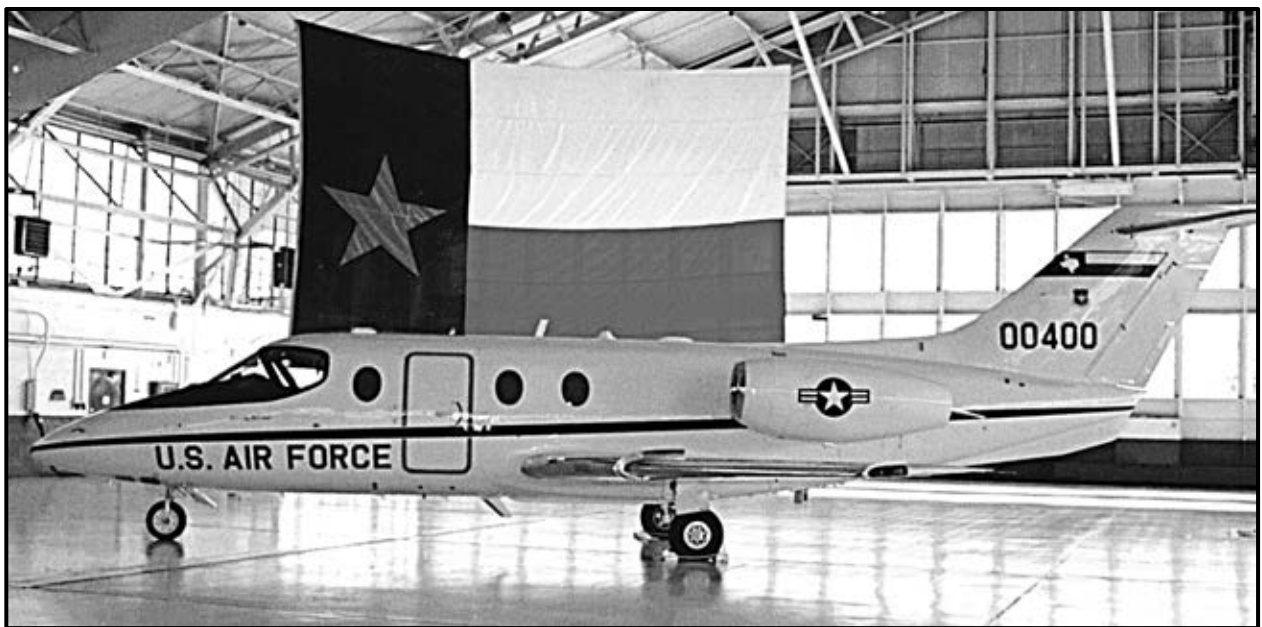
***Officer Training School Redesignated.*** Twice during the year, the Officer Training School (OTS) designation changed. On 1 February, as part of the major reshuffling of units, ATC redesignated OTS as the 3700th Officer Training Group. Then, on 25 August 1992, the 3700th underwent another redesignation, becoming the 301st Officer Training Squadron. At the same

time, Air Training Command relieved the 301st from assignment to Lackland Training Center and assigned it to the 394th Military Training Group at Lackland.

***BMT School.*** Known for years simply as BMTS, the Basic Military Training School at Lackland traveled the same path as OTS. On 1 February ATC redesignated BMTS as the 3720th Basic Military Training Group, and on 25 August it became the 394th Military Training Group, which included not only basic military training squadrons, but also the officer training squadron among others.

***Instrument Flight Center Reassigned.*** Air Training Command activated the USAF Instrument Flight Center (IFC) on 1 May 1972 and assigned it to the 12th Flying Training Wing at Randolph. The IFC was inactivated in 1978 but activated again in 1983. Twenty years to the day after its initial assignment to Air Training Command, the IFC was assigned to the Air Force Flight Standards Agency on 1 May 1992.

***338th Training Support Group.*** Air Training Command's 3300th Training Support Group became the newly redesignated 338th Training Support Group on 15 September 1992.



**The T-1A Jayhawk arrived at Reese AFB, Texas, the command's first production model.**

***First T-1A Squadron Formed.*** To prepare for the start of specialized undergraduate pilot training (SUPT), ATC activated the T-1A Flying Training Squadron Provisional, 52d, at Reese AFB on 3 February 1992. Initially, the provisional squadron concentrated on collecting data and verifying the training syllabus, developing instructor techniques, and establishing flight profiles. As fall approached, the provisional squadron, filled with the initial cadre instructor pilots, turned its attention to getting the instructor transition course underway. On 1 October 1992, ATC inactivated the provisional squadron, and the 52d Flying Training Squadron, one of two T-38 squadrons already assigned to the 64th Flying Training Wing at Reese took on the responsibility of conducting T-1A student training, slated to begin in January 1993.

***Flying Training Squadrons Inactivated.*** With pilot production down dramatically, the command reassessed the need for four flying training squadrons at each UPT base and concluded two would do. Accordingly, on 1 October 1992, ATC inactivated the following units: the 43d and 49th Flying Training Squadrons at Columbus AFB, Mississippi; the 84th and 86th Flying Training Squadrons at Laughlin AFB, Texas; the 7th and 26th at Vance AFB, Oklahoma; and the 33d at Reese AFB, Texas. That left one T-37 squadron and one T-38 squadron at each UPT wing. As each wing implemented specialized undergraduate pilot training, ATC intended to return one of the inactivate squadrons to active status to serve as the T-1A squadron for each wing.

***Navigator Training Squadron at Randolph AFB.*** Air Training Command intended to transfer specialized undergraduate navigator training (SUNT) from the 323d Flying Training Wing at Mather to the 12th Flying Training Wing at Randolph, when the 323d inactivated and Mather closed in 1993. To prepare for that eventuality, the command activated the 558th Flying Training Squadron at Randolph on 15 December 1992, assigning it to the 12th. Air Training Command planned to activate three more squadrons in 1993 to accommodate the navigator training mission.

## FLYING TRAINING



**In September 1992 HQ USAF announced that the Slingsby T-3 Firefly would replace the T-41 as the Air Force's enhanced flight screener. Air Training Command expected to receive its first aircraft in 1993.**

***Enhanced Flight Screener Contract Awarded.*** After a delay of five months because the original contract award was protested, the Air Force confirmed on 22 September 1992 that Slingsby Aviation Limited of Great Britain would get the contract to replace the T-41 flight



screeener. Slingsby, teamed with Northrup Worldwide Aircraft Services, Inc., won a contract worth almost \$55 million to provide 113 "Firefly" aircraft to the Air Force for flight screening operations that Air Training Command conducted at Hondo, Texas, and the US Air Force Academy ran at Colorado Springs, Colorado. Beginning in January 1993, ATC would acquire 57 of the new aircraft, and the Air Force Academy would receive 56 planes, officially designated the T-3.

***64th FTW Prepares to Implement SUPT.*** In March the T-1As began arriving at Reese on a regular basis. The 64th Flying Training Wing received four aircraft that first month, three T-1As in April, and five more in May. By the end of the year, the wing had a total of 24 aircraft. Many of those aircraft were used for extensive testing conducted first by the Air Force Operational Test and Evaluation Center and then by the initial cadre of instructor pilots assigned to the 64th. The wing began flying local sorties to test syllabus maneuvers and aircraft effectiveness on 9 March 1992. Several Course Readiness Reviews and Start Training Readiness Reviews looked not just at the aircraft but also at other elements of the tanker-transport training system, such as simulators and the Training Management System. In general, the 64th Flying Training Wing still had some wrinkles to iron out but was far enough along that it began the Instructor Transition Course on schedule in September. The course was designed to train T-37 and T-38 instructor pilots (IP) to be T-1A IPs; the initial cadre (who had received their training from Beech) taught the course. Meanwhile, the first SUPT class, Class 93-12, was already in training. It began Phase I training on 20 July 1992 and would begin T-1A and T-38 training on 24 January 1993.

## MILITARY TRAINING

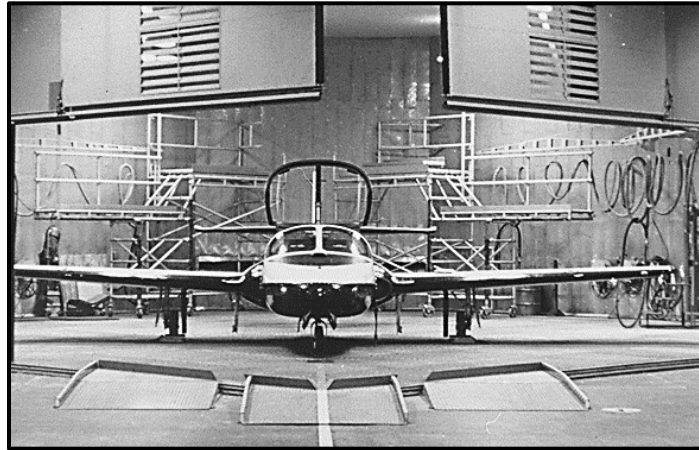
***Minority Officer Issues.*** As early as 1990, the Minority Officer Procurement and Development initiative recommended the establishment of an AFROTC prep school, which the Air Staff approved in 1991 but put on hold the following year. The Air Force had not established minority officer accession guidelines, and Air Training Command measured its progress compared to the representation of those groups among the population of college students. Lieutenant General Ashy recommended tabling the idea, observing that AFROTC forecasted 6.8 percent black officer production for fiscal year 1993, and OTS selection board rates were promising. The command continued to emphasize minority recruiting, and in March 1992 AFROTC established a Gold Bar program, in which newly-commissioned minority AFROTC graduates recruited minority scholarship candidates and referred OTS candidates to Recruiting Service. General Viccellio ultimately established a Minority Officer Accession Working Group to stay on top of the issue.

## MISCELLANEOUS

***Environmental Issues.*** The Air Force, due to the very nature of its mission, had long engaged in a variety of operations dealing with toxic and hazardous waste materials that had migrated into the surrounding area and resulted in environmental damage. This issue began receiving increased attention in 1978 when President Jimmy Carter signed an executive order governing federal compliance with pollution control standards. In 1981 the Department of Defense mandated that its bases institute the Installation Restoration Program (IRP) to identify and rectify environmental problems resulting from earlier methods of waste disposal. By the end of fiscal year 1992, Air Training Command had cleaned up 149 of its 301 contaminated sites. These sites included low-level radioactive waste disposal areas, pesticides, and abandoned underground

storage tanks. In addition to IRP and related programs, ATC also involved itself in over 30 bioenvironmental engineering programs. These included the removal of asbestos from military facilities, testing for radon gas in military housing, and establishing recycling programs. To help commanders measure the degree to which they were complying with federal and state environmental regulations, the Air Force established the Environmental Compliance and Management Program (ECAMP) in 1988. Finally, ATC worked to minimize hazardous waste, a major source of which was aircraft painting. Consequently, ATC began an extensive program in the late 1980s to replace chemical stripping of aircraft paint with a blasting technique that used plastic particles called "media." Media bead blasting reduced significantly the generation of hazardous waste.

**To reduce toxic waste and lower costs, ATC replaced liquid chemical stripping of paint from aircraft and other equipment with plastic particle blasting. The first booth in ATC became operational in April 1989 at Randolph AFB.**



*Hurricane Andrew and the Inter-American Air Forces Academy (IAAFA).* When Hurricane Andrew hit Homestead AFB, Florida, in August 1992, the destruction it brought resulted in some training changes for Air Training Command. Water survival training had to be relocated to Tyndall AFB and IAAFA to Lackland AFB, Texas. At the time, IAAFA belonged to Air Combat Command, but that all changed on 2 June 1993, when IAAFA became a part of Air Training Command.



**Water survival training at Turkey Point, Florida, was one of the victims of Hurricane Andrew. Damage was so extensive Air Training Command had to move the training program to Tyndall AFB, Florida, along with its 3613th Combat Crew Training Squadron.**

# 1993

The first day of July 1993 was more than just the day when Air Training Command absorbed Air University and changed the command designation to Air Education and Training Command (AETC). It was the point when the Air Force saw the goals of the Year of Organization and the Year of Training come together to form a single command, AETC. For a moment, the focus shifted from downsizing to better organizing. This command assumed responsibility for both aspects of career development, training and education. Missions such as combat crew training, pararescue, combat controller training, and (later) space training transferred to AETC. Airmen would report to their operational unit mission ready. Restructuring the command, therefore, assumed first place among the issues facing the command staff. The introduction of three new training aircraft, the T-1, T-3, and T-6 (JPATS); joint training; the closure of Chanute, Mather, and Williams Air Force Bases; and several A-76 studies also offered major challenges.

## ASSIGNED RESOURCES

(As of 31 December 1993)

### PRIMARY INSTALLATIONS: 14

Alabama – Maxwell; Arizona – Luke; Colorado – Lowry; Florida – Tyndall; Mississippi – Columbus, Keesler; Oklahoma – Altus, Vance; Texas – Goodfellow, Lackland, Laughlin, Randolph, Reese, Sheppard

**PERSONNEL ASSIGNED:** 60,050 (10,113 officers, 35,160 enlisted, 14,759 civilians)

**AIRCRAFT ASSIGNED:** 1,377 (C-5, C-21, C-141, F-15, F-16, HC-130, KC-135, MC-130, MH-53J, MH-60, NCH-53A, T-1A, T-37B, T-38A, T-39A, T-41A, T-43A, TH-53A, UH-1N)

### MAJOR SUBORDINATE UNITS:

5 major subordinate establishments:

- AIR UNIVERSITY, Maxwell AFB AL
- 502d Air Base Wing, Maxwell AFB AL
- Air Command and Staff College, Maxwell AFB AL
- Air Force Institute of Technology, Wright-Patterson AFB OH
- Air Force Quality Institute, Maxwell AFB AL
- Air Force Reserve Officer Training Corps, Maxwell AFB AL
- Air University Library, Maxwell AFB AL
- Air War College, Maxwell AFB AL

College of Aerospace Doctrine, Research, and Education, Maxwell AFB AL  
College for Enlisted Professional Military Education, Maxwell AFB AL  
Community College of the Air Force, Maxwell AFB AL  
Extension Course Institute, Maxwell AFB AL  
Ira C. Eaker College for Professional Development, Maxwell AFB AL  
Officer Training School, Maxwell AFB AL  
Squadron Officer School, Maxwell AFB AL  
USAF Civil Air Patrol, Maxwell AFB AL

**SECOND AIR FORCE**, Keesler AFB MS (1 center, 4 wings)

Lowry Training Center, Lowry AFB CO  
17th Training Wing, Goodfellow AFB TX  
37th Training Wing, Lackland AFB TX  
81st Training Wing, Keesler AFB MS  
82d Training Wing, Sheppard AFB TX

**NINETEENTH AIR FORCE**, Randolph AFB TX (10 wings, 1 independent group, 1 independent squadron)

12th Flying Training Wing, Randolph AFB TX  
14th Flying Training Wing, Columbus AFB MS  
47th Flying Training Wing, Laughlin AFB TX  
58th Fighter Wing, Luke AFB AZ  
64th Flying Training Wing, Reese AFB TX  
71st Flying Training Wing, Vance AFB OK  
80th Flying Training Wing, Sheppard AFB TX  
97th Air Mobility Wing, Altus AFB OK  
325th Fighter Wing, Tyndall AFB FL  
336th Crew Training Group, Fairchild AFB WA  
419th Operations Training Squadron, Randolph AFB TX  
542d Crew Training Wing, Kirtland AFB NM

**USAF RECRUITING SERVICE**, Randolph AFB TX (4 groups)

360th USAF Recruiting Group, Hanscom AFB MA  
367th USAF Recruiting Group, Robins AFB GA  
369th USAF Recruiting Group, Lackland AFB TX  
372d USAF Recruiting Group, Hill AFB UT

**59TH MEDICAL WING**, Lackland AFB TX

2 independent units reporting to HQ AETC

338th Training Support Group, Randolph AFB TX  
Air Force Security Assistance Training Squadron, Randolph AFB TX

## **COMMAND LEADERSHIP**

General Henry Viccellio, Jr, continued as the AETC commander, and Lt Gen Eugene E. Habiger remained vice commander.



**General Merrill A. McPeak (front, left) and Gen Henry Viccellio, Jr. (front, right) at the ceremony to mark the command's change in designation and merger with Air University.**

## **ORGANIZATION**

***Air Training Command Redesignated.*** On 1 July 1993, HQ USAF redesignated Air Training Command as Air Education and Training Command (AETC). For all practical purposes, this action made AETC the focal point for all education and training activities in the Air Force. The only notable exceptions were that operational commands continued crew training where the requirements were relatively small (e.g., B-1 and F-117 training), and the US Air Force Academy retained its independent status.

***Deputy Chiefs of Staff Become Directorates.*** In accordance with guidance from the Air Staff, Air Training Command dropped the use of the title Chief of Staff on 1 February 1993 and referred to the individual holding that position as the Director of Executive Services. At the same time, the headquarters also discontinued use of the title Deputy Chief of Staff (DCS) for those heading major staff agencies and referred to them as directors. The changes in terminology had a trickle-down effect; DCSs became directorates, directorates became divisions, and so on down the line.



***Air University.*** Ten years after its return to major command status, Air University again became a major subordinate part of Air Education and Training Command. As part of the decision to realign Air University under AETC, HQ USAF also made the Air Force Officer Training Corps and the Community College of the Air Force subordinate organizations of Air University. Air Force legal and chaplain training programs, and the First Sergeants Academy also went to Air University.

***Numbered Air Forces Activated.*** On 1 July 1993, AETC activated the Nineteenth Air Force at Randolph AFB to supervise flying training and the Second Air Force at Keesler AFB to manage technical training. Second Air Force was an excellent choice as one of its first missions was to training bomber, fighter, and other units for combat assignments overseas in World War II. AETC chose Nineteenth Air Force because of its history as a composite strike force. It also had another connection to the AETC commander, Gen Henry Viccellio, Jr. His father had served as the first commander of Nineteenth Air Force.



**The 58th Fighter Wing at Luke AFB, Arizona, provided aircrew training for the F-16 air-to-ground mission.**

***Changes Effecting Training Centers, Wings, and Groups.*** Effective 1 July 1993, AETC inactivated the training centers at Goodfellow, Lackland, Keesler, and Sheppard and replaced them with the 17th, 37th, 81st, and 82d Training Wings, respectively. The names of the training groups also changed, assuming the same numerical designations as their parent wings. Thus, the 391st Technical Training Group at Goodfellow became the 17th Technical Training Group, the 393d at Keesler became the 81st, the 394th at Lackland became the 37th, and the 396th at Sheppard became the 82d. In addition, the 394th Military Training Group at Lackland became the 37th Military Training Group, and at Sheppard the 396th Medical Training Group and the 396th Field Training Group became the 82d Medical Training Group and the 82d Field Training Group, respectively.

***Crew Training Reassignments.*** Since AETC picked up a major portion of the crew training mission on 1 July 1993, HQ USAF reassigned the wings that had previously conducted the training to AETC: the 58th Fighter Wing, Luke AFB, Arizona, and the 325th Fighter Wing, Tyndall AFB, Florida, from Air Combat Command (ACC). Also, AETC gained the 97th Air Mobility Wing at Altus AFB, Oklahoma, and the 542d Crew Training Wing at Kirtland AFB, New Mexico, from Air Mobility Command.

**At Kirtland AFB, New Mexico, aircrews trained for various special operations in the MC-130H Combat Talon II aircraft.**





**Medical Center Changes.** The status of AETC's two largest medical facilities also changed on 1 July 1993. The command consolidated the histories of Wilford Hall USAF Medical Center at Lackland with the 59th Tactical Fighter Wing (inactive) and redesignated the newly activated organization as the 59th Medical Wing. Through a memorialization effort, the hospital building continued to be called Wilford Hall. On the gulf coast of Mississippi, AETC inactivated the Keesler Medical Center and activated the 81st Medical Group also on 1 July 1993.

**392d Space and Missile Training Squadron.** Another Year of Training initiative implemented on 1 July 1993 combined space and missile training at one location. Previously the 4315th Combat Crew Training Squadron, an ACC unit, had provided missile training at Vandenberg AFB, California, and ATC's 319th Space Training Squadron had conducted undergraduate space training at Lowry AFB, Colorado. Both of those units inactivated, and AETC activated the 392d Space and Missile Training Squadron at Vandenberg, assigning it to the 17th Training Wing. For AETC the biggest challenge was to combine both training programs into undergraduate space and missile training to produce a graduate who could fill any job in the career field.

**Survival School Redesignated.** In converting the flying training wings and training centers to the objective wing structure, ATC also looked at the 3636th Combat Crew Training Wing (Survival) and determined it should be a group. Accordingly, on 28 January 1993, the command redesignated the 3636th as the 336th Crew Training Group. This action was part of a large Air Staff initiative to replace four-digit units with two-digit or three-digit units and preserve distinguished unit designations. At the same time, the AETC changed the designations of the group's subordinate squadrons from the 3612th, 3613th, and 3614th Combat Crew Training Squadrons to the 22d, 17th, and 66th Crew Training Squadrons, respectively.

**A UH-1F helicopter crew gives a survival student live rescue hoist training at Fairchild AFB in Washington.**



**Air National Guard Units.** Effective 1 July 1993, Air Education and Training Command became the gaining command for three Air National Guard units with training missions. They were the 114th Fighter Squadron, Kingsley Field, Oregon; the 162d Fighter Group, Tucson International Airport, Arizona; and the 184th Fighter Group, McConnell AFB, Kansas.

**Officer Training School.** On 1 October 1993, AETC assigned the 301st Officer Training Squadron from the 394th Military Training Group at Lackland to Air University, redesignated it as the Officer Training School (OTS), and moved it to Maxwell AFB, Alabama. The squadron graduated its last class at Medina on 22 September 1993. The second round of base closure caused the move, as Lowry AFB, Colorado, was scheduled to close in 1994. By moving OTS, the command gained space at Lackland for courses transferring in from Lowry.

***Three AU Centers Redesignated.*** On 1 October 1993 at Air University, the Air Force Quality Center became the Air Force Quality Institute. The name of the Air University Center for Aerospace Doctrine, Research, and Education changed to the College of Aerospace Doctrine, Research, and Education; and the Ira C. Eaker Center for Professional Development became the Ira C. Eaker College for Professional Development. They were better known as CADRE and CPD.

***College for Enlisted Professional Military Education.*** To consolidate all Air Force enlisted professional military education under a single manager, AETC activated the College for Enlisted Professional Military Education (CEPME) as an Air University subordinate unit on 15 December 1993. Schools assigned to CEPME included the Air Force Senior NCO Academy and stateside NCO academies, which previously belonged to the other major commands.

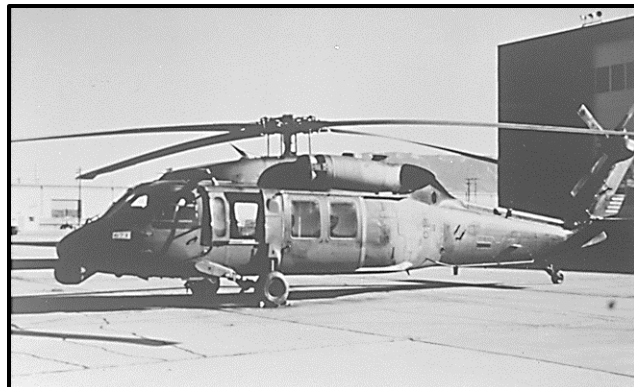
***Operational Support Airlift Responsibilities Returned to AETC.*** On 15 April 1993, ATC activated the 332d Airlift Flight and assigned it to Randolph's 12th Operations Group. The activation of the 332d marked the transfer of five C-21A aircraft and operational support airlift responsibilities from Air Mobility Command to Air Training Command.

***Inter-American Air Forces Academy.*** In August 1992 Hurricane Andrew hit the Florida coast south of Miami and wiped out Homestead AFB. Following the hurricane, the Air Force temporarily relocated the Inter-American Air Forces Academy from Homestead to Lackland. Subsequently, the Air Force decided to make that arrangement permanent and; on 2 June 1993, the academy was relieved from assignment to Air Combat Command and assigned to Air Training Command and further assigned to the Lackland Training Center.

***New Units to Support Navigator Training Mission at Randolph AFB.*** To accommodate the navigator training mission at Randolph AFB, Air Training Command activated the 562d and 563d Flying Training Squadrons on 14 May. On that same date, the command also activated the 99th Flying Training Squadron at Randolph to train instructor pilots for the T-1A. Then on 28 May, ATC redesignated the 1st Flight Screening Squadron as the 1st Flying Training Squadron, and on 1 July the 557th Flying Training Squadron at the Air Force Academy came under AETC control. All of these units were further assigned to the 12th Operations Group at Randolph.

***Social Actions Assigned to Wing Commander's Staff.*** On 1 November 1993, AETC wings acted on HQ USAF's directions to move the social actions function from the mission support squadron to the wing commander's staff. At the same time, the responsibility for equal opportunity and treatment inquiries went to the wing Inspector General, but counseling and complaint reviews remained in the social actions office.

**The 542d Crew Training Wing at Kirtland AFB, New Mexico, uses the MH-60 to train crews in the Pave Hawk mission, combat search and rescue and the infiltration and exfiltration of special operations forces.**



## INSTALLATIONS

***Chanute AFB, Illinois, Inactivated.*** After more than 86 years of service to the country as a technical training base, Chanute AFB, Illinois, became a casualty of the first round of base closure. On 30 September 1993, AETC inactivated the Chanute Technical Training Center, and the base closed the following day. Aerospace ground equipment, fuels, and jet and turboprop engine maintenance training moved to Sheppard AFB. Fire protection training went to Goodfellow AFB, weather training moved to Keesler AFB, vehicle maintenance relocated to Lackland AFB, metals training shuffled to Aberdeen Proving Ground in Maryland, and nondestructive inspection training transferred to Naval Air Station (NAS) Pensacola in Florida.



***Mather AFB, California, Closed.*** The command lost another World War I base, Mather, in the first round of base closure. On 30 September 1993, AETC inactivated the 323d Flying Training Wing, and the base closed on 1 October 1993. For most of its history, Mather provided flying and navigation training.

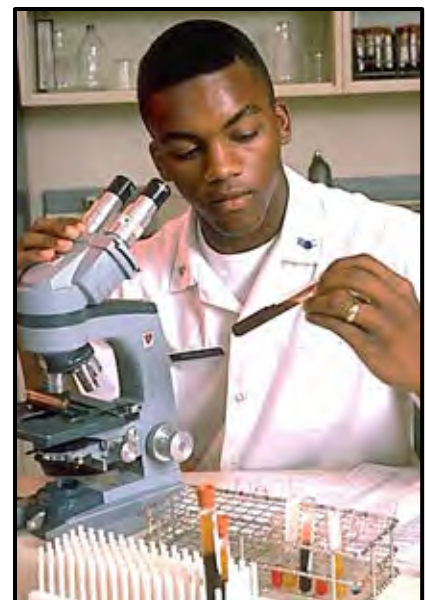
**The flight crew of a T-43 prepared to depart Mather AFB for the last time.**

***Williams AFB, Arizona, Inactivated.*** The second round of base closure tapped Williams AFB, Arizona, for shutdown. AETC inactivated the host unit, the 82d Flying Training Wing, on 31 March 1993, leaving the now independent 82d Operations Group to close the base. The command inactivated the operations group on 30 September 1993, and Williams AFB closed on 1 October 1993. With the exception of a two-year period, 1958-1960, when the base was assigned to Tactical Air Command, this base had belonged to AETC since 1942.

**At Sheppard AFB, Texas, a medical technician student learns how to analyze blood tests.**

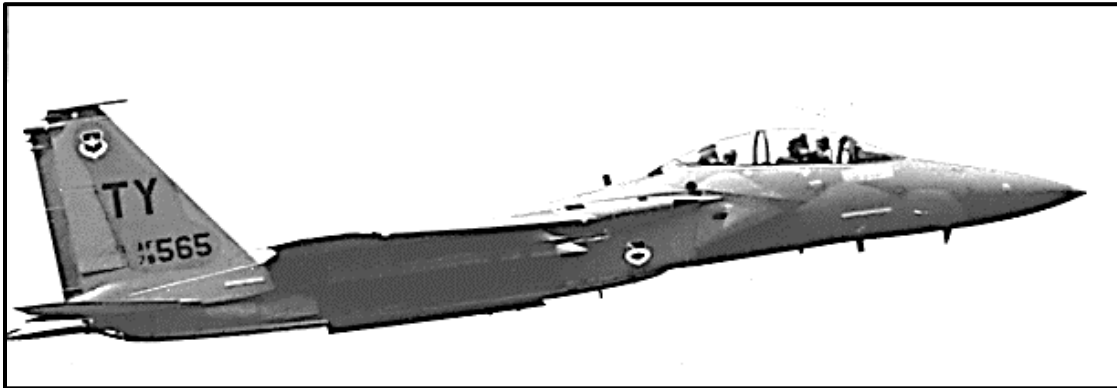
## EDUCATION

***SPACECAST 2020.*** In September 1993 at the direction of the chief of staff of the Air Force, Air University began work on SPACECAST 2020, a look into the Air Force's future.





**Distance Learning.** The Air Force Institute of Technology broadcast its first distance learning course in November 1993 after the Air Force acquisition community levied a large training requirement for all personnel working in acquisition-coded positions.



**A pilot checks out in the F-15D air superiority fighter at Tyndall AFB, Florida.**

## **FLYING TRAINING**

**Crew Training.** When AETC took on the crew training mission on 1 July 1993, it also picked up a sizeable number of fighters, tankers, transports, and helicopters from Air Combat Command and Air Mobility Command (AMC). These aircraft were called “grey jets,” which referred to the grey paint schemes used on operational aircraft versus the traditional white paint scheme used on undergraduate pilot training aircraft. Overall, the command gained 287 aircraft: 109 F-15s, 101 F-16s, 58 tanker-transport aircraft, and 19 helicopters. At Tyndall AETC picked up 78 F-15s (A through D models) to conduct air-to-air training. At Luke the command inherited 101 F-16s and 31 F-15E Strike Eagles to provide air-to-ground training. Altus added 7 C-5As and 15 C-141Bs to the AETC inventory for training AMC aircrew members. Also, AETC took over 6 KC-135A/Q and 21 KC-135R tankers at Castle AFB, California, to conduct air-to-air refueling training. Finally, the command gained a variety of special operations aircraft at Kirtland including five HC-130P and four MC-130H aircraft, as well as six UH-1N, four MH-60G, five MH-53J, two CH-53A, and two NCH-53A helicopters.



**Shown is a flight crew in the cockpit of a T-1A Jayhawk.**

***First SUPT Class to Graduate.*** The 64th Flying Training Wing at Reese AFB graduated the Air Force's first SUPT class on 29 July 1993. These were the first students to select either the bomber-fighter track or airlift-tanker track based on their standings when they completed T-37 training.

***Introduction to Fighter Fundamentals Training Relocated.*** On 10 September 1992, HQ USAF announced that Introduction to Fighter Fundamentals training would move from Holloman AFB, New Mexico, to the SUPT bases in Air Training Command. A subsequent decision moved the training to only three bases: Columbus, Sheppard, and Randolph. Columbus conducted its first regular class on 20 September 1993, Randolph on 5 November 1993, and Sheppard in January 1994.

***Joint Specialized Undergraduate Pilot Training.*** Beginning on 8 September 1993, the first six T-44A naval instructor pilots (one from the Marine Corps, one from the Coast Guard, and four from the US Navy) reported to the 64th Flying Training Wing as T-37 instructor pilots, adding the "joint" to JSUPT. Three instructor pilots from Reese AFB joined VT-31 at NAS Corpus Christi, Texas, to serve as T-44A instructors in December.

***T-1A Pilot Instructor Training (PIT).*** On 18 August 1993, with six T-1A aircraft on base, the 12th Flying Training Wing began its first T-1A Instructor Transition Course at Randolph AFB. The first standard T-1A PIT class was scheduled to begin on 15 March 1994.

***F-15E Training.*** On 15 November 1993, the Air Force announced its decision to reassign the F-15E operations training program, beginning in fiscal year 1995, from AETC at Luke AFB, Arizona, to ACC at Seymour Johnson AFB, North Carolina, in order to accommodate additional F-16 training at Luke.

***Specialized Undergraduate Navigator Training.*** Specialized Undergraduate Navigator Training moved from Mather AFB, California, and began at Randolph AFB on 20 April 1993. Four months later on 10 August 1993, the first students, all Air National Guard or foreign officers, entered the new SUNT class at Randolph AFB, and earned their wings in late January 1994. However, the first active duty Air Force students did not graduate until the following April.

***Introduction to Bomber Fundamentals.*** The first SUPT class with graduates entering Introduction to Bomber Fundamentals (IBF) began training at Reese AFB, Texas, in December 1993. The course was designed to provide bomber pilots with classroom and simulator training in crew coordination, crew concept, and low-level flying procedures. Navigators and electronic warfare officers also attended the course.

## TECHNICAL TRAINING

***Mission Ready Technician.*** In early June 1993, General Viccellio told the Air Staff Director of Logistics and the ACC and AMC commanders that he would test a Mission Ready Training concept, which would produce a mission-ready technical training graduate, starting with the C-141 apprentice crew chief course. The 82d Training Wing would conduct the course, supported by the 97th Air Mobility Wing at Altus AFB.

***Pararescue and Combat Control Training.*** As part of the Year of Training initiative, Air Mobility Command passed responsibility for pararescue (PJ) and combat control (CCT) training to AETC. The command chose to align the training under Nineteenth Air Force, which managed flying training, though Second Air Force, the command's technical training component, ran the training pipeline and had responsibility for the conduct of the joint PJ/CCT indoctrination course, which the 37th Training Wing conducted. The career fields required lengthy specialized training, and few candidates completed the physically demanding programs. The career fields were chronically undermanned, therefore, and resolving this issue would continue as a persistent challenge over the next few years.



**A PJ instructor works under water with a student.**



**The 97th Air Mobility Wing, Altus AFB, Oklahoma, trained C-5 and C-141 aircrews. When this wing joined AETC in 1993, it also had another operations group at Castle AFB, California, that trained KC-135 aerial refueling crews.**



# 1994

The reorganization of Air Education and Training Command continued, as the command adopted the concept of the objective wing at Headquarters AETC and HQ Air University. Because the command had become responsible for crew training, several new wings stood up or transferred into the command. These wings and other units conducted special operations, F-16, space and missile, and airlift training. At the same time, the first specialized undergraduate pilot training (SUPT) and joint SUPT courses commenced. The second round of base closure concluded for AETC, on 1 October 1994, when the command closed Lowry AFB, Colorado.

## ASSIGNED RESOURCES

(As of 31 December 1994)

**PRIMARY INSTALLATIONS:** 13

Alabama – Maxwell; Arizona – Luke; Florida – Tyndall; Mississippi – Columbus, Keesler; Oklahoma – Altus, Vance; Texas – Goodfellow, Lackland, Laughlin, Randolph, Reese, Sheppard

**PERSONNEL ASSIGNED:** 58,642 (9,980 officers, 34,369 enlisted, 14,293 civilians)

**AIRCRAFT ASSIGNED:** 1,561 (AT-38, C-5, C-12, C-21, C-141, F-15, F-16, HC-130P, KC-135, MC-130H, MH-53J, MH-60G, T-1, T-3, T-37, T-38, T-41, T-43, TH-53A, UH-1N)

**MAJOR SUBORDINATE UNITS:**

5 major subordinate establishments:

**AIR UNIVERSITY**, Maxwell AFB AL

42d Air Base Wing, Maxwell AFB AL

Air Command and Staff College, Maxwell AFB AL

Air Force Institute of Technology, Wright-Patterson AFB OH

Air Force Quality Institute, Maxwell AFB AL

Air Force Reserve Officer Training Corps, Maxwell AFB AL

Air University Library, Maxwell AFB AL

Air War College, Maxwell AFB AL

College of Aerospace Doctrine, Research, and Education, Maxwell AFB AL

College for Enlisted Professional Military Education, Maxwell AFB AL

Community College of the Air Force, Maxwell AFB AL

Extension Course Institute, Maxwell AFB AL

Ira C. Eaker College for Professional Development, Maxwell AFB AL  
Officer Training School, Maxwell AFB AL  
Squadron Officer School, Maxwell AFB AL  
USAF Civil Air Patrol, Maxwell AFB AL

**SECOND AIR FORCE**, Keesler AFB MS (4 wings, 1 independent group, 1 independent squadron)

17th Training Wing, Goodfellow AFB TX  
37th Training Wing, Lackland AFB TX  
81st Training Wing, Keesler AFB MS  
82d Training Wing, Sheppard AFB TX  
381st Training Group, Vandenberg AFB CA  
602d Training Support Squadron, Edwards AFB CA

**NINETEENTH AIR FORCE**, Randolph AFB TX (10 wings, 1 independent group, 1 independent squadron)

12th Flying Training Wing, Randolph AFB TX  
14th Flying Training Wing, Columbus AFB MS  
47th Flying Training Wing, Laughlin AFB TX  
56th Fighter Wing, Luke AFB AZ  
58th Special Operations Wing, Kirtland AFB NM  
64th Flying Training Wing, Reese AFB TX  
71st Flying Training Wing, Vance AFB OK  
80th Flying Training Wing, Sheppard AFB TX  
97th Air Mobility Wing, Altus AFB OK  
325th Fighter Wing, Tyndall AFB FL  
336th Training Group, Fairchild AFB WA  
619th Training Support Squadron, Randolph AFB TX

**USAF RECRUITING SERVICE**, Randolph AFB TX (4 groups)

360th Recruiting Group, Hanscom AFB MA  
367th Recruiting Group, Robins AFB GA  
369th Recruiting Group, Lackland AFB TX  
372d Recruiting Group, Hill AFB UT

**59TH MEDICAL WING**, Lackland AFB TX

## **COMMAND LEADERSHIP**

General Henry Viccellio, Jr, continued as the AETC commander, and Lieutenant General Habiger remained vice commander.

## **ORGANIZATION**

*AETC Band Renamed.* Headquarters USAF redesignated the AETC Band as the AETC Band of the West.

***Changes to the Objective Wing.*** On 1 January 1994, the Air Staff replaced the Morale, Welfare, Recreation, and Services designation with Services. AETC redesignated its units as services squadrons on the same day. In another change implemented Air Force-wide on 1 March 1994, AETC replaced its civil engineering designations with a new term, civil engineer. HQ USAF added a fourth organization to the original three-group, objective wing template as the medical group joined the existing operations, logistics, and support groups. Between 1 July and 30 September 1994, the Air Force began replacing its hospitals and clinics with objective medical groups. Of AETC's various units, only the 37th Training Wing, 58th Special Operations Wing, and the 80th Flying Training Wing, along with the 336th and 381st Training Groups, did not establish objective medical groups; the 37th because Lackland was also home to the 59th Medical Wing (Wilford Hall) and the other units because they were tenants who received their medical support from their host organizations. In November 1992, the Chief of Staff of the Air Force added a plans office to the objective wing; but AETC chose to delay establishing a wing plans office until standup of the merged command. It was not until 1 July 1994 that AETC's wings moved their logistics plans functions out of the logistics or support groups into the plans office, finalizing the new organizations.

***56th Fighter Wing Designation Moved from MacDill AFB to Luke.*** On 1 April 1994, HQ Air Force transferred its 56th Fighter Wing designation from MacDill AFB, Florida, to Luke AFB. When the 58th Special Operations Wing moved to Kirtland, it left most of its personnel and equipment at Luke, which HQ AETC used to stand up the 56th Fighter Wing.

***58th Special Operations Wing.*** On 1 April 1994, HQ USAF redesignated the 58th Fighter Wing at Luke AFB, Arizona, as the 58th Special Operations Wing and, on paper, moved the unit to Kirtland AFB, New Mexico. There it replaced the 542d Crew Training Wing, which AETC inactivated the same day. Personnel and resources of the 542d were used to stand up the 58th Special Operations Wing.

***42d Air Base Wing Replaces 502 ABW at Maxwell AFB.*** On 1 October 1994, AETC inactivated the 502d Air Base Wing, the host unit at Maxwell AFB, and replaced it with the 42d Air Base Wing. This was part of the Air Force's effort to retain on active status those wings with the most illustrious histories.

***336th Training Group.*** Another change occurred on 1 April 1994 when HQ Air Force redesignated the 336th Crew Training Group at Fairchild AFB, Washington, as the 336th Training Group. This was all part of the Air Force plan to simplify unit designations.

***338th Training Support Group.*** In a move to stop using a group to oversee non-management headquarters functions, on 18 February 1994, AETC inactivated the 338th Training Support Group, redistributing its missions to five squadrons and four flights that reported directly to HQ AETC.

***381st Training Group and Space and Missile Training.*** On 1 April 1994, AETC activated the 381st Training Group (Provisional) at Vandenberg AFB, California. Still in existence, but separate from the provisional group, were the 392d Space and Missile Training Squadron and its detachment at Lowry. On 1 October 1994, AETC inactivated the temporary organization and activated the 381st Training Group, with four training squadrons, including the newly redesignated 392d Training Squadron.

**602d Training Support Squadron.** On 23 March 1994, AETC reassigned the 602d Training Support Squadron, located at Edwards AFB, California, from the 982d Training Group (82d Training Wing) to Second Air Force.

**619th Training Support Squadron.** On 1 April 1994, AETC redesignated the 419th Operations Training Squadron as the 619th Training Support Squadron and assigned the unit to Nineteenth Air Force. This unit had been assigned to HQ AETC since 1 July 1975 and undergone a number of changes to its designation.



**Headquarters, Lowry Training Center, Lowry AFB, Colorado. The base had served as a major technical training school for the nation's air forces since August 1937.**

## INSTALLATIONS

**Lowry AFB Inactivated.** Since August 1937, Lowry provided technical training for the Army Air Corps, Army Air Forces, and the United States Air Force. In 1943 when flying and technical training merged into a single organization, Lowry was one of the primary bases the Army Air Forces Training Command gained. Now as the result of a second round of base closures, Lowry closed on 1 October 1994. Its small missile maintenance, Undergraduate Space Training, and Enlisted Space Operations Training moved to Vandenberg. Other courses went to Keesler, Sheppard, and Lackland; and a few went to locations outside Air Education and Training Command.

## EDUCATION

***SAAS Degrees Awarded.*** Congress granted the Air University commander authority to award a master's degree to graduates of the School of Advanced Airpower Studies.

***Non-Resident Professional Military Education (PME) Requirements Set.*** Headquarters USAF reduced the maximum time students could take to complete the Air Command and Staff College non-resident course from 4 years to 18 months. Likewise, the Squadron Officer School correspondence course deadline decreased from 3 years to 18 months.

***Dominance in Air and Space.*** In May 1993 the Chief of Staff of the Air Force (CSAF) Gen Merrill A. McPeak, asked students and faculty at Air University to envision what the country would need to pursue national security objectives in space. The result was a report titled SPACECAST 2020 that included several white papers. Then in December 1994 the latest Air Force chief of staff, Gen Ronald R. Fogleman, requested Air Force 2025, a study that showed the concepts, capabilities, and technologies the Air Force needed to remain the dominant air and space force in the 21st century.

## FLYING TRAINING

***Women in Combat Flying Training.*** First Lieutenant Jeannie M. Flynn became the first female to complete training in the F-15E Strike Eagle at Luke AFB, Arizona. After earning a master's degree in aerospace engineering from Stanford University, she graduated first in her UPT class at Laughlin AFB in December 1992, and chose the F-15 after Chief of Staff Gen Merrill McPeak opened the door for women to fly combat aircraft.

**First Lieutenant Jeannie M. Flynn graduated from the F-15E course on 10 February 1994.**



***Laughlin and Vance and SUPT.*** Student pilots at the 47th Flying Training Wing at Laughlin AFB, Texas, made their first SUPT track selections on 18 May 1994. After receiving their first T-1A on 19 November 1993, the 47th Flying Training Wing reported its first student sortie in the new trainer occurred on 6 June 1994. The 71st Flying Training Wing at Vance AFB, Oklahoma, received their first T-1A on 8 December 1994, and their first SUPT class entered training the following April.

**Joint SUPT.** The first two Navy students arrived at Reese AFB in September 1994 for joint specialized undergraduate pilot training.

**Enhanced Flight Screening and Arrival of the T-3A.** Slingsby Aviation Limited delivered AETC's first two T-3A Firefly aircraft, on 4 February 1994, to Hondo Field, Texas, to use for the enhanced flight screening program. On 14 March 1994, five students in Class 94-11 became the first to begin enhanced flight screening with the T-3A.

**Joint Helicopter Training.** In 1992 the Air Staff decided that helicopter pilot training should become a specialized undergraduate pilot training track, which meant that prospective Air Force helicopter pilots would go through fixed-wing (T-37 and later JPATS) training, make their track selection, and then go on to Fort Rucker, Alabama, for rotary-wing training. The Army agreed, offering to train 24 students (up from 10 a year) in fiscal year 1994 and 50 in fiscal year 1995. In preparation, AETC activated the 23d Flying Training Flight at Fort Rucker on 15 January 1994, and assigned it to the 542d Crew Training Wing (later the 58th Special Operations Wing) at Kirtland AFB, New Mexico. On 2 November 1994, the first Air Force students to start the new helicopter training plan entered training at Fort Rucker in SUPT Helicopter Class 95-01.

**KC-135 Training.** The 1990 Base Realignment and Closure (BRAC) Commission recommended closing Castle AFB, California, by September 1995 and moving the KC-135 combat crew training school to Fairchild AFB, Washington. The 1993 BRAC Commission report redirected KC-135 training to Altus AFB, Oklahoma, and its 97th Air Mobility Wing. On 20 January 1994, AETC activated the 97th Training Squadron at Altus to conduct the combat flight instructor course. Academic and simulator training continued at Castle, while the first class started flying at Altus on 21 January 1994, with three temporary duty KC-135 aircraft from the California base. On 9 November 1994, AETC activated the 55th Air Refueling Squadron at Altus. This new unit assumed responsibility for initial KC-135 training.

**C-17 Training.** While AETC and Air Mobility Command worked out a memorandum of agreement for support and operation of C-17 formal aircrew training, the first four students, all loadmasters from Charleston AFB, South Carolina, entered C-17 simulator and academic training at Altus AFB, Oklahoma, on 22 June 1994.

**Operational Support Airlift Training.** One of the initiatives from the Year of Training was to consolidate and relocate the Operational Support Airlift schoolhouses for the C-12F and C-21A at Scott AFB, Illinois, and the C-12C/D at Andrews AFB, Maryland. After looking at various locations, officials at HQ USAF announced the Air Force would locate both programs at Keesler AFB effective 1 July 1994.

## TECHNICAL TRAINING

**C-141 Mission Ready Technician Program.** On 29 July 1994, the 82d Training Wing at Sheppard AFB graduated its first class of C-141 crew chiefs under the mission ready technician program. Students then moved to Altus AFB for hands-on training, before graduating on 16 August. This was the first AETC-developed training program that produced mission ready technicians upon graduation.



***Last Class to Graduate at Lowry AFB.*** Twenty-nine students completed the Apprentice Television Systems Specialist course on 29 April 1994, the last class to graduate from Lowry Training Center before the base closed on 1 October 1994.

***First Undergraduate Space and Missile Class Graduated at Vandenberg.*** The 381st Training Group celebrated the graduation of its first consolidated class of space and missile operations and maintenance officers on 14 December 1994.

***Water Survival Training.*** When Hurricane Andrew destroyed the facilities of the USAF Water Survival School at Homestead AFB, Florida, in August 1992, the Air Force temporarily relocated the school to Tyndall AFB, where classes in water survival training began on 26 January 1993. After an Interservice Training Review Organization (ITRO) study, the Air Force and Navy decided to move USAF water survival training to NAS Pensacola, Florida, and consolidate it with the Navy program. Training ended at Tyndall in May 1994. The consolidated program began on 28 June 1994 for Navy students and on 15 July 1994 for Air Force students.

***Satellite Distance Learning First for Sheppard AFB.*** On 17 November 1994, the 82d Training Wing successfully conducted its first satellite distance learning broadcast. The event took place at Fort Lee, Virginia.

## MILITARY TRAINING

***We Are All Recruiters (WEAR).*** Following the August 1993 Recruiter Assistance Program where recent graduates from basic military training had the opportunity to go home on TDY and work with local recruiters to generate leads among their former school peers, Recruiting Service began a new program in October 1994. General Viccellio challenged each wing in AETC to send an active duty spokesman to every high school in its local geographical area and to work more closely with their local area recruiters.

***Direct Duty Assignments Ended.*** When Airman Basic Christine Ingram graduated from basic military training at Lackland AFB on 17 March 1994, she became the last active duty basic trainee to go directly from basic military training (BMT) to her first duty assignment without going through a technical training program. New policy now required all BMT graduates to attend in-residence technical training to earn their 3-level certification before reporting to their first duty assignment.

## MISCELLANEOUS

***Conversion to JP-8 Jet Fuel.*** HQ USAF decided in 1991 to convert from JP-4 to JP-8 jet fuel, primarily to address safety and environmental issues. The 58th Fighter Wing at Luke AFB switched over in 1993, and AETC installed equipment to convert 479 of its T-37 aircraft to JP-8 between February and May 1994.

***Video Teleconferencing.*** At AETC headquarters, video teleconferencing studios went into operation. The AETC commander believed these studios, located in building 905, would reduce the money the headquarters spent on TDY trips. Some savings resulted, but overall people preferred to meet in person rather than by remote means.

## MISSION READY TECHNICIAN

One of AETC's key missions was to produce technical training graduates mission ready or as nearly mission ready as possible. The command increasingly moved away from lecture-based training towards more experiential learning and more student-focused learning. The Mission Ready Technician (MRT) and Mission Ready Airman (MRA) programs, developed in the mid-1990s, sought to prepare graduates to become contributing members of their units on day one of their arrival. On the one hand, the MRT program concentrated on training that required formal task certification, typically aircraft maintenance. On the other hand, the MRA program dealt with career fields in which Airmen had to demonstrate an aptitude or skill that was not precisely measurable, such as customer service, mission support, and administrative Air Force specialty codes.

The military reduced the size of its active duty force at the end of the Cold War. Consequently, the Air Force had excess front line aircraft and equipment available to move to AETC for training purposes. The transfer of Luke, Tyndall, and Altus AFBs to AETC gave the command installations that could provide realistic operational training. If AETC could employ the new equipment and facilities to produce a task-certified or more mission ready apprentice, operational units could reduce the amount of on-the-job training provided to new Airmen.

In early June 1993, Gen Henry Viccellio, Jr., the ATC commander, told the Air Staff Director of Logistics and the Air Combat Command and Air Mobility Command commanders that he would test an MRT concept with a C-141 apprentice crew chief course. The 82d Training Wing conducted the course, supported by the 97th Air Mobility Wing at Altus AFB. The first C-141 MRT class graduated on 16 August 1994, AETC already had plans for additional courses, with the enthusiastic support of the other major commands. The program, however, faced several hurdles.

Mission Ready Technician training required a great deal of funding for instructors and student man-years. Training was the command's mission, and General Viccellio was adamant that AETC would pay the bill. It took a series of temporary fixes to come up with the manpower necessary to implement the first MRT courses; but by fall 1995, it was obvious AETC could not fund more than 61 percent of the 2,649 authorizations necessary to implement all 74 desired courses. General Billy J. Boles, the next AETC commander, asked the other MAJCOMs for help, but they also lacked manpower to give. Command training managers also tried, unsuccessfully, to gain resources through the program objective memorandum (POM) process. In 2000 AETC gave up its quest for the hundreds of manpower authorizations and the tens of millions of dollars needed to convert about 50 more 3-level-awarding courses to an MRA format. Instead, at the June 2000 CORONA, Air Force leadership decided that the candidate courses should undergo their normal utilization and training workshop review and that the career field managers and the other MAJCOMs should program money to accommodate the requested career field changes.

Over time the term "Mission Ready Airman" evolved to include MRT and MRA programs, and the acronym "MRT" came to signify "Mission Readiness Training" instead of mission ready technician.

# 1995

The command reached an important milestone in the upgrade of aircraft for undergraduate flying training with the announcement the Air Force selected Beech Aircraft Corporation to develop and deliver the Joint Primary Aircraft Training System (JPATS), which comprised an aircraft later designated the T-6A Texan II along with associated simulators, equipment, courseware, and data management systems. The JPATS system would replace the venerable T-37 and represented a joint venture between the Air Force and Navy. Technical training continued to evolve in the wake of the creation of AETC, as the drawdown of the field training program was put on hold. The Base Realignment and Closure Commission announced the closure of Reese AFB and the realignment of Kelly AFB in round three, as Congress and the Department of Defense sought to reduce the cost of maintaining unnecessary infrastructure. An increasingly challenging recruiting environment, created in part by a strong economy and the sense that military service in the wake of the post-Cold War drawdown provided fewer opportunities than previously, prompted AETC to bolster recruiting programs.

## ASSIGNED RESOURCES

(As of 31 December 1995)

**PRIMARY INSTALLATIONS:** 13

Alabama – Maxwell; Arizona – Luke; Florida – Tyndall; Mississippi – Columbus, Keesler; Oklahoma – Altus, Vance; Texas – Goodfellow, Lackland, Laughlin, Randolph, Reese, Sheppard

**PERSONNEL ASSIGNED:** 58,085 (9,998 officers, 34,558 enlisted, 13,529 civilians)

**AIRCRAFT ASSIGNED:** 1,536 (AT-38, C-5, C-12, C-21, C-141, F-15, F-16, HC-130P, KC-135, MC-130H, MH-53J, MH-60G, T-1, T-3, T-37, T-38, T-43, TH-53A, UH-1N)

## MAJOR SUBORDINATE UNITS:

5 major subordinate establishments:

- AIR UNIVERSITY, Maxwell AFB AL
- 42d Air Base Wing, Maxwell AFB AL
- Air Command and Staff College, Maxwell AFB AL
- Air Force Institute of Technology, Wright-Patterson AFB OH
- Air Force Quality Institute, Maxwell AFB AL
- Air Force Reserve Officer Training Corps, Maxwell AFB AL

Air Force Senior NCO Academy, Gunter Annex, Maxwell AFB AL  
Air University Library, Maxwell AFB AL  
Air War College, Maxwell AFB AL  
College of Aerospace Doctrine, Research, and Education, Maxwell AFB AL  
College for Enlisted Professional Military Education, Maxwell AFB AL  
Community College of the Air Force, Maxwell AFB AL  
Ira C. Eaker College for Professional Development, Maxwell AFB AL  
Officer Training School, Maxwell AFB AL  
Squadron Officer School, Maxwell AFB AL  
USAF Civil Air Patrol, Maxwell AFB AL

**SECOND AIR FORCE**, Keesler AFB MS (4 wings, 1 independent group, 1 independent squadron)

17th Training Wing, Goodfellow AFB TX  
37th Training Wing, Lackland AFB TX  
81st Training Wing, Keesler AFB MS  
82d Training Wing, Sheppard AFB TX  
381st Training Group, Vandenberg AFB CA  
602d Training Support Squadron, Edwards AFB CA

**NINETEENTH AIR FORCE**, Randolph AFB TX (10 wings, 1 independent group, 1 independent squadron)

12th Flying Training Wing, Randolph AFB TX  
14th Flying Training Wing, Columbus AFB MS  
47th Flying Training Wing, Laughlin AFB TX  
56th Fighter Wing, Luke AFB AZ  
58th Special Operations Wing, Kirtland AFB NM  
64th Flying Training Wing, Reese AFB TX  
71st Flying Training Wing, Vance AFB OK  
80th Flying Training Wing, Sheppard AFB TX  
97th Air Mobility Wing, Altus AFB OK  
325th Fighter Wing, Tyndall AFB FL  
336th Training Group, Fairchild AFB WA  
619th Training Support Squadron, Randolph AFB TX

**USAF RECRUITING SERVICE**, Randolph AFB TX (4 groups)

360th Recruiting Group, Hanscom AFB MA  
367th Recruiting Group, Robins AFB GA  
369th Recruiting Group, Lackland AFB TX  
372d Recruiting Group, Hill AFB UT

**59TH MEDICAL WING**, Lackland AFB TX

6 independent squadrons and 4 independent flights reporting to HQ AETC  
Air Force Security Assistance Training Squadron, Randolph AFB TX  
AETC Civil Engineer Flight, Randolph AFB TX  
AETC Management Engineering Flight, Randolph AFB TX  
AETC Program Management Flight, Randolph AFB TX

AETC Studies and Analysis Flight, Randolph AFB TX  
AETC Training Support Squadron, Hill AFB UT  
AETC Air Operations Squadron, Randolph AFB TX  
AETC Contracting Squadron, Randolph AFB TX  
AETC Computer Systems Squadron, Randolph AFB TX  
Air Force Occupational Measurement Squadron, Randolph AFB TX

## COMMAND LEADERSHIP

On 20 June 1995, Gen Billy J. Boles assumed command of AETC from Gen Henry Viccellio, Jr., who became the Commander, Air Force Materiel Command. General Boles had replaced Lt Gen Eugene E. Habiger temporarily as vice commander on 23 April 1995, before he, in turn, was replaced by Lt Gen John C. Griffith, formerly the Second Air Force commander. Prior to his arrival at AETC, General Boles had served as the Deputy Chief of Staff for Personnel at HQ USAF. Lieutenant General Habiger left AETC for that same Air Staff position.

## ORGANIZATION

***Extension Course Institute.*** On 15 February 1995, AETC inactivated the Extension Course Institute, and Air University transferred its mission to the College of Aerospace Doctrine, Research, and Education.

***AETC Director of Staff.*** In March 1995 the Air Force Chief of Staff approved establishing a Director of Staff position at each of the major command headquarters. HQ AETC already had a Director of Executive Services, which the commander chose to rename as the Director of Staff, effective 1 April 1995.

***Change of Title for Financial Management.*** In 1994 the Air Staff shortened the title of its financial management and comptroller organization to the older and simpler title of comptroller. AETC made the title change on 13 December 1994. However, it was not until February 1995 that the Air Force Chief of Staff agreed to establish numbered comptroller flights or squadrons in the field, depending on the number of authorizations on the unit manning document. In May 1995 AETC activated four comptroller squadrons and six flights, ending with the standup of the squadron at the 12th Flying Training Wing in January 1996.

**The UNIVAC digital computer room was a major part of the training complex used by students enrolled in comptroller courses.**



***Inspector General Function for the Wings.*** In the spring of 1995, HQ USAF decided the wings needed a separate Inspector General function rather than using the wing vice commanders to fulfill this role. By the end of the year, 13 wings within AETC, as well as Air Force Recruiting Service, had established an Inspector General office.

## INSTALLATIONS

***Base Realignment and Closure and Reese AFB, Texas.*** The Base Realignment and Closure Commission announced its decision to close Reese AFB in 1997. It also recommended realigning the Kelly AFB runway and the portion of land west of the runway to adjoining Lackland AFB in 2001.

## EDUCATION

***First Interservice CCAF Graduates.*** On 18 April 1995, the Community College of the Air Force graduated its first Army, Navy, and Marine Corps students. In September, however, Congress restricted CCAF degree eligibility to Air Force members only. However, those students from other Services who were currently enrolled in CCAF could complete their degree programs.

***Foreign Job Exchange.*** On 1 July 1995, SMSgt Christopher Bryans departed the United States to serve as possibly the first enlisted member in USAF history to participate in a formal job exchange with a foreign country. He served as an instructor at a German NCO school. CMSgt Peter Bothstede, German Air Force, performed similar duties at the Air Force Senior NCO Academy at Maxwell AFB.

## FLYING TRAINING

***Joint Pilot Training.*** On 15 April 1993, Secretary of Defense Les Aspin announced his decision that all Services would consolidate fixed-wing aircraft training, beginning with the Air Force and Navy. The changes took years to implement, and it was not until 27 January 1995 that the Air Force graduated its first Joint Specialized Undergraduate Pilot Training class, which included two Navy officers, at Reese AFB, Texas.

***Joint Navigator Training.*** Immediately after the 1993 decision to consolidate pilot training, the Air Force and Navy began to study the possibility of training their navigators in a common course. On 1 October 1995, all Air Force and Navy students entered navigator training at NAS Pensacola and followed a common syllabus.

***F-15E Training.*** The last operational F-15E training class at Luke graduated on 23 February 1995. Less than a month later, on 21 March, the final F-15E departed for Seymour Johnson AFB, transferring the F-15E training program to Air Combat Command.

***JPATS.*** On 22 June 1995, the Secretary of the Air Force announced the selection of Beech Aircraft Corporation to develop and deliver the Joint Primary Aircraft Training System. The Air Force would receive 372 of the new trainers and the Navy 339.



**AETC briefly conducted F-15E training after gaining Luke AFB, Arizona, in 1993. Air Combat Command regained the program in 1995.**



## **TECHNICAL TRAINING**

***Fire Protection Training.*** Goodfellow AFB dedicated its new, \$44 million fire training complex on 19 January 1995. The facility housed all classrooms, instructor offices, and vehicle and trainer maintenance facilities, providing DOD with mission ready, nationally certified graduates. The 17th Training Wing graduated its first class of fire protection apprentices using the mission ready technician approach on 31 March 1995.

***FTD Drawdown on Hold.*** On 26 January 1995, at the request of the DOD Inspector General, AETC put the field training detachment drawdown on hold. The command developed a new FTD regionalization concept to which the MAJCOM commanders agreed.

## **MILITARY TRAINING**

***Air Base Ground Defense (ABGD) Training.*** Lackland's Security Police Academy conducted Air Base Ground Defense training at Camp Bullis from 1966 to 1985, at which time the Air Force and Army agreed the latter Service would conduct joint ground training. The Air Force regained the ABGD training mission after the Army retired the former school at Fort Dix, New Jersey. Air Force students began training at Lackland/Camp Bullis in August 1995, and the final Fort Dix class graduated in October.

**Students built up strength and stamina as they worked their way through the ABGD course.**



**Recruiter Strength.** General Viccellio authorized 80 additional authorizations and \$2.5 million to pay for advertising to help Air Force Recruiting Service meet recruiting goals. Between July and December 1995, these additional recruiters filled critical vacancies in the areas of health professional recruiting and Officer Training School. In October Recruiting Service started an initiative using retirees to supplement active duty recruiters. These "Retirees as Recruiters" volunteered in recruiting offices and helped spread the Air Force message out in the local communities.

**BMT Attrition.** In fiscal year 1995, the rate of attrition of BMT recruits reached 10 percent, up from an average of 7 percent from fiscal years 1985-1992. Medical disqualifications accounted for 70 percent of those eliminated. Lessons learned in Desert Storm, caused physicians to more quickly eliminate trainees with potentially chronic illnesses, such as asthma.

### **PILOT PRODUCTION 1990-2000**

Several AETC initiatives helped the Air Force solve a critical shortage of pilots in the 1990s. When the end of the Cold War precipitated a military drawdown, the reduced force structure could not absorb as many new pilots as the Air Force produced. In response in 1995 AETC turned out the fewest number of new active duty pilots it had graduated since 1947. Soon the peace dividend played itself out, and Air Staff planners projected a reversal of the downward trend that would call for an increase in annual production to 1,100 pilots by fiscal year 2002 (later amended to fiscal year 2000). Pilot retention problems exacerbated the projected training shortfall. The airline industry offered excellent employment opportunities, and their demand for new pilots was more than double the number of Air Force pilots reaching the end of their initial service commitment each year. High operations tempo in support of contingency operations degraded quality of life, persuading many pilots to leave for those jobs. For every three pilots who left, only two entered the force. To improve retention, HQ USAF reduced the number of rated positions at headquarters staffs to free more pilots for flying assignment and increased retention bonuses. In addition, the length of the initial service commitment for pilots increased from 8 to 10 years.

The loss of Williams AFB, Arizona, and Reese AFB, Texas, in 1993 and 1997 limited AETC's capacity to increase pilot production, so the command focused on other initiatives, tailoring instruction to meet student needs without lowering standards. Attrition rates declined from a peak of 37 percent in fiscal year 1987 to 23 percent by fiscal year 1990. Enhanced Flight Screening further reduced attrition. AETC also relied heavily on the Air Reserve Component (ARC) to complement its active duty instructor pilot force. Under the Instructor Pilot Associate Program, nearly 500 ARC instructor pilots served at six AETC pilot training bases. In just four years, AETC doubled the number of active duty pilots it produced. From a baseline of 523 new pilots in fiscal year 1996, the command increased production to 1,078 graduates in fiscal year 2000.

# 1996

The second half of the decade was a time of greater stability for the Air Force and for AETC. Modernization, recruiting, and retention replaced downsizing and reorganization as primary concerns. Pilot production began to expand after fiscal year 1996, when the smallest number of officers completed undergraduate pilot training since 1947. The command continued updating flying training programs and equipment. Columbus AFB, Mississippi, became the last wing to receive the T-1A Jayhawk, which marked the end of AETC's transition to specialized undergraduate pilot training that began in 1992. The Air Force awarded three contracts to McDonnell Douglas Aerospace Corporation to upgrade T-38 avionics systems.



Students get hands-on training in the Loadmaster course at Altus AFB, Oklahoma.

## ASSIGNED RESOURCES

(As of 31 December 1996)

**PRIMARY INSTALLATIONS:** 13

Alabama – Maxwell; Arizona – Luke; Florida – Tyndall; Mississippi – Columbus, Keesler; Oklahoma – Altus, Vance; Texas – Goodfellow, Lackland, Laughlin, Randolph, Reese, Sheppard

**PERSONNEL ASSIGNED:** 56,828 (9,112 officers, 32,997 enlisted, 14,719 civilians)

**AIRCRAFT ASSIGNED:** 1,569 (AT-38, C-5, C-17, C-21, C-130, C-141, F-15, F-16, KC-135, MC-130H, MH-53J, HH-60G, T-1, T-3, T-37, T-38, T-43, TH-53A, UH-1N)

**MAJOR SUBORDINATE UNITS:**

5 major subordinate establishments:

**AIR UNIVERSITY**, Maxwell AFB AL

- 42d Air Base Wing, Maxwell AFB AL
- Air Command and Staff College, Maxwell AFB AL
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- College for Enlisted Professional Military Education, Maxwell AFB AL
- Community College of the Air Force, Maxwell AFB AL
- Ira C. Eaker College for Professional Development, Maxwell AFB AL
- Officer Training School, Maxwell AFB AL
- Squadron Officer School, Maxwell AFB AL
- USAF Civil Air Patrol, Maxwell AFB AL

**SECOND AIR FORCE**, Keesler AFB MS (4 wings, 1 independent group, 1 independent squadron)

- 17th Training Wing, Goodfellow AFB TX
- 37th Training Wing, Lackland AFB TX
- 81st Training Wing, Keesler AFB MS
- 82d Training Wing, Sheppard AFB TX
- 381st Training Group, Vandenberg AFB CA
- 602d Training Support Squadron, Edwards AFB CA

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- 12th Flying Training Wing, Randolph AFB TX
- 14th Flying Training Wing, Columbus AFB MS
- 47th Flying Training Wing, Laughlin AFB TX
- 56th Fighter Wing, Luke AFB AZ
- 58th Special Operations Wing, Kirtland AFB NM
- 64th Flying Training Wing, Reese AFB TX
- 71st Flying Training Wing, Vance AFB OK
- 80th Flying Training Wing, Sheppard AFB TX
- 97th Air Mobility Wing, Altus AFB OK
- 325th Fighter Wing, Tyndall AFB FL
- 336th Training Group, Fairchild AFB WA
- 619th Training Support Squadron, Randolph AFB TX

**USAF RECRUITING SERVICE**, Randolph AFB TX (4 groups)

- 360th, Hanscom AFB MA
- 367th, Robins AFB GA
- 369th, Lackland AFB TX
- 372d, Hill AFB UT

**59TH MEDICAL WING**, Lackland AFB TX

## COMMAND LEADERSHIP

General Billy J. Boles continued as the AETC commander, and Lt Gen John C. Griffith remained vice commander.

## ORGANIZATION

***Directorate of Communications and Information*** On 20 December 1995, the Secretary of the Air Force approved the integration of command, control, communications, and computers with information management. Organizational changes within AETC began in April 1996 when the 81st Training Wing at Keesler AFB, Mississippi, combined its information management flight in the mission support squadron with the communications squadron. In HQ AETC, the Directorate of Communications and Information went into operation on 29 August 1996. The remainder of AETC's field units completed the merger by early 1997.

***Quality and Management Innovation Flight***. In the fall of 1995, the Air Force Chief of Staff announced it was time for the Service to "operationalize quality." To do this, the Air Force integrated manpower and quality functions. On 12 December 1996, AETC redesignated its Management Engineering Flight as the AETC Quality and Management Innovation Flight. Wings in AETC either created a Manpower and Quality Office or leaving the two as separate offices.

***Air University Office of Academic Support***. On 1 October 1996, AETC activated the Academic Support Office at Maxwell AFB, Alabama, to consolidate all of Air University's education support activities. This action realigned the Air University Library (which inactivated on the same date); the Education Services Division from the College of Aerospace Doctrine, Research, and Education; the Academic Instructor School; and the International Officer School. On 2 December 1996, AETC redesignated the office as Air University Office of Academic Support.

## EDUCATION

***Community College of the Air Force and Non-USAF Students***. The National Defense Authorization Act of 1996 precluded CCAF from enrolling non-USAF students. Congress limited the college to educating and graduating US Air Force students only.

***Squadron Officer School Opportunities***. On 1 January 1996, following on the heels of an expanded class in late 1995, the Air Force enacted a policy providing active duty line officers a 100 percent opportunity to attend Squadron Officer School (SOS) in residence. Between 15 July and 10 August 1996, Air University conducted a four-week SOS Total Force prototype course in order to increase the opportunity for Air Force Reserve and Air National Guard officers to complete this training.

## FLYING TRAINING

***T-1A Jayhawk Arrives at Columbus AFB***. The 14th Flying Training Wing at Columbus AFB received its first T-1A Jayhawk on 25 January 1996, the last SUPT wing to do so. This delivery marked the end of AETC's transition to specialized undergraduate pilot training (SUPT) that began in 1992.

***Move of Electronic Warfare Officer Training.*** As part of an Air Force and Navy decision to consolidate some training, AETC inactivated the 563d Flying Training Squadron at Randolph AFB on 3 June 1996, and transferred its electronic warfare officer training from Randolph to Corry Station, Florida. At the same time, AETC moved portions of its navigator training to Naval Air Station Pensacola in Florida.

***F-16 Flight and Maintenance Training Program.*** On 8 August 1996, AETC activated the 21st Fighter Squadron for US and Taiwan Air Force training at Luke AFB. The 56th Fighter Wing provided F-16 flight training and maintenance for the Taiwanese.

***T-38 Avionics Upgrade Program.*** On 31 July 1996, the Air Force awarded three contracts to McDonnell Douglas Aerospace Corporation for the \$750 million T-38 Avionics Upgrade Program. Upgrades included improved avionics systems, new aircrew training devices, and contractor logistics support. The upgrades closed the wide technology gap that existed between the 1960s vintage T-38 and the Air Force's most advanced fighters.

## TECHNICAL TRAINING

***Pararescue (PJ) and Combat Controller Training (CCT).*** General Viccellio approved moving the PJ/CCT school from Nineteenth Air Force control to Second Air Force. On 1 April 1996, both schools, along with the advanced weapons course at Nellis AFB, Nevada, transferred from the 58th Special Operations Wing, Kirtland AFB, New Mexico, to the 37th Training Wing's 342d Training Squadron at Lackland AFB.

## MILITARY TRAINING

***Recruiting.*** Air Force Recruiting Service (AFRS) opened its new recruiting site at [www.airforce.com](http://www.airforce.com) on the World Wide Web in February 1996. From the beginning, AFRS got the reaction to the web page they wanted. For example, in October about 22,000 people visited the site, producing about 1,200 leads for recruiters nation-wide. Numbers grew dramatically over time.

***Diamondback Ridge.*** In August 1996 Lackland's 737th Training Group ran a month-long test of a field training exercise for basic trainees at "Diamondback Ridge," a simulated bare base located on Medina Annex. The overnight exercise went fully operational on 15 November.

## MISCELLANEOUS

***Student Housing Initiative.*** In February 1996 General Boles outlined a 5-year, \$123 million initiative to replace Korean War-era dormitories at Keesler AFB, permanent party and student. The plan received so much attention that the Air Staff developed a Dormitory Master Plan in August 1997. The new standard envisioned two people living in a single room, sharing a kitchen area and a bathroom. Sheppard and Lackland projects followed after Keesler.

***Khobar Towers.*** On 25 June 1996, a terrorist attack killed 19 Airmen and wounded hundreds more at Khobar Towers in Saudi Arabia. The Air Force responded, in part, by combining law enforcement and security training in AETC while increasing the trained personnel requirement for security forces.



# 1997

In 1997 the Air Force celebrated its golden anniversary. Secretary of the Air Force Dr Shelia E. Widnall said the Service had traveled a great distance in the past 50 years, “from the grease board to computers, out of the atmosphere and into space.” However, she noted, “the most impressive story in the development of the Air Force is the story of our people’s willingness and eagerness to step up to change.” That change included a new strategic vision, “Global Engagement: A Vision for the 21st Century Air Force,” which led to the establishment of the Air and Space Basic Course at Maxwell AFB. In other matters, national attention focused on the issue of the women’s role in the military, and gender-integrated training came under scrutiny. The Air Force realigned all US-based theater airlift assets to Air Mobility Command, which also assigned responsibility for C-130 training to Air Education and Training Command. To carry out this task, the command gained the 314th Airlift Wing at Little Rock AFB, Arkansas.

## ASSIGNED RESOURCES

(As of 31 December 1997)

### PRIMARY INSTALLATIONS: 13

Alabama – Maxwell; Arizona – Luke; Florida – Tyndall; Mississippi – Columbus, Keesler; Oklahoma – Altus, Vance; Texas – Goodfellow, Lackland, Laughlin, Randolph, Reese, Sheppard

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### MAJOR SUBORDINATE UNITS:

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Air and Space Basic Course School, Maxwell AFB AL

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Air Force Institute of Technology, Wright-Patterson AFB OH

Air Force Officer Accession and Training Schools, Maxwell AFB AL

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Air University Office of Academic Support, Maxwell AFB AL

Air War College, Maxwell AFB AL

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Squadron Officer School, Maxwell AFB AL  
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97th Air Mobility Wing, Altus AFB OK  
314th Airlift Wing, Little Rock AFB AR  
325th Fighter Wing, Tyndall AFB FL  
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367th Recruiting Group, Robins AFB GA  
369th Recruiting Group, Lackland AFB TX  
372d Recruiting Group, Hill AFB UT

**59TH MEDICAL WING**, Lackland AFB TX

## **COMMAND LEADERSHIP**

On 17 March 1997, Gen Lloyd W. Newton replaced Gen Billy J. Boles as AETC commander. General Boles retired on 1 April. Before assuming command, General Newton served as Assistant Vice Chief of Staff at HQ USAF. Lieutenant General John C. Griffith remained vice commander.

## **ORGANIZATION**

*Two New Directorates Established in HQ AETC.* On 1 January 1997, HQ AETC established two new directorates. For the first time since 1958, and only the second time in the command's history, AETC had a single manager in charge of both flying and technical training,

the Directorate of Operations. Also, the headquarters consolidated plans, programs, and requirements under a single organization, the Directorate of Plans and Programs.

***Changes in AETC's Field Operating Agencies.*** On 1 January 1997, the AETC Air Operations Squadron assumed flying-related support functions like life support, weather, and air traffic control from the AETC Training Support Squadron (TRSS) at Hill AFB, Utah. Three months later the command moved the AETC TRSS, in name only, from Hill to Randolph to assume the mission of the 619th TRSS, which it inactivated on the same day. Air Education and Training



Command also activated the 367th TRSS at Sheppard AFB on 1 April and inactivated the detachments at Keesler AFB, Mississippi, and Lackland AFB, Texas. In addition, AETC inactivated the 602d Training Support Squadron at Edwards AFB, California, on 1 April and moved its mission, equipment, and personnel into the AETC Studies and Analysis Flight, redesignating it as the AETC Studies and Analysis Squadron the same day.

**An instructor pilot and a contract maintainer complete a pre-flight check list.**

***Systems Acquisition School.*** Effective 18 February 1997, Air Force Materiel Command transferred its 70th Training Squadron at Brooks AFB, Texas, to the Air Force Institute of Technology. HQ USAF redesignated the squadron as the Systems Acquisition School. With its reassignment, the school provided Air Force acquisition personnel with instruction on developing and implementing acquisition policies and processes.

***Air Force Officer Accession and Training Schools (AFOATS).*** The AU Board of Visitors met in 1995 to discuss the AU commander's increased span of control and recommended putting Air University's accessioning programs, Air Force Reserve Officer Training Corps and the Officer Training School, into one organization. The Air Force Chief of Staff approved the idea on 6 January 1997, and AETC activated the Air Force Officer Accession and Training Schools on 14 February 1997. At the same time, AETC assigned the Air Force Reserve Officer Training Corps (AFROTC) and the Officer Training School from HQ AU to AFOATS.

***Air Force Quality Institute.*** As part of the Air Force Chief of Staff's continued push to "operationalize quality," AETC inactivated the Air Force Quality Institute at Maxwell AFB on 31 March 1997. The institute's resources transferred from Air University to the recently redesignated Air Force Quality and Management Innovation Flight at Randolph AFB.

***Air Force Band of the West.*** Effective 1 May 1997, HQ USAF redesignated the Band of the West as the Air Force Band of the West. The band remained assigned to the 37th Training Wing at Lackland AFB, Texas.

***Security Police Become Security Forces.*** As part of its response to the terrorist attack on Khobar Towers in June 1996, HQ USAF changed the name of Air Force security police organizations to security forces. In addition a Force Protection Battle Lab went into operation on 23 June 1997 on Lackland AFB to push forward on creating a comprehensive combined security and law enforcement training program. While the lab was on an AETC base, it reported to HQ USAF.

***Air and Space Basic Course School.*** On 12 September 1997, the Air and Space Basic Course School activated at Air University under a direct mandate from the Air Force Chief of Staff. The school taught the Air and Space Basic Course for all new Air Force lieutenants.

## INSTALLATIONS

***Little Rock AFB, Arkansas.*** On 1 April 1997, as part of an Air Force-wide move that realigned all continental US-based theater airlift assets to Air Mobility Command, AETC gained responsibility for C-130 training. With the new training requirement, came Little Rock AFB, Arkansas, and its host organization, the 314th Airlift Wing.

***Reese AFB, Texas, Closed.*** A casualty of the fifth round of base closure in the post-Cold War period, Reese AFB closed on 1 October 1997. Air Education and Training Command had inactivated the host unit, the 64th Flying Training Wing, on the day prior. The base had serve AETC for 54 years. Nineteenth Air Force divided the Reese flying training mission among the remaining undergraduate pilot training bases, Columbus in Mississippi, Vance in Oklahoma, and Laughlin in Texas.



## EDUCATION

***Air Force Institute of Technology Downsized.*** Early in fiscal year 1997, Secretary of the Air Force Sheila Widnall announced that the Air Force Institute of Technology (AFIT) would close its resident graduate schools. In their place, students would pursue advanced degrees only through civilian institutions where the Air Force would provide the funding for USAF officers to earn advanced degrees. The Ohio congressional delegation protested the plan and blocked the move with legislation. Consequently, AFIT continued a resident program, but with a shortage of funding, the institute had to reduce the number of students it serviced, as well reorganize and downsize its staff.

***Professional Reading Guide.*** The CSAF Professional Reading Program began on 1 March 1997, and AU incorporated the reading list into its professional reading guide.

## FLYING TRAINING

***Air Reserve Component Instructor Pilots.*** AETC needed to double annual pilot production from 525 in fiscal year 1996 to 1,100 by fiscal year 2002. On 1 May 1997, two reserve instructor pilots (IP) assigned to the 5th Flying Training Flight at Vance AFB, Oklahoma, became the first associate IPs to train student pilots on a T-38 sortie. The idea behind the program was to use Air Force Reserve and Air National Guard pilots to help fill instructor pilot vacancies.

***Suspension of T-3A Flying.*** General Newton suspended all T-3A flights on 25 July 1997 and ordered a Broad Area Review of the Enhanced Flight Screening Program following three T-3A crashes at the Air Force Academy that killed the instructor pilots and students in all three cases.

## TECHNICAL TRAINING

***Training Consolidations.*** During 1997 the Interservice Training Review Organization managers consolidated several training courses. At Sheppard AFB, the Basic and Advanced Biomedical Equipment Technician training programs combined, as did the Dental Assistant basic and advanced laboratory training. The Air Force and Marine Corps consolidated enlisted aircrew loadmaster basic, initial, and mission qualification training at Little Rock AFB.

## MILITARY TRAINING

***Gender-Integrated Training.*** At the behest of the AETC commander, basic military training (BMT) took one more step toward integrating training for male and female recruits. The 737th Training Group began to combine flights from adjacent dormitories in all bays of the recruit housing and training facilities, creating peer gender integrated flights. After several high-profile scandals, integrated training became a national issue. The Department of Defense created a Federal Advisory Committee on Gender-Integrated Training and Related Issues, which came to be known as the Kassabaum-Baker Commission, to review current training issues. The commission recommended against gender-integrated training. Before the Kassabaum-Baker Commission could issue its findings, Congress established a second commission, known as the Blair Commission, which on 17 March 1999 recommended continuing current gender-integrated training. The Air Force carried on training gender-integrated BMT flights.

***Ground Combat Training Center Goes into Operation.*** The Ground Combat Training Center opened at Camp Bullis and set up operations in the air base ground defense facilities. Courses taught included basic communications, tactics, and field craft skills.

## MISCELLANEOUS

***Watercraft Operator and Maintainer Career Field Closed.*** When the watercraft operator and maintenance career field died and the Air Force transferred its watercraft to the Navy, AETC no longer had a need for a training squadron at NAS Pensacola, Florida. The 17th Training School inactivated on 2 January 1997. AETC put a detachment at Pensacola to handle the remaining water survival training requirements at Pensacola.

***Air Force Recruiting Service.*** On 1 October 1997, Air Force Recruiting Service assumed responsibility for chaplain recruiting from the Office of the Air Force Chaplain.

*50th Anniversary of the Air Force and AETC Memorabilia in Space.* Space shuttle Atlantis launched on 12 January carrying AETC memorabilia, all part of the year-long celebration of the US Air Force birthday. AETC was the first to send memorabilia into space with NASA. Cloth patches, a pewter medallion, and a CCAF graduation certificate went for a ride in space. Later in the year, CCAF presented that graduation certificate to its 150,000th graduate.

## COMPETITIVE SOURCING AND PRIVATIZATION

In the 1990s, the military sought to reduce personnel costs through competitive sourcing. The Office of Management and Budget (OMB) Circular number A-76 governed a process which determined whether a government entity, deemed a "most efficient organization (MEO)," or a private contractor should provide a particular service. Air Education and Training Command had a long history of contracted services, and contractors and MEOs handled 15 percent of the command's workload. Manpower savings achieved through noncompetitive processes, such as restructuring organizations or adopting more efficient practices, complemented A-76 studies.

In 1996 the Air Staff initiated Project Jump Start to accelerate competitive sourcing and privatization. Because AETC found that larger studies yielded greater manpower savings, the command chose to focus its efforts at an entire base in a process known as "Pick-a-Base." By August 1997, AETC had identified five bases at which to conduct Pick-a-Base studies, Maxwell, Lackland, Keesler, Sheppard, and Randolph. Maxwell AFB leadership volunteered to go first, and with the Kelly closure scheduled for July 2001, AETC decided Lackland should be second.

Critical issues caused the Maxwell and Lackland Pick-a-Base initiatives to lag behind their programmed milestones. In both cases, appeals by the losing side undermined the process. After nearly two years of study, AETC announced on 27 November 2000 that an in-house MEO had won the Maxwell support services contract. The competing contractor appealed the decision, but the appeals board reaffirmed the decision to convert to an MEO. The contractor then appealed to the Government Accounting Office, which upheld the protest. The appeals delayed the start of work eight months. Similarly, after Lackland's MEO team lost an appeal of Lackland's August 2000 decision to award the work to a contractor, six members of the Texas congressional delegation asked Secretary of the Air Force F. Whitten Peters to delay the conversion. A few days later, the DOD Inspector General agreed to conduct a review of the process. The workers union at Lackland independently filed suit, and the US District Court issued a restraining order barring the Air Force from entering into any agreement with either an MEO or a private company.

By the end of 2001, the Pick-a-Base effort had significantly changed direction. The DOD Inspector General concluded that the Air Force had not reached supportable results. The command leadership and the Inspector General study team concluded that although no one had acted in bad faith, the procedures used were not adequately covered in published guidance. Headquarters AETC canceled the Lackland study and placed the other studies on hold, with a view to restarting them again from the beginning of the process.



# 1998

The tempo of Air Force operations remained high after the end of the Gulf War. Deployments in support of military operations worldwide had strained resources and left personnel anxious about possible short notice deployments. The Air Force introduced the concept of Aerospace Expeditionary Forces to give its personnel a measure of stability and predictability. The AETC commander Gen Lloyd Newton said, "We are laying the groundwork: providing Airmen the knowledge, experience, and skills necessary to flourish in an expeditionary environment... one that requires 'light, lean and lethal' forces poised for deployment." At the same time, the Air Force faced a continuing shortage of pilots primarily caused by aggressive recruiting on the part of the major airlines and by the toll high operations tempo had on pilots and their families. In response, the Air Force and AETC put a pilot prioritization plan in place in April, allowed alternate staffing approaches, used experienced reserve pilots as flying training instructors, increased aviator continuation pay, and began a program called Phoenix Aviator where many major airlines agreed to give preferential treatment to longer-serving pilots all as an incentive for experienced pilots to complete their 20-year military careers.

## ASSIGNED RESOURCES

(As of 31 December 1998)

**PRIMARY INSTALLATIONS:** 13

Alabama – Maxwell; Arkansas – Little Rock; Arizona – Luke; Florida – Tyndall; Mississippi – Columbus, Keesler; Oklahoma – Altus, Vance; Texas – Goodfellow, Lackland, Laughlin, Randolph, Sheppard

**PERSONNEL ASSIGNED:** 56,680 (9,240 officers, 32,520 enlisted, 14,920 civilians)

**AIRCRAFT ASSIGNED:** 1,544 (AT-38, C-5, C-17, C-21, C-130, C-141, F-15, F-16, KC-135, MC-130H/P, MH-53J, HH-60G, T-1, T-3, T-37, T-38, T-43, TH-53A, UH-1N)



Commanders at numbered air force, wing, operations group, and flying squadron level had authority to designate one flagship for each unit. At left is the marking on the 49th Flying Training Squadron flagship, an AT-38B, at Columbus AFB, Mississippi.

## **MAJOR SUBORDINATE UNITS:**

5 major subordinate establishments:

### **AIR UNIVERSITY, Maxwell AFB AL**

- 42d Air Base Wing, Maxwell AFB AL
- Aerospace Basic Course School, Maxwell AFB AL
- Air Command and Staff College, Maxwell AFB AL
- Air Force Institute of Technology, Wright-Patterson AFB OH
- Air Force Officer Accession and Training Schools, Maxwell AFB AL
- Ira C. Eaker College for Professional Development, Maxwell AFB AL
- Squadron Officer School, Maxwell AFB AL
- USAF Civil Air Patrol, Maxwell AFB AL

### **SECOND AIR FORCE, Keesler AFB MS (4 wings, 1 independent group)**

- 17th Training Wing, Goodfellow AFB TX
- 37th Training Wing, Lackland AFB TX
- 81st Training Wing, Keesler AFB MS
- 82d Training Wing, Sheppard AFB TX
- 381st Training Group, Vandenberg AFB CA

### **NINETEENTH AIR FORCE, Randolph AFB TX (10 wings, 1 independent group)**

- 12th Flying Training Wing, Randolph AFB TX
- 14th Flying Training Wing, Columbus AFB MS
- 47th Flying Training Wing, Laughlin AFB TX
- 56th Fighter Wing, Luke AFB AZ
- 58th Special Operations Wing, Kirtland AFB NM
- 71st Flying Training Wing, Vance AFB OK
- 80th Flying Training Wing, Sheppard AFB TX
- 97th Air Mobility Wing, Altus AFB OK
- 314th Airlift Wing, Little Rock AFB AR
- 325th Fighter Wing, Tyndall AFB FL
- 336th Training Group, Fairchild AFB WA

### **USAF RECRUITING SERVICE, Randolph AFB TX (4 groups)**

- 360th Recruiting Group, Hanscom AFB MA
- 367th Recruiting Group, Robins AFB GA
- 369th Recruiting Group, Lackland AFB TX
- 372d Recruiting Group, Hill AFB UT

### **59TH MEDICAL WING, Lackland AFB TX**

## **COMMAND LEADERSHIP**

General Lloyd W. Newton continued as AETC commander. On 12 March 1998, Lt Gen David W. McIlvoy replaced Lieutenant General Griffith as vice commander; Griffith retired. Lieutenant General McIlvoy was the previous Director of Strategic Planning at HQ USAF.

## ORGANIZATION

**Command Chief Master Sergeant.** Effective 1 November 1998, the title of each of the major command's Senior Enlisted Advisor changed to Command Chief Master Sergeant, a move designed to make the Air Force designation more in line with the other Services.

**Air Force Reserve Activates Units to Support AETC's Flying Training Mission.** On 1 April 1998, HQ Air Force Reserve Command activated the 340th Flying Training Group at Randolph and three squadrons to manage the expanded reserve instructor program within AETC. It included the 96th Flying Training Squadron at Laughlin AFB, the 97th Flying Training Squadron at Sheppard AFB, and the 100th Flying Training Squadron at Randolph.

**AETC Activates Introduction to Fighter Fundamentals Squadron.** Air Education and Training Command activated the 435th Flying Training Squadron at Randolph AFB assigned to the 12th Operations Group. The squadron mission was to conduct Introduction to Fighter Fundamentals training.

**Air and Space Basic Course (ASBC) Renamed.** During a speech at the first ASBC graduation ceremony on 20 August 1998, Air Force Chief of Staff Gen Michael E. Ryan referred to the course as the Aerospace Basic Course, and HQ USAF approved the new name on 6 December 1998. The program continued to inspire new officers to understand their role as Airman.

## EDUCATION

**Air and Space Basic Course Begins.** On 6 July 1998, Air University began a 7-week test class for the new Air and Space Basic Course. The purpose of the course was to inspire new USAF officers to recognize their role as Airmen and warriors, to embrace USAF core values, and to articulate the contributions of air and space power to a military campaign.

**Distance Learning.** Approximately 150 Air Force courses converted to a distance learning format, which employed web-based technology to provide greater access to training, effective 10 April 1998.

**Master's Degrees Awarded.** The US Department of Education approved the award of master's degrees to graduates of the resident Air War College and Air Command and Staff College on 7 December 1998.

**New Officer Training School Complex.** At Maxwell AFB, a ground-breaking ceremony took place on 5 March 1998 for the new Officer Training School complex.

**Overhead view of completed Officer Training School complex.**



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## WARRIOR WEEK

Warrior Week, the biggest change to Air Force basic military training (BMT) in over 50 years, was designed to instill in new Airmen a warrior mindset by exposing recruits to the field encampments they would likely experience on deployments. The program expanded gradually. In 1996 military training instructors (MTIs) created a simulated bare base location on Lackland AFB's Medina Annex, initially named Diamondback Ridge. Trainees marched to the site after completion of M-16 training and spent one night in hard-back tents. While at Diamondback Ridge, MTIs taught self-aid and buddy care and the code of conduct. After a month-long test, the new field experience was fully operational by 15 November 1996. Senior leaders expressed much enthusiasm over the exercise and soon wanted to expand the program.



**Basic trainees go through a water hazard during a Warrior Week hike.**

Included in the new Warrior Week curriculum were several items previously required during initial certification training. By performing these exercises during BMT, new Airmen arrived at their first duty station as a near mission-ready member of the Air Force. This initial certification training included law of armed conflict, code of conduct, self-aid and buddy care,



M-16 familiarization, computer and operational security, and chemical warfare. Other training oriented the new Airmen to deployments. It included processing through a mobility line, listening to an Expeditionary Aerospace Force posture briefing, field hygiene, antiterrorism measures, unexploded ordnance, basic field tactics and field security, tent set up, defensive fighting positions, and basic field communications and notifications. Providing this training at BMT saved operational wings time and money. These savings allowed the Air Force to invest in basic military training. On 1 October 1999, the overnight field training experience expanded to a full week.

Recruits spent part of Warrior Week, their fifth week of training, in a tent encampment adjacent to Lackland's confidence course and the remainder at an austere forward deployment site on Medina Annex. The encampment facilities included 40 air-conditioned sleeping tents, latrines and showers, a dining facility, a cadre office, and 10 academic tents where MTIs taught much of the academic portion of the training. Recruits trained for several days at the main encampment. Toward the end of the week, they received M-16 familiarization at the shooting range. From there they marched to the field training exercise (FTX) area, whose nickname changed to the Scorpion's Nest, which simulated a forward deployment location without air conditioning, running water, and showers. During the FTX, recruits learned how to erect tents. Warrior Week course designers built the FTX around an actual mission to defend the base from enemy infiltration. At the end of the exercise, recruits marched five miles back to the main encampment.

During 2000-2001, the 737th Training Group continued to improve Warrior Week. Instructors reorganized the training scenarios to build steadily in intensity, culminating in exercises that tested trainees in camp security, challenge and reporting procedures, and air base defense. Smoke and ground burst simulators enhanced the realism of the exercise. Instructors also included intelligence reports, constructive debriefings, and leadership reaction exercises to the week's curriculum, which became increasingly important when Airmen deployed in support of contingency operations in the Balkans and Middle East.

### **Warrior Week compound**



## FLYING TRAINING

***Introductory Flight Training Begins at US Air Force Academy.*** In late October 1998, the US Air Force Academy implemented Introductory Flight Training as a replacement for the suspended Enhanced Flight Screening program. The Air Force Reserve Officer Training Corps followed suite in mid-November. In this interim program, prospective Air Force pilots attended civilian flying schools to earn a private pilot's license before entering specialized undergraduate pilot training (SUPT).

***Electronic Warfare Training at Randolph AFB.*** The 12th Flying Training Wing conducted its first electronic warfare officer instructor training class in October 1998 just as AETC began moving this and navigator training back to Randolph from Naval Air Station (NAS) Pensacola. The last group of Air Force officers entered training at NAS Pensacola at the end of November.

***Initial Production Flight of T-6A Texan.*** Raytheon Aircraft's Beech Field in Wichita, Kansas, was the sight of the initial flight of the first production T-6A Texas. The sortie marked a step forward for the USAF Joint Primary Aircraft Training System (JPATS) program.

## TECHNICAL TRAINING

***EMT Training Ends at Kirtland AFB, New Mexico.*** The last emergency medical technician class graduated at Kirtland on 24 June 1998. This action marked the transfer of pararescue EMT training to the Joint Special Operations Medical Training Center paramedic courses at Fort Bragg, North Carolina.

## MISCELLANEOUS

***Weather-Related Damage in Mississippi and Texas.*** The 82d Training Wing reported a bad thunderstorm hit Sheppard AFB, Texas, 9 June 1998, causing almost \$3 million damage. The speed and destructive nature of the storm showed the need for improved warning systems and better preparation for securing aircraft. Severe flooding delayed flying training at Laughlin AFB, Texas, after remnants of Tropical Storm Charlie struck Del Rio, Texas, 23-24 August 1998. The 47th Training Wing aided the town by assisting with rescue, relief, and support functions. On 25 September 1998, Hurricane George made landfall near Biloxi, Mississippi, damaging several military installations. Keesler AFB reported damages estimated at about \$26 million. Heavy rainfall in the Schertz and Universal City, Texas, area caused flooding around Randolph AFB on 17-18 October 1998. Some locations reported as much as two feet of rain. Base personnel provided rescue services, volunteers for local agencies and shelters, cleanup assistance, and transported displaced civilians to nearby shelters.

***Air War College and Air Command and Staff College in Combined War Game.*** Tandem Challenge, a war game, took place 11-22 May 1998 at Maxwell AFB, Alabama. It appeared it was possibly the first time the Air War College and the Air Command and Staff College had joined forces in a war game.



# 1999

At the close of the twentieth century, Air Education and Training Command found itself involved in reengineering, an effort by the entire Air Force to identify personnel savings in the support commands, so that authorizations could be applied to wartime requirements. Though Air Force Recruiting Service missed its recruiting goal for the first time in 20 years, several innovations improved recruiter prospects: increased advertising, more bonuses, and additional recruiter authorizations. The command finished the 1990s on a high note; it was about to accept its first T-6A, the aircraft that would replace the T-37 as part of the Joint Primary Aircraft Training System or JPATS; however, the first one did not arrive until May 2000.

## ASSIGNED RESOURCES

(As of 31 December 1999)

**PRIMARY INSTALLATIONS:** 13

Alabama – Maxwell; Arkansas – Little Rock; Arizona – Luke; Florida – Tyndall; Mississippi – Columbus, Keesler; Oklahoma – Altus, Vance; Texas – Goodfellow, Lackland, Laughlin, Randolph, Sheppard

**PERSONNEL ASSIGNED:** 55,221 (8,569 officers, 32,229 enlisted, 14,423 civilians)

**AIRCRAFT ASSIGNED:** 1,540 (AT-38, C-5A, C-17, C-21A, C-130, C-141B, F-15, F-16, KC-135, MC-130H/P, MH-53J, HH-60G, T-1, T-3, T-37, T-38, T-43, TH-53A, UH-1N)

**Senior Airman Rachel Michel from Keesler AFB, Mississippi, goes to the trenches during the confidence course portion of the AETC Top Dollar 2000 competition at Little Rock AFB, Arkansas.**



## **MAJOR SUBORDINATE UNITS<sup>1</sup>:**

5 major subordinate establishments:

### **AIR UNIVERSITY, Maxwell AFB AL**

- 42d Air Base Wing, Maxwell AFB AL
- Air and Space Basic Course School, Maxwell AFB AL
- Air Command and Staff College, Maxwell AFB AL
- Air Force Institute of Technology, Wright-Patterson AFB OH
- Air Force Officer Accession and Training Schools, Maxwell AFB AL
- Air War College, Maxwell AFB AL
- AU Office of Academic Support, Maxwell AFB AL
- College of Aerospace Doctrine, Research, and Education, Maxwell AFB AL
- College for Enlisted Professional Military Education, Maxwell AFB AL
- Community College of the Air Force, Maxwell AFB AL
- Ira C. Eaker College for Professional Development, Maxwell AFB AL
- School of Advanced Airpower Studies, Maxwell AFB AL
- Squadron Officer School, Maxwell AFB AL
- USAF Civil Air Patrol, Maxwell AFB AL

### **SECOND AIR FORCE, Keesler AFB MS (4 wings, 1 independent group)**

- 17th Training Wing, Goodfellow AFB TX
- 37th Training Wing, Lackland AFB TX
- 81st Training Wing, Keesler AFB MS
- 82d Training Wing, Sheppard AFB TX
- 381st Training Group, Vandenberg AFB CA

### **NINETEENTH AIR FORCE, Randolph AFB TX (10 wings, 1 independent group)**

- 12th Flying Training Wing, Randolph AFB TX
- 14th Flying Training Wing, Columbus AFB MS
- 47th Flying Training Wing, Laughlin AFB TX
- 56th Fighter Wing, Luke AFB AZ
- 58th Special Operations Wing, Kirtland AFB NM
- 71st Flying Training Wing, Vance AFB OK
- 80th Flying Training Wing, Sheppard AFB TX
- 97th Air Mobility Wing, Altus AFB OK
- 314th Airlift Wing, Little Rock AFB AR
- 325th Fighter Wing, Tyndall AFB FL
- 336th Training Group, Fairchild AFB WA

### **USAF RECRUITING SERVICE, Randolph AFB TX (4 groups)**

- 360th Recruiting Group, Hanscom AFB MA
- 367th Recruiting Group, Robins AFB GA
- 369th Recruiting Group, Lackland AFB TX
- 372d Recruiting Group, Hill AFB UT

### **59TH MEDICAL WING, Lackland AFB TX**

<sup>1</sup> From this point forward, AETC field operating agencies and direct reporting units will not be included as major subordinate units.

## COMMAND LEADERSHIP

General Lloyd W. Newton continued as the AETC commander, and Lt Gen David W. McIlvoy as vice commander.

## ORGANIZATION

**Headquarters Changes.** On 1 September 1999, HQ AETC redesignated its AETC Quality and Management Innovation Flight as the AETC Manpower and Innovation Flight. This reorganization followed the decision by Air Force Chief of Staff Gen Ronald Fogleman to redefine manpower to include the quality function.

**Air National Guard Units Transfer.** On 1 April 1999, AETC gained command of the 149th Fighter Wing at Kelly AFB, Texas, and the 178th Fighter Wing at Springfield Air National Guard Base (ANGB), Ohio, from Air Combat Command. These units became F-16 FTUs to reduce the workload on the overburdened 56th Fighter Wing at Luke AFB in Arizona.

**School of Advanced Airpower Studies.** AETC activated the School of Advanced Airpower Studies on 15 September 1999 and assigned it to Air University. It served as the Air Force graduate school of air and space power strategists, awarding a master's degree in airpower arts and science upon successful completion of the program.



**Airman First Class Danny Zickafoose clears jets for takeoff at the notional Canyon AFB, a virtual runway created by a simulator in the air traffic control schoolhouse at Keesler AFB, Mississippi.**

***C-12 and C-21 Training.*** The 81st Training Wing at Keesler AFB, Mississippi, lost C-12 and C-21 training. On 1 October 1999, the C-12 training program transferred to Fort Rucker, Alabama, under the control of the 23d Flying Training Flight, a unit that reported to the 58th Special Operations Wing at Kirtland AFB in New Mexico. The C-21 training transferred to the 314th Airlift Wing at Little Rock AFB in Arkansas.

***94th Airlift Wing.*** The Nineteenth Air Force and AETC gained a reserve unit, the 94th Airlift Wing stationed at Dobbins Air Reserve Base, Georgia, on 1 October 1999. The 94th was responsible for training C-130H pilots.

***563d Flying Training Squadron Activated.*** Effective 30 April 1999, AETC activated the 563d Flying Training Squadron to run the electronic warfare officer (EWO) courses that had just moved back to Randolph AFB from Corry Station, Florida. The first students entered the newly fashioned training at Randolph on 5 April, while the last Air Force students graduated from training at Corry Station on 18 June 1999.

## EDUCATION

***AU Commander Given Authority to Confer Master's Degrees.*** The 1999 National Defense Authorization Act gave the AU commander the authority to confer master's degrees to Air War College and Air Command and Staff College graduates.

## FLYING TRAINING

***F-16 Mishaps at Luke AFB in Arizona.*** On 20 September 1999, an F-16D crashed at Luke AFB, marking the 56th Fighter Wing's seventh Class A mishap in fiscal year 1999. In all cases, the pilots ejected safely. Engine problems caused most of the mishaps. After the second mishap, the 56th Fighter Wing commander, Brig Gen John Barry, had grounded the wing's F-16s for a short time. Maintenance personnel discovered that engine augmentor ducts failed in both cases. They developed a new inspection procedure to identify cracks, which was subsequently used throughout the Air Force. In addition to that issue, many other mishaps were due to a manufacturing defect in turbine blades, and Brigadier General Barry grounded the fleet a second time to allow maintainers time to upgrade the turbine blades, which improved safety.

***C-130J Evaluation.*** Keesler AFB, Mississippi, welcomed the arrival of the C-130J on 17-18 February 1999. The 53d Weather Reconnaissance Squadron, an Air Force Reserve unit at Keesler, began the operational test and evaluation process in the fall.

***Air National Guard Provides Instructor Pilots at Tyndall AFB.*** Air National Guard instructor pilots started flying at Tyndall AFB on 1 October 1999 as part of a program to alleviate fighter pilot shortages and increase major weapons system experience in AETC's instructor pilot force.

***T-3A Flying Ended.*** On 8 October 1999, AETC announced a permanent end to T-3A flying operations. In its place, AETC expanded the Introductory Flight Training program.



## TECHNICAL TRAINING

***New Air Traffic Controller Program.*** The Department of Defense and Federal Aviation Administration (FAA) initiated the Phoenix Controller program on 1 October 1999 to promote air traffic controller (ATC) retention and keep experienced personnel in the Air Force. The program allowed Air Force ATCs to move into FAA positions after 20 years of military service.

***New AFSAT Course.*** The Air Force Security Assistance Training (AFSAT) Squadron was instrumental in establishing a new course in 1999. After Hurricane Mitch devastated much of Central America in October 1998, AFSAT proposed a new in-country mobile education team course, "Leadership Program in Disaster Response and Trauma System Management." The first course was held in El Salvador between 30 August and 5 September 1999. Ecuador, Nicaragua, and the Dominican Republic also hosted the class.

***Intelligence Training.*** After moving Rivet Joint training to Offutt AFB, Nebraska, in 1996 to collocate AETC language training programs at the same base as Rivet Joint aircraft, the command decided in 1999 to relocate training to Goodfellow AFB. The operational mission of the Rivet Joint aircraft was to monitor foreign military activity using electronics intelligence monitoring and analysis equipment.



**Members of the 37th Security Forces Squadron, Lackland AFB, Texas, deployed to Albania in support of Operation Allied Force. Here they are preparing their equipment bags in anticipation of their trip home.**

## MILITARY TRAINING

**Warrior Week.** Warrior Week officially began on 1 October 1999. The new program for basic trainees expanded the previous field training exercise to a full week. Now it included M-16 qualification, self-aid/buddy care, chemical warfare training, Law of Armed Conflict training, and mobility processing. The goal of Warrior Week was to provide Airmen ready for the challenges of the Air Expeditionary Force upon arrival at their first operational unit.

**Recruiting Goal Unmet.** For the first time in 20 years, the Air Force failed to meet its goal of non-prior service recruits. The booming economy of the late 1990s produced record-low unemployment, which meant the military competed with abundant civilian sector opportunities for high school graduates. Furthermore, the percentage of graduates going to college had increased from 53 percent in 1983 to 65 percent by 1999, and financial assistance for college students approached the level of educational benefits the military offered. The Air Force raised its mid-year goal for new recruits from 30,000 to 31,300, and in September 1998, increased the fiscal year 1999 goal by another 2,800 recruits. Although Air Force Recruiting Service set records for the highest number of non-prior service recruits since fiscal year 1992, the Air Force fell 5 percent short of the increased goal for fiscal year 1999.

**New Marketing Approaches for Recruiting.** A larger advertising budget, a new We Are All Recruiters (WEAR) effort, involvement in National Association of Stock Car Racing (NASCAR) events, a different slogan – Aim High replaced with No One Comes Close, and a new recruiting advertisement theme, Cross into the Blue all helped recruiters cope with new recruiting challenges. By early 2000, the Air Force had added 550 new recruiters under the Plus-Up program.

## MISCELLANEOUS

**Environmental Issues.** In the mid-1990s, AETC converted most of its small arms ranges from an outdoor to an indoor or trap design, inadvertently creating a potential health risk caused by airborne lead dust. AETC established a tiger team comprised of security forces, civil engineering, and bioenvironmental personnel, which recommended the substitution of commercially available lead-free ammunition, a plan the HQ USAF Munitions Safety Board approved in 1999. Solving the range problem showed HQ AETC the value of having a cross-functional environmental, safety, and occupational health committee. The approach allowed the command to progress beyond merely reacting to environmental problems to adopting measures proactively to avoid or minimize violations of environmental regulations in the first place.

**Keesler AFB tenant unit, the 53d Weather Reconnaissance Squadron received its first WC-130J for operational test and evaluation.**





# 2000

**Air Education and Training Command continued to face challenges of modernization. Reengineering efforts continued, and labor unrest marred the success of outsourcing at Vance AFB in Oklahoma. The year 2000 brought closure to the troubled T-3 saga. AETC inactivated the 3d Flying Training Squadron at Hondo Municipal Airport, Texas, the location where the Enhanced Flight Screening program operated, and retired the Firefly. On the technical training side, the command implemented measures to increase production in survival, evasion, resistance, and escape; pararescue; and combat control career fields, while planning a curriculum for a new career field, the combat rescue officer.**

## **ASSIGNED RESOURCES**

(As of 31 December 2000)

**PRIMARY INSTALLATIONS:** 13

Alabama – Maxwell; Arkansas – Little Rock; Arizona – Luke; Florida – Tyndall; Mississippi – Columbus, Keesler; Oklahoma – Altus, Vance; Texas – Goodfellow, Lackland, Laughlin, Randolph, Sheppard

**PERSONNEL ASSIGNED:** 54,867 (8,394 officers, 31,859 enlisted, 14,614 civilians)

**AIRCRAFT ASSIGNED:** 1,571 (AT-38, C-5, C-17, C-21, C-130E, C-141, F-15, F-16, KC-135R, MC-130H/P, HC-130P, MH-53J, HH-60G, T-1, T-3, T-37, T-38, T-43, TH-53A, UH-1N)

**MAJOR SUBORDINATE UNITS:**

5 major subordinate establishments:

**AIR UNIVERSITY**, Maxwell AFB AL

42d Air Base Wing, Maxwell AFB AL

Air Command and Staff College, Maxwell AFB AL

Air Force Institute of Technology, Wright-Patterson AFB OH

Air Force Institute for Advanced Distributed Learning, Maxwell AFB AL

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College of Aerospace Doctrine, Research, and Education, Maxwell AFB AL

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School of Advanced Airpower Studies, Maxwell AFB AL  
Squadron Officers College, Maxwell AFB AL  
USAF Civil Air Patrol, Maxwell AFB AL

**SECOND AIR FORCE**, Keesler AFB MS (4 wings, 1 independent group)

17th Training Wing, Goodfellow AFB TX  
37th Training Wing, Lackland AFB TX  
81st Training Wing, Keesler AFB MS  
82d Training Wing, Sheppard AFB TX  
381st Training Group, Vandenberg AFB CA

**NINETEENTH AIR FORCE**, Randolph AFB TX (10 wings, 2 independent groups)

12th Flying Training Wing, Randolph AFB TX  
14th Flying Training Wing, Columbus AFB MS  
47th Flying Training Wing, Laughlin AFB TX  
56th Fighter Wing, Luke AFB AZ  
58th Special Operations Wing, Kirtland AFB NM  
71st Flying Training Wing, Vance AFB OK  
80th Flying Training Wing, Sheppard AFB TX  
97th Air Mobility Wing, Altus AFB OK  
314th Airlift Wing, Little Rock AFB AR  
325th Fighter Wing, Tyndall AFB FL  
336th Training Group, Fairchild AFB WA  
479th Flying Training Group, Moody AFB GA

**USAF RECRUITING SERVICE**, Randolph AFB TX (4 groups)

360th Recruiting Group, Hanscom AFB MA  
367th Recruiting Group, Robins AFB GA  
369th Recruiting Group, Lackland AFB TX  
372d Recruiting Group, Hill AFB UT

**59TH MEDICAL WING**, Lackland AFB TX

## **COMMAND LEADERSHIP**

On 21 June 2000, Gen Hal M. Hornburg assumed command of AETC from Gen Lloyd W. Newton, who retired. Upon the retirement of Lt Gen David W. McIlvoy, Lt Gen John D. Hopper, Jr., became the new AETC vice commander on 20 October 2000.

## **ORGANIZATION**

*Air Force Institute for Advanced Distributed Learning.* The Air Force Institute for Advanced “Distributive” Learning (AFIADL) activated on 1 February 2000 at Maxwell AFB, Gunter Annex, Alabama, when the Extension Course Institute merged with the Air Force Distance

Learning Office. On 2 October AETC redesignated the institute by replacing “Distributive” for “Distributed”.

***Squadron Officer College Activated.*** AETC activated the Squadron Officer College at Maxwell AFB on 8 February 2000, reassigning the Aerospace Basic Course School (previously the Air and Space Basic Course School) and the Squadron Officer School from Air University to the new college.

***Air University Office of Academic Support Inactivated.*** In existence since October 1996, this office inactivated on 1 February.

***Air University Library Activated.*** The Air University Library returned to active status on 1 February 2000. It was inactivated on 1 October 1996 as part of an AU effort to combine all of its education support functions under a single organization.

***Enhanced Flight Screening Program.*** On 8 April 2000, AETC inactivated the 3d Flying Training Squadron at Hondo Municipal Airport, Texas, where the command had conducted the Enhanced Flight Screening Program with the T-3A.

***479th Flying Training Group Activates.*** On 31 July 2000, AETC activated the 479th Flying Training Group at Moody AFB, Georgia. The new unit assumed responsibility for Introduction to Fighter Fundamentals (IFF) and a part of the specialized undergraduate pilot training missions. Fourteen students began IFF training at Moody AFB on 8 November 2000, the first flying training class to be taught at the Georgia base since Air Training Command left 25 years earlier.

***557th Flying Training Squadron.*** The Air Force reassigned the 557th Flying Training Squadron, located at the US Air Force Academy in Colorado Springs, Colorado, from the 12th Flying Training Wing to the US Air Force Academy on 1 October 2000.

**A T-6A Texan II taxis into position for takeoff at Randolph AFB, Texas.**

## EDUCATION

***New Officer Training School Complex.*** A ribbon-cutting ceremony at Maxwell AFB on 27 January 2000 marked the opening of the academic facility and the fitness center for use by the Officer Training School. These were the first two buildings to open in the \$52 million complex,



which would also include a quarter-mile track, three Basic Officer Training (BOT) dormitories, a Commissioned Officer Training (COT) dormitory, a dining hall/activity center, and an addition to the academic facility.

## FLYING TRAINING

**Milestones.** When First Lieutenant Joshua Padgett completed the F-16 basic course on 8 March 2000, he became the 50,000th fighter pilot to graduate from Luke AFB, Arizona, since the Army Air Forces started training there in July 1941.

**T-6A Texan II.** On 23 May 2000, the 12th Flying Training Wing at Randolph AFB, Texas, received its first operational T-6A Texan II, the Air Force's new primary trainer. The Air Force Operational Test and Evaluation Center (AFOTEC) began the air vehicle assessment phase of the T-6A Texan II Multi-Service Operational Test and Evaluation (MOT&E) at Randolph on 6 June 2000. This phase of the test ended 29 November 2000.



**An AT-38 sits on the ramp at Columbus AFB, Mississippi. The 14th Flying Training Wing had used the AT-38 for Introduction to Fighter Fundamentals (IFF) training since September 1993. Now AETC moved the aircraft to its 479th Flying Training Group at Moody AFB, Georgia.**

**IFF Ends at Columbus.** The 14th Flying Training Wing flew its last AT-38B sortie on 6 December 2000, bringing an end to the IFF mission at Columbus AFB, Mississippi. The aircraft moved to the 479th Flying Training Group at Moody AFB, Georgia.

## TECHNICAL TRAINING

**Milestones.** Senior Airman Jeanette Todd, a cardiopulmonary journeyman assigned to the 81st Medical Operations Squadron at Keesler AFB, became the Community College of the Air Force's 200,000th graduate on 19 October 2000.

**Training Policies Consolidated.** In April 2000 the Air Force published an overhauled version of Air Force Instruction 36-2201, "Developing, Managing, and Conducting Training," consolidating many disparate training policies into one comprehensive publication.

## MISCELLANEOUS

**Expeditionary Air Force.** Personnel in AETC regularly deployed in support of contingency operations in the 1990s. The USAF maintained combat air patrols over Iraq in Operations Northern and Southern Watch to enforce United Nations sanctions against Saddam Hussein. Forces deployed to the region, including Desert Fox in 1998, during times of heightened tension. Moreover, the Air Force deployed in support of NATO operations in the Baltic region, including Operation Allied Force in 1999. Terrorist attacks on Khobar Towers in 1996, American embassies in Kenya and Tanzania in 1998, as well as against the USS Cole in 2000, later culminated in the aircraft hijackings in the United States on 11 September 2001.



**27 September 2000: Secretary of the Air Force F. Whitten Peters observes appendix removal training in the simulated operating room at Sheppard AFB, Texas.**



## PARARESCUE, COMBAT CONTROL, AND SURVIVAL, EVASION, RESISTANCE, AND ESCAPE TRAINING

In the 1990s and beyond, AETC struggled to meet student production goals in several of its most strenuous training programs, namely Pararescue (PJ), combat control (CCT), and survival, evasion, resistance, and escape (SERE) training. Measures to improve career field manning implemented in the mid-1990s, which included increased bonuses and a promotion for graduates of PJ and CCT courses as well as efforts to recruit students in basic training, failed to solve the problem.



In 2002 program managers removed combat diver qualification and basic military freefall training from the AFSC-awarding curriculum and postponed them to the 5-level training course, which reduced the pipeline from 52 to 35 weeks and reduced attrition from nearly 80 percent to 20 percent. The CCT apprentice course would reach full capacity in 2003. Finally, in 2001 the command planned for a new CCT schoolhouse just outside of Pope AFB, North Carolina.

**Senior Airman Robert O'Connor and Airman 1st Class Gabriel Rogers assemble an M-4 carbine during combat controller training.**

Similarly, AETC looked for ways to improve course production for the PJ career field. A new physical abilities and stamina test replaced the pass-fail system and allowed students to overcome a weakness in one area with a satisfactory aggregate test score, which significantly increased the pool of candidates. During 2002, AETC established an optional, 2-week preparatory course to prepare students for the rigorous, 10-week indoctrination course. Although this change slightly reduced attrition in the indoctrination course from the historical rate of 85 percent, completion of the full, 3-level awarding pipeline remained low, only 16 students received the PJ AFSC in fiscal year 2002.

In addition to modifying the training curriculum, the command changed the PJ training locations several times. In 1996, AETC moved the PJ Advanced Weapons Course from Nellis AFB to Kirtland AFB, and in 2002, the command returned the Emergency Medical Technician-Paramedic course to Kirtland. These moves reduced the student awaiting training time as well as the stress of repeated moves for the trainees and their families in a complicated training pipeline that stretched over 18 months and sent students to four temporary duty (TDY) locations and required two permanent change of station moves.



Beyond the indoctrination course, many students in both the CCT and PJ training programs experienced a significant delay in getting into Army-sponsored training. The Air Force sent a proportional number of instructors and students to the military free fall schoolhouse. As more Air Force students entered the career fields in FY02, the service experienced a shortfall in qualified personnel it could add to the instructional staff, and AETC temporarily hired four civilians during FY03. Conversely, physical limitations at the training facility limited the number of combat dive courses available in Key West, Florida. As student numbers grew to meet Air Force requirements, AETC utilized every available class seat and scrupulously filled last-second vacancies.

**Students must learn to work under pressure, to remain calm in the midst of chaos.**



The SERE career field, like PJ and CCT, was physically and mentally demanding, as students learned survival skills, how to evade capture by enemy forces, escape tactics in the event of capture, and how to resist revealing sensitive or classified information during interrogation while a prisoner of war. Following technical training trends across the command, the 336th Training Group instructors increasingly employed computer-based training and simulators in the curriculum. In February 2003, a new laboratory allowed students to participate in simulated survival scenarios involving jungle, desert, and arctic environments, which reduced students' time in the field and cut TDY costs. More importantly, students retained more of the information learned in the lab than in a traditional classroom.

As the command implemented these changes to correct shortfalls in training production, the Chief of Staff of the Air Force, in October 2000, announced the creation of the Combat Rescue Officer (CRO) AFSC. The new CROs would become leaders and advocates for both PJ and SERE personnel, which previously had been enlisted Airmen only. Operationally, CROs would deploy as command staff members, advising commanders on personnel recovery operations and sometimes participating in the operations themselves. The training for this new specialty included the same courses PJs took, with additional training in leadership and the management of combat search and rescue missions, and an advanced SERE course scheduled to begin at Fairchild in 2003. Planners expected only 100 active duty and 66 guard and reserve officers to enter the career field by 2007.

**Students in the SERE course learned how to survive in many environments.**





**Before the Air Force established its own recruiting operations, recruiting stations generally were a combination of US Army and Air Force recruiters. Shown here is the opening of an Army and Air Force Recruiting Station in July 1948. (Photo courtesy of Ann Arbor News)**



**Lt Gen David McIlvoy, AETC vice commander, climbs into the Wood Brothers Racing #21 car at Concord Motor Speedway, and Elliott Sadler gave him an orientation ride. The Air Force had announced in October 2000 that it would advertise on #21 for the 2001 NASCAR Winston Cup season.**

# 2001

The response to the terrorist strike on New York City and the Pentagon on 11 September swept Air Education and Training Command into national security events immediately and precipitated a new era of change. Immediately after the attack, HQ AETC activated the command's Crisis Action Team, implemented increased security measures across the command, and suspended routine flying training operations as the Federal Aviation Administration shut the nation's airways to all but select military flights.

The next day AETC dispatched medical teams and equipment from Lackland and Keesler to assist emergency workers in New York City and Washington, DC. Also, the 56th Fighter Wing at Luke (F-16s), the 325th Fighter Wing at Tyndall (F-15s), and one of the Air National Guard units aligned with AETC, the 162th Fighter Wing at Tucson, Arizona (F-16s), flew combat air patrols in support of Operation Noble Eagle. The 97th Air Mobility Wing at Altus provided KC-135s to fly air refueling missions and provided aircraft to augment the AMC fleet for worldwide missions in support of Operation Enduring Freedom.

Not geared toward operating in a heightened state of alert for long periods of time, AETC responded with ad hoc solutions to solve unfamiliar problems. The command staff augmented communications and security to create a facility for the Crisis Action Team. Logisticians created a Movement Control Center to expedite the mobilization and deployment of personnel and cargo. Throughout the crisis, training continued. Even the wings that maintained alert aircraft for air defense resumed their normal training mission. Turning out newly trained personnel was essential to maintaining the force structure to support the war against terrorism.

## ASSIGNED RESOURCES

(As of 31 December 2001)

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**PERSONNEL ASSIGNED:** 56,003 (8,377 officers, 32,398 enlisted, 15,228 civilians)

**AIRCRAFT ASSIGNED:** 1,591 (AT-38, C-5, C-17, C-21, C-130E, C-141, F-15, F-16, KC-135R, MC-130H, HC/MC-130P, MH-53J, HH-60G, T-1, T-3, T-6, T-37, T-38, T-43, TH-53A, UH-1N)

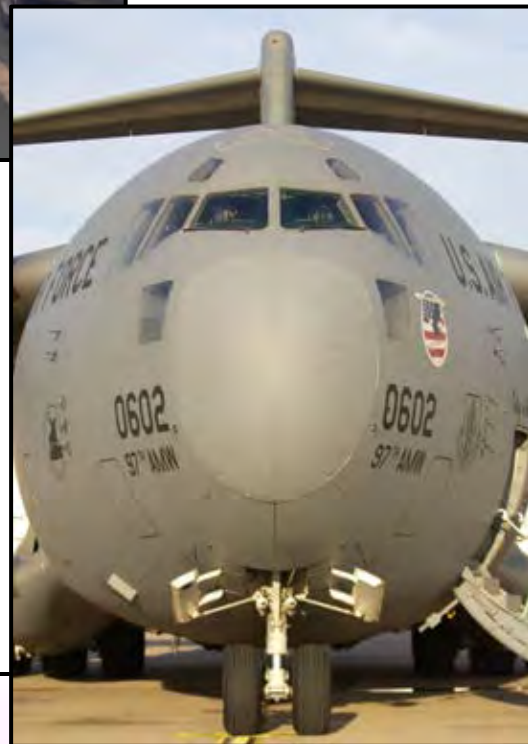




Across the Air Force, workers moved large concrete barriers in front of gates and other facilities to increase security.

Following the 9/11 terrorist attacks, the C-17s assigned to the 97th Air Mobility Wing at Altus AFB, Oklahoma, transported medical crews and provided support to fighter aircraft.

Below, traffic comes to a standstill because of increased security measures implemented going into Lackland AFB, Texas.





**19 September 2001: Luke AFB, Arizona, served as a staging area for 60 local firefighters who the Air Force flew to New York City to assist in rescue and recovery efforts at the World Trade Center.**

At “Task Force Rock”, the 314th Airlift Wing, Little Rock AFB, Arkansas, had few security forces on hand due to deployments. Wing personnel stepped up to meet requirements like 100 percent ID checks and mandatory vehicle searches, working 12-hour days. By the end of the year, the guard and reserve had sent in security forces teams to assist.



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17th Training Wing, Goodfellow AFB TX  
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369th Recruiting Group, Lackland AFB TX  
372d Recruiting Group, Hill AFB UT

### **59TH MEDICAL WING, Lackland AFB TX**



## COMMAND LEADERSHIP

General Hal M. Hornburg departed AETC on 9 November 2001 to assume command of Air Combat Command. General Donald G. Cook assumed command of AETC on 15 December 2001. Lieutenant General John D. Hopper, Jr., the vice commander, temporarily took over the helm of AETC from 10 November 2001 through 14 December 2001, while General Cook awaited Senate confirmation. Major General Marvin J. Barry served as vice commander during this period.

## ORGANIZATION

*AETC Inactivates Three Field Operating Agencies.* In preparation for the direct conversion to contract support for undergraduate flying training courseware development, the command inactivated the AETC Training Support Squadron on 3 January 2001. The AETC Air Operations Squadron inactivated on 22 January 2001 and its functions were absorbed into the AETC Operations Directorate, battle staff, weather, intelligence, and command post. The AETC Manpower and Innovation Flight inactivated on 26 January 2001. Like the aforementioned squadrons, its resources and responsibilities returned to the headquarters. These changes resulted in an increase in the management headquarters ceiling just as Congress looked at reducing management headquarters strength. The events of 9/11 overshadowed any further changes.

*Air Force-Wide Logistics and Support Functions Test Included 314th Airlift Wing.* This test involved several initiatives to improve logistics processes at the wing level and, in turn, improve combat readiness of expeditionary units. At Little Rock, the 314th brought its transportation, supply, and planning pieces into a single unit, the 314th Logistics Readiness Squadron (Provisional).



Goldwater Range was named for the late Sen Barry M. Goldwater (R-AZ), an ardent supporter of the US military. To the left, Senator Goldwater (center) prepares for a ride in a T-37 at Williams AFB, Arizona.

## INSTALLATIONS

*Barry M. Goldwater Range.* In 2001 the jurisdiction of the range transferred to the Department of Defense under the Military

Lands Withdrawal Act of 1999 which renewed military use of 1.7 million acres in the area for 25 years. The Air Force assumed management responsibility over the eastern half of the range and further delegated it to the 56th Fighter Wing, Luke AFB, Arizona. The Department of the Interior, however, retained jurisdiction of the Cabeza Prieta National Wildlife Refuge; and the military turned over jurisdiction of an additional 83,000 acres in the Sand Tank Mountains, on the northeast corner of the range, to the Department of the Interior to form a portion of the Sonoran Desert National Monument. The military continued to fly through the airspace above the refuge and maintained four ground sites for electronic equipment.



**Barry M. Goldwater Range that includes a portion of the Sonoran Desert**

***Lackland Gains Responsibility for Kelly Field.*** The 37th Training Wing at Lackland AFB, Texas, assumed responsibility for about half of Kelly AFB, its runways and the area west of the runway on 1 April 2001. This all came about with the 2001 closure of Kelly AFB as the result of recommendations from the 1993 Base Realignment and Closure Commission.

## **EDUCATION**

***Junior NCO Leadership Conference.*** More than 40 junior noncommissioned officers from throughout the Air Force attended possibly the first junior NCO leadership conference, held 17-20 July 2001 at Randolph AFB, Texas. General Hornburg initiated the “Torch Bearer” conference to facilitate an open leadership forum between the attendees and the AETC senior staff.

***Billy Mitchell Symposium.*** The Air Force Doctrine Center hosted its first Billy Mitchell symposium. Its purpose was to let senior officials consider how best to achieve decisive effects using aerospace power, and then how to apply those conclusions to improve USAF and joint doctrine, exercises, experiments, and war games.

## FLYING TRAINING

***C-141 Initial Qualification/Upgrade Training Assumed by Air Force Reserve Command.*** On 28 July 2001, AETC inactivated the 57th Airlift Squadron at Altus AFB, Oklahoma, which at that time was the Air Force's sole source for initial qualification and upgrade training for the C-141. An Air Force Reserve Command unit would assume responsibility for this mission.

***Joint SUPT and IFF at Moody AFB, Georgia.*** On 2 April 2001, Air Force Reserve Command activated the 39th Flying Training Squadron at Moody AFB, Georgia. Its instructor pilots would support both the Introduction to Fighter Fundamental and specialized undergraduate pilot training (SUPT) missions in AETC's 479th Flying Training Group also at Moody. Also on the same date, AETC activated the 3d Flying Training Squadron at Moody to provide Joint SUPT with the command's first T-6s used for student training. The 479th received its first operational T-6A Texan II on 1 May 2001. To complete the structure of the group, AETC moved the 435th Flying Training Squadron from the 12th Flying Training Wing to the 479th Flying Training Group effective 1 October 2001. The transition of the 435th Flying Training Squadron from Randolph to Moody completed the plan approved almost five years earlier to consolidate Introduction to Fighter Fundamentals training at the South Georgia base. AETC's first operational T-38C, which would enhance IFF training by providing an advanced avionics suite, had arrived at Moody on 9 April 2001.

***Next Generation Navigator Training.*** At the Rated Summit in June 2001, HQ USAF announced substantial changes were in the offing in the Navigator/Electronic Warfare Officer career field; and AETC began to plan for new training as the role of the traditional navigator changed. Each new navigator, tentatively labeled an Air Warfare Officer, would receive electronic warfare training and more robust flight training that would promote more air leadership and decision-making capability (the title Combat Systems Officer came into use later). This approach was designed to create a more versatile crewmember as the force structure continued to decline.

***TH-53A Helicopters Retired.*** The 58th Special Operations Wing, Kirtland AFB, New Mexico, retired the last four of its TH-53A helicopters from active service in the Air Force. A special ceremony on 3 August marked the event.

## TECHNICAL TRAINING

***Explosive Detector Dog (EDD) Teams in Greater Demand.*** As the executive agent within the Department of Defense for military working dogs, AETC already operated at a high tempo to meet expanding AEF requirements, especially after the events of 11 September 2001. Even so, the demand for EDD teams now increased dramatically.

***F/A-22 Maintenance Training.*** On 29 November 2001, Detachment 13 of the 372d Training Squadron at Nellis AFB, Nevada, officially opened its first F/A-22 maintenance training facility to prepare for the introduction of the new F/A-22 aircraft into the Air Force inventory. When fully operational, the detachment also provided training for Air Force students in route to Pacific Air Command, as well as guard and reserve members.



## MISCELLANEOUS

***Base Housing Privatization.*** In 1996 Congress passed legislation creating a five-year experimental program that enabled the Services to upgrade inadequate on-base family housing and to increase the number of units, if necessary, by allowing private contractors to build housing units. Air Education and Training Command received approval in February 1997 to begin a privatized housing project at Lackland AFB, and the Lackland Military Housing Corporation won the contract and began construction in March 1999. A 99-unit base housing development, known as Frank Tejada East, opened in November 2001.



**Above is the two-story model built in the Frank Tejada East housing area. At right, is the single story model.**



# 2002

**Air Education and Training Command faced the unique challenges of the Global War on Terror while continuing to prepare new Airmen for duty and provide continuing education and training throughout their careers. In the 1990s, the Air Force transitioned from a Cold War, fixed-base, garrison force structure toward an Air and Space Expeditionary Force (AEF) model. The concept was originally called the Expeditionary Air Force, a term that had changed to Air and Space Expeditionary Force by 2002. The Air Force took forces from geographically separated units and organized them into standing Air and Space Expeditionary Forces, or AEFs, to deploy for contingency operations on short notice and be available quickly to an area commander-in-chief for combat or humanitarian operations. Operations in the 1990s regularly called for a smaller US Air Force to deploy tailored forces to enforce United Nations (UN) sanctions against Iraq, to exert American power in regional conflicts, and to support peacekeeping operations worldwide.**

**The events of 11 September 2001 accelerated the transition to an AEF model. As the command responsible for recruiting, training, and educating Airmen, AETC not only reacted to the transformation of the Air Force, but also played a central role in fostering this cultural change. Over 6,400 AETC personnel deployed in support of contingencies and named exercises in fiscal year 2002, an increase of nearly three times compared to the previous year when measured in man-days. Nearly all of this effort supported Operations Enduring Freedom, Noble Eagle, Northern Watch, and Southern Watch.**

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(As of 31 December 2002)

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381st Training Group, Vandenberg AFB CA



**To the right is an overhead view of the 381st Training Group's new space and missile training campus, Vandenberg AFB CA.**

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56th Fighter Wing, Luke AFB AZ

58th Special Operations Wing, Kirtland AFB NM

71st Flying Training Wing, Vance AFB OK

80th Flying Training Wing, Sheppard AFB TX

97th Air Mobility Wing, Altus AFB OK

314th Airlift Wing, Little Rock AFB AR

325th Fighter Wing, Tyndall AFB FL

336th Training Group, Fairchild AFB WA

479th Flying Training Group, Moody AFB GA



**USAF RECRUITING SERVICE**, Randolph AFB TX (4 groups)  
360th Recruiting Group, Hanscom AFB MA  
367th Recruiting Group, Robins AFB GA  
369th Recruiting Group, Lackland AFB TX  
372d Recruiting Group, Hill AFB UT

**59TH MEDICAL WING**, Lackland AFB TX

## **COMMAND LEADERSHIP**

General Donald G. Cook continued to serve as the AETC commander, and Lt Gen John D. Hopper, Jr., remained the vice commander.

## **ORGANIZATION**

***Technical Training Duties Realigned between HQ AETC and Second Air Force.*** The command realigned responsibilities for technical training management between HQ AETC and Second Air Force in 2002. Responsibility for the reclassification and prior service functions and the programming of non-resident training moved from Second Air Force to the AETC Technical Training Division.

***Combat Wing Organization Implemented.*** As the AEF concept matured, lessons learned in contingency operations led to a new wing structure for logistics and support functions throughout the Air Force. These changes originated in 1999 with the Chief of Staff of the Air Force Logistics Review. The overall objectives of the Combat Wing Organization standardized the wing structure across the Air Force, enhanced expeditionary capabilities, and improved the way the Air Force delivered air and space power. The new structure established a maintenance group, which included all maintainers currently in the operations group or logistics group, and created a Logistics Readiness Officer career field, whose members were responsible for supply, transportation, and logistics plans. Throughout the Air Force, a series of redesignations took place that changed logistics groups into maintenance groups, support groups into mission support groups, and logistics support squadrons into maintenance operations squadrons. Also at squadron level depending on heritage, each wing either inactivated the supply or transportation squadron. The remaining active squadron became responsible for supply, transportation, and logistics plans, and HQ USAF redesignated it as the logistics readiness squadron.

***From Aerospace to Air and Space.*** With HQ USAF approval, AETC redesignated the Aerospace Basic Course School as the Air and Space Basic Course School on 1 March 2002 and the School for Advanced Airpower Studies as the School for Advanced Air and Space Studies on 18 December 2002. These changes took place in order to reflect the increasing emphasis on the space component of the Air Force mission.

***Field Training Detachments Realigned.*** In January 2002 the 82d Training Wing began to examine whether the wing's field training detachments (FTD) might be combined with co-located aircraft maintenance training operating locations (OL). As a preliminary step, HQ AETC

activated the 360th Training Squadron at Sheppard AFB, effective 1 March 2002, relieving the 362d Training Squadron of a significant portion of its workload. This move allowed the command to realign technical training operating locations at Little Rock AFB, Arkansas; Marine Corps Air Station New River, North Carolina; and Dover AFB, Delaware, from the 362d to the 360th Training Squadron, as well as the FTD at Fort Eustis, Virginia. These moves reduced the scope of operations for the 362d and allowed better management of field training.



**Airman Vanessa Dobos of the 58th Training Squadron at Kirtland AFB became the Air Force's first female aerial gunner after graduating from her technical school in 2002. As a gunner and member of a search and rescue crew on the H-60 helicopter, she would perform a combat duty that was formerly closed to women in the Air Force.**

## EDUCATION

***Curriculum Changes at Air Command and Staff College.*** Starting in November 2002, Air University overhauled the Air Command and Staff College curriculum to prepare students for career broadening assignments and expeditionary employment. A new modular approach accommodated the AEF rotation cycle, and the third of three modules emphasized one of eight broad categories of air and space power employment, depending on a student's likely career path.

**Sergeant John Levitow was the only enlisted Airman to receive the nation's highest military honor during the Vietnam War. At the time, he was an Airman First Class assigned as a loadmaster aboard an AC-47. With his passing on 8 November 2000, his son presented his father's Medal of Honor to the Enlisted Heritage Hall at Gunter Annex, Alabama. In 2004 the heritage hall opened this special exhibit.**

***CCAF and SpaceTEC.*** In July 2002 the Community College of the Air Force announced it



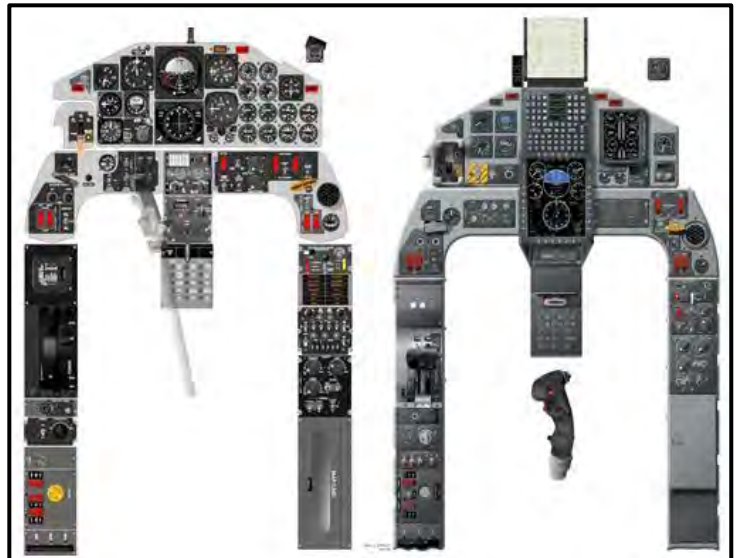
had joined forces with eight community colleges in support of SpaceTEC, an effort focused on associate degree programs linked to space-related technologies. The National Science Foundation provided a 3-year, \$3 million grant to start the SpaceTEC program.

## FLYING TRAINING

***JPATS Operational Test and Evaluation Begins at Moody AFB, Georgia.*** In 2002 the US Air Force and Navy initiated the JPATS multi-service operational test and evaluation of the full system at Moody AFB, completing the study at the end of January 2003. The Services concluded that JPATS effectively trained students and that the system performed well, with one exception: the Training Integration Management System (TIMS), designed to manage undergraduate flying training, experienced several software problems. The 3d Flying Training Squadron at Moody tested the software operationally and helped to identify shortfalls. AETC planned to implement an improved TIMS at Moody, Randolph, Laughlin, Columbus, and Vance in 2003, and at Sheppard in January 2004.

***T-38C Introduced.*** AETC introduced an essentially new advanced trainer, the T-38C, in the bomber-fighter track of specialized undergraduate pilot training (SUPT). Through the T-38 Avionics Upgrade Program, the command intended to modernize its entire fleet of T-38s, both the A models used in the SUPT program and the AT-38Bs used in the Introduction to Fighter Fundamentals program. The glass cockpit upgrade was designed to eliminate the technology gap between the 40-year-old T-38s and operational fighters and bombers. In addition, the Propulsion Modernization Program would extend the service life of the engines as well as improve their performance.

**At right is a side-by-side comparison of the T-38A and T-38C cockpit.**



***Preparing for F/A-22 Training at Tyndall AFB, Florida.*** In 2002 AETC was completing preparations for standing up the F/A-22 FTU. The first pilot selection board met in July 2002 and chose seven instructor pilots with recent FTU experience from the F-15 and F-16 communities. On 25 October 2002, AETC activated its first F/A-22 squadron, the 43d Fighter Squadron, assigned to the 325th Fighter Wing at Tyndall AFB. The squadron expected to receive its first aircraft in 2003.

***Air Operations Center Formal Training Unit to Remain in Air Combat Command.*** Air Force experience in the 10 years between Operations Desert Storm and Enduring Freedom proved the validity of the Air Operations Center (AOC) concept as the nerve center for air operations. The

AOC comprised the personnel and equipment necessary to integrate air operations, weather, intelligence, space, and other functions so as to improve command and control of all air and space missions throughout its assigned region. The Air Force had made much progress in standardizing and using AOCs. Air Force Chief of Staff Gen Michael E. Ryan announced that the AOC would be considered a weapons system, which precipitated the creation of a separate funding and training pipeline for the AOC. Air Combat Command, which had conducted ad hoc training, and AETC discussed creating an AOC formal training unit under AETC control. However, in December 2002 Gen Hal M. Hornburg, ACC commander (former AETC commander), decided that the FTU would remain in Air Combat Command.

***AETC Moves to Helicopter Training Independent of the Army Program.*** Late in 2001, the Army announced its intention to retire its aged UH-1Hs and to replace them with the newer TH-67. AETC's undergraduate helicopter training students had filled surplus slots at the Army Aviation Center at Fort Rucker, Alabama, since the 1970s, and so the Army's announcement precipitated a major change in helicopter training for Air Force pilots. After studying the issue, AETC concluded in 2002 that it preferred to convert a portion of the UH-1Hs into Huey IIs and to conduct training independently of the Army, which had implemented a new training program that did not meet Air Force requirements.



**On 15 November 2002, the 47th Training Wing, Laughlin AFB, Texas, received its first T-6A Texan on 15 November 2002. The first training sortie took place on 21 February 2003.**

## TECHNICAL TRAINING

***Centers of Excellence.*** In 2002 AETC announced a plan to realign its technical training courses and associated resources in order to conduct all training of a given functional area in one location. Consequently, the Enlisted Aircrew Undergraduate Course moved from Sheppard to Lackland, comptroller training and education and training courses relocated from Sheppard to Keesler, the basic loadmaster course moved from Sheppard to the airlift wings at Altus and Little Rock, and the electronic principles course moved from Lackland back to Keesler.

## MILITARY TRAINING

**Recruiting.** Air Force Recruiting Service (AFRS) fared well in 2002, although it had continued difficulty recruiting hard-to-fill specialties, such as the demanding enlisted career fields of combat controller, pararescue, and air traffic controller, as well as the perennially difficult officer career fields of engineering, computer science, and health professions. Recruiting Service not only targeted these Air Force career fields specifically, but also continued to advertise Air Force opportunities to the general population. In 2002 AFRS expanded its sponsorship of the popular National Association of Stock Car Automobile Racing (NASCAR) events.

## MISCELLANEOUS

**Force Shaping.** Fiscal year 2002 marked the first increase in Air Force end strength in 15 years, reversing a downward trend that began in 1987. However, the aggressive recruiting efforts in the late 1990s and a high retention rate in 2002 resulted in the Air Force exceeding authorized active duty end strength. To balance the overage with the increase in end strength and the budget, the Air Force had to reduce the size of its workforce. At the same time, the active duty force was unbalanced. A high deployment tempo had placed great demands on military members, and the Service faced unanticipated shortages of trained personnel in many career fields. The Air Force could not simply add military or civilian authorizations in order to perform new missions required in the war on terrorism, and thus had to reduce manpower while moving authorizations between career fields to remedy the force balance problem. One of the first steps taken to balance the stress measures in the career fields was to give priority in recruiting for those expressing an interest in the most stressed Air Force specialty codes (AFSC). Through fiscal year 2002, AETC realigned 1,000 accessions into the stressed career fields.

**Land Acquisition at Luke AFB, Arizona.** In 2002 the 56th Fighter Wing, responsible for F-16 training at Luke AFB and the nearby Barry M. Goldwater Training Range, became concerned that urban development near the base would curtail flying training if left unchecked. In addition, the munitions storage area stood outside of the base compound, adding a burden to the 56th Security Forces Squadron. In October 2002 Senator John McCain of Arizona shepherded a military construction funding insert of \$13 million to purchase 273 acres needed to incorporate the munitions storage area into the base perimeter and to acquire additional land in order to preserve access to the Goldwater Range.

**Luke AFB Removed from Super Fund List.** In 1990 Luke AFB, Arizona, found itself on the National Priorities List, often called the Superfund list. Twelve years later, on 22 April 2002, Luke became the first Air Force base to be removed from the list, after satisfying the requirement to remove pollution dating back as far as World War II. The command lauded the action as it worked to resolve past issues and to prevent new pollution.

**AETC and the Global War on Terror.** Airmen from AETC deployed as members of Air and Space Expeditionary Forces in support of operations in the Global War on Terror. A total of 6,429 AETC personnel deployed in support of contingencies and named exercises in fiscal year 2002, which represented an increase of 62 percent over the previous year. These deployments totaled 448,796 man-days, nearly three times the level of effort in fiscal year 2001. Contingencies represented 95 percent of the total man-days, nearly all in support of Operations Enduring



Freedom, Noble Eagle, Northern Watch, and Southern Watch. In addition to deploying personnel, several AETC units directly supported operations from their home base. From Goodfellow AFB, some language instructors deployed to the US Central Command (USCENTCOM) area of responsibility (AOR), and others translated captured documents while continuing their training responsibilities stateside. The 58th Special Operations Wing at Kirtland AFB in New Mexico trained 126 personnel (21 crews) in high-altitude operations and landing in dusty conditions for missions in Afghanistan. Also, AETC provided approximately a third of the medical personnel deployed to the USCENTCOM AOR. Finally, HQ AETC maintained a Crisis Action Team on heightened alert throughout 2002.

**Soldiers from the 1120th Maintenance Company, Fort Sill OK, augmented security forces at Altus AFB for a time. Here a 97th Security Forces leader briefs Airmen and Soldiers before they take their posts for the day.**



**Members of the 81st Medical Surgical Squadron at Keesler, Capt Cynthia Warwick (right) and SSgt Chad Smith (left), provide medical assistance down range in support of Operation Enduring Freedom.**



# 2003

For AETC 1 July 2003 marked the 10th anniversary since the command became responsible for graduate flying training. Just a year earlier, Gen John P. Jumper, Air Force chief of staff, had questioned if AETC was the right place for this training, or did it belong with the major commands? Some in the operational world believed that if they controlled this training, it would give them another source of aircrews and aircraft to help relieve the increased operational tempo they experienced. However, such a transfer carried a hefty price tag, and a change like this in the midst of current high operations tempo was not viewed favorably by all the commands, especially since General Jumper had said this was an “all or nothing” change. By the end of the calendar year, the question of transferring this training had faded away, overtaken by combat operations in Iraq, continued high levels of deployment, stressed career fields, and other on-going transformations. Graduate flying training remained a part of the AETC mission.

## ASSIGNED RESOURCES

(As of 31 December 2003)

**PRIMARY INSTALLATIONS:** 13

Alabama – Maxwell; Arkansas – Little Rock; Arizona – Luke; Florida – Tyndall; Mississippi – Columbus, Keesler; Oklahoma – Altus, Vance; Texas – Goodfellow, Lackland, Laughlin, Randolph, Sheppard

**PERSONNEL ASSIGNED:** 58,342 (8,754 Officers; 34,782 Enlisted; 14,806 Civilians)

**AIRCRAFT ASSIGNED:** 1,614 (AT-38B, T-1A, T-3A, T-6A, T-37B, T-38A, T-38C, T-43, C-5A, C-17A, C-21A, C-130E, KC-135R, F-15C/D, F-16C/D, UH-1N, HH-60G, MH-53J, HC/MC-130P, MC-130H)

**MAJOR SUBORDINATE UNITS:**

5 major subordinate establishments:

**AIR UNIVERSITY**, Maxwell AFB AL

42d Air Base Wing, Maxwell AFB AL

Air Command and Staff College, Maxwell AFB AL

Air Force Institute of Technology, Wright-Patterson AFB OH

Air Force Institute for Advanced Distributed Learning, Maxwell AFB AL  
Air Force Officer Accession and Training Schools, Maxwell AFB AL  
Air University Library, Maxwell AFB AL  
Air War College, Maxwell AFB AL  
College of Aerospace Doctrine, Research, and Education, Maxwell AFB AL  
College for Enlisted Professional Military Education, Maxwell AFB AL  
Community College of the Air Force, Maxwell AFB AL  
Ira C. Eaker College for Professional Development, Maxwell AFB AL  
Squadron Officer College, Maxwell AFB AL  
USAF Civil Air Patrol, Maxwell AFB AL

**SECOND AIR FORCE**, Keesler AFB MS (4 wings, 1 independent group)

17th Training Wing, Goodfellow AFB TX  
37th Training Wing, Lackland AFB TX  
81st Training Wing, Keesler AFB MS  
82d Training Wing, Sheppard AFB TX  
381st Training Group, Vandenberg AFB CA

**NINETEENTH AIR FORCE**, Randolph AFB TX (10 wings, 2 independent groups)

12th Flying Training Wing, Randolph AFB TX  
14th Flying Training Wing, Columbus AFB MS  
47th Flying Training Wing, Laughlin AFB TX  
56th Fighter Wing, Luke AFB AZ  
58th Special Operations Wing, Kirtland AFB NM  
71st Flying Training Wing, Vance AFB OK  
80th Flying Training Wing, Sheppard AFB TX  
97th Air Mobility Wing, Altus AFB OK  
314th Airlift Wing, Little Rock AFB AR  
325th Fighter Wing, Tyndall AFB FL  
336th Training Group, Fairchild AFB WA  
479th Flying Training Group, Moody AFB GA

**USAF RECRUITING SERVICE**, Randolph AFB TX (4 groups)

360th Recruiting Group, Hanscom AFB MA  
367th Recruiting Group, Robins AFB GA  
369th Recruiting Group, Lackland AFB TX  
372d Recruiting Group, Hill AFB UT

**59TH MEDICAL WING**, Lackland AFB TX

## **COMMAND LEADERSHIP**

General Donald G. Cook continued to serve as the AETC commander, and Lt Gen John D. Hopper, Jr., remained the vice commander.

## ORGANIZATION

***Center of Excellence Realignments.*** Begun in January 2003, the goal was to group similar courses, eliminate temporary duty steps in the training pipeline, and balance the training load across the technical training bases. In 2003 about 185 authorizations moved at a cost of almost \$8 million. That amount paled when compared to the expected savings of almost \$30 million per year.

***Ninth NCO Academy Opens.*** Air Education and Training Command activated a ninth NCO academy on 18 February 2003. Located on Gunter Annex outside Maxwell AFB, Alabama, the academy served stateside bases not already affiliated with another NCO academy. One hundred eighty-nine students attended the first course.

***Two Flying Training Squadrons Named Fighter Training Squadrons.*** Effective 19 May 2003, AETC redesignated the 49th and 435th Flying Training Squadrons as “fighter” training squadrons to show their current mission, Introduction to Fighter Fundamentals, was not undergraduate or graduate flying training. These were fighter training units used to transition students into a warfighter culture. At the time, the two squadrons reported to the 479th Flying Training Group at Moody AFB, Georgia.

## INSTALLATIONS

***Land Ordinance Restrictions.*** On 29 July 2003, the City of Biloxi, Mississippi, home of Keesler AFB, adopted a land ordinance on development to support the 81st Training Wing in its efforts to prevent encroachment on the Keesler flying mission.

***Land Acquisition for Luke AFB, Arizona.*** Congress appropriated \$13 million, the first of two military construction inserts for land acquisition to secure the munitions storage area and to prevent encroachment around Luke AFB. A second appropriation in November 2003 brought the total to \$27.3 million.

## EDUCATION

***Company Grade Officer and Senior NCO Roles Paired in School.*** The Secretary of the Air Force approved a plan to take students from the Air and Space Basic course and the Senior NCO Academy course and pair them together to highlight the role of the company grade officer as a leader of enlisted members and the part played by senior NCOs as mentors to junior officers. The test took place 21-29 July 2003, and included 600 lieutenants and 420 noncommissioned officers divided into teams of nine officers and five NCOs.

***Enlisted Historian School Graduates Final Class.*** On 26 September 2003, the historian school graduated its last class of three-level enlisted historians. Soon the program would include civilians only. This was an Air Force effort to identify more enlisted authorizations to move to stressed career fields like security forces. In place of enlisted authorizations, the Air Force History and Museum Program converted those slots to civilian positions, a change completed by the end of fiscal year 2007. In addition, the Air Force Personnel Center worked with the historian career field manager to create new position descriptions coded emergency essential and deployable.

## FLYING TRAINING



Above the first F/A-22 assigned to the 325th Fighter Wing, Tyndall AFB, Florida, soaring above the Florida coastline. On 12 August 2003, Lt Col Jeffrey Harrigan, Commander of the 43d Fighter Squadron, was the first AETC pilot to fly the F/A-22. Then on 26 September he delivered the first F/A-22 to AETC, Raptor 18. It came from the Lockheed plant in Marietta, Georgia, and landed on Tyndall AFB. The 325th Fighter Wing reported its first base-generated sortie of 1.4 hours took place on 31 October 2003.

***Helicopter Training.*** The final Army-funded and trained specialized undergraduate pilot training-helicopter (SUPT-H) class began at Fort Rucker, Alabama, on 15 September 2003. As a follow-on, the Air Force contracted with the Army to provide four more classes beginning 30 September, using the Air Force syllabus. At the same time, the Air Force identified 40 UH-1Hs at Fort Rucker to transfer from Army to Air Force control effective 1 May 2004. It appeared that in fiscal year 2006 AETC would put all of its helicopter and flight engineer training at Fort Rucker instead of at Kirtland AFB, New Mexico.

***Pakistani Air Force Cadets Enter T-38 Training.*** On 17 March 2003, three Pakistani Air Force cadets began T-38 training at Randolph AFB, Texas, with the 12th Flying Training Wing. Upon successful completion of this training, they went to Moody AFB, Georgia; and on 24 July 2003, they entered the Basic Fighter Introduction course taught by the 479th Flying Training Group.



**A C-130J assigned to the 48th Airlift Squadron, 314th Airlift Wing, at Little Rock AFB in Arkansas.**

## **TECHNICAL TRAINING**

***Basic Helicopter Flight Engineer Course.*** Airman Melody C. Boates and Airman Jimmy E. Houston II were the first active duty non-prior service students to graduate from the Basic Helicopter Flight Engineer course provided by the 58th Special Operations Wing. Airman Houston completed the UH-1N flight engineer course on 29 July 2003, and Airman Boates graduated from the HH-60G course on 24 September.

***F/A-22 Mechanics Training.*** On 15 September 2003, a new course began at Tyndall AFB, Florida, to convert F-15 mechanics into F/A-22 maintainers. A detachment from the 372d Training Squadron, Sheppard AFB, Texas, provided the instructors.

## **MILITARY TRAINING**

***Cross into the Blue Tour and Other Recruiting Efforts.*** In January Air Force Recruiting Service put together six travel displays to expose the public to the entire spectrum of Air Force careers. Flight simulators and an F-16 display were the highlights of the tour. On the NASCAR racing circuit, the Air Force continued as an associate sponsor of the Woods Brothers #21 team. By the end of September 2003, Recruiting Service reported the quality of its enlisted accessions was the highest since 1996.

***First National Call to Service Volunteer Joins the Air Force.*** The Air Force enlisted its first volunteer, Hector M. Barreto, under the National Call to Service (NCS) program. Under NCS, enlistees agreed to a 15-month active duty enlistment, with 8 years of total obligated service. Part of the 2003 National Defense Appropriation Act, NCS allowed the Services to offer short-term, active duty contracts as a means of increasing enlistments. However, the Air Force could only enlist up to one percent of all new accessions under NCS. The 15-month obligation began at the end of basic military training, but because of their short active duty obligation, they could only train for career fields with short technical training programs (80 days or less). After they completed basic military training, the Air Force made NCS enlistees eligible for a \$5,000 bonus, repayment of qualifying student loads up to a maximum of \$18,000, or other educational benefits. At the end of their first term, NCS Airmen could sign up for a 24-month active duty extension or begin their reserve obligation. Airmen Barreto and six other NCS recruits completed basic military training on 14 November 2003.

***Secretary of the Air Force Approves Putting Academy Survival Training under AETC.*** On 5 May 2003, work began to transfer control of the Air Force Academy's summer combat survival training program to AETC. In addition, AETC reinstated resistance training at the academy.

## MISCELLANEOUS

***Space Shuttle Columbia and Wreckage Recovery Efforts.*** Following the loss of the Space Shuttle Columbia and its entire crew during re-entry over the southwest United States on 1 February 2003, the Civil Air Patrol flew observation missions to locate shuttle wreckage for recovery and analysis. By 17 February 2003, CAP aircrews had flown almost 150 sorties and reported 60 possible debris sites.



By 2003 more permanent security measures had gone into effect at Keesler AFB, but people assigned to the base had not forgotten the flag flying at half-staff, stores closed, and large concrete blocks quickly assembled to protect facilities.





# 2004

Throughout 2004 and into 2005, Air Education and Training Command (AETC) adjusted to the requirements of the ongoing war in the US Central Command (USCENTCOM) area of responsibility (AOR). For example, the command stood up a Combat Convoy course to train Airmen to provide logistics security. Moreover, AETC was at the center of the effort to reduce active-duty manning to authorized levels while adding personnel to chronically undermanned career fields critical to the war effort. Similarly, AETC was also the Air Force leader in Competitive Sourcing and Privatization, with a large number of positions to be competed under the Office of Management and Budget (OMB) A-76 circular. In addition to resolving immediate issues, the command looked to the future with the arrival of the F-22 and its effort to transform training with distance learning technology. The basic mission and organization of the command, however, remained unchanged: recruiting, flying training, technical training, and professional military education.

## ASSIGNED RESOURCES

(As of 31 December 2004)

### PRIMARY INSTALLATIONS: 13

Alabama – Maxwell; Arizona – Luke; Florida – Tyndall; Mississippi – Columbus, Keesler; Oklahoma – Altus, Vance; Texas – Goodfellow, Lackland, Laughlin, Randolph, Sheppard

**PERSONNEL ASSIGNED:** 59,064 (9,191 officers; 34,930 enlisted; 14,943 civilians)

**AIRCRAFT ASSIGNED:** 1,666 (T-1A, T-6A, T-37B, T-38A/C, AT-38B, T-43A, T-3A, C-5A, C-17A, C-21A, C-130E/J, F-15C/D, F-16C/D, F/A-22, HC-130P, HH-60G, KC-135R, MC-130P/H, MH-53J, UH-1H/N/V)

### MAJOR SUBORDINATE UNITS:

5 major subordinate establishments:

**AIR UNIVERSITY**, Maxwell AFB AL

42d Air Base Wing, Maxwell AFB AL

Air Command and Staff College, Maxwell AFB AL

Air Force Institute of Technology, Wright-Patterson AFB OH

Air Force Institute for Advanced Distributed Learning, Maxwell AFB AL

Air Force Officer Accession and Training Schools, Maxwell AFB AL

Air University Library, Maxwell AFB AL  
Air War College, Maxwell AFB AL  
College of Aerospace Doctrine, Research, and Education, Maxwell AFB AL  
College for Enlisted Professional Military Education, Maxwell AFB AL  
Community College of the Air Force, Maxwell AFB AL  
Ira C. Eaker College for Professional Development, Maxwell AFB AL  
Squadron Officer College, Maxwell AFB AL  
USAF Civil Air Patrol, Maxwell AFB AL

**SECOND AIR FORCE**, Keesler AFB MS (4 wings, 1 independent group)

17th Training Wing, Goodfellow AFB TX  
37th Training Wing, Lackland AFB TX  
81st Training Wing, Keesler AFB MS  
82d Training Wing, Sheppard AFB TX  
381st Training Group, Vandenberg AFB CA

**NINETEENTH AIR FORCE**, Randolph AFB TX (10 wings, 3 independent groups)

12th Flying Training Wing, Randolph AFB TX  
14th Flying Training Wing, Columbus AFB MS  
47th Flying Training Wing, Laughlin AFB TX  
56th Fighter Wing, Luke AFB AZ  
58th Special Operations Wing, Kirtland AFB NM  
71st Flying Training Wing, Vance AFB OK  
80th Flying Training Wing, Sheppard AFB TX  
97th Air Mobility Wing, Altus AFB OK  
314th Airlift Wing, Little Rock AFB AR  
325th Fighter Wing, Tyndall AFB FL  
306th Flying Training Group, US Air Force Academy CO  
336th Training Group, Fairchild AFB WA  
479th Flying Training Group, Moody AFB GA

**USAF RECRUITING SERVICE**, Randolph AFB TX (4 groups)

360th Recruiting Group, Hanscom AFB MA  
367th Recruiting Group, Robins AFB GA  
369th Recruiting Group, Lackland AFB TX  
372d Recruiting Group, Hill AFB UT

**59TH MEDICAL WING**, Lackland AFB TX

## **COMMAND LEADERSHIP**

General Donald G. Cook continued to serve as the AETC commander, and Lt Gen John D. Hopper, Jr., remained the vice commander.

## **ORGANIZATION**

*Manpower and Personnel Directorate.* HQ AETC merged its manpower and personnel functions on 1 July 2004; however, it was not until 1 October that AETC named the organization the Directorate of Manpower and Personnel.

***306th Flying Training Group Activated.*** On 4 October 2004, AETC activated the 306th Flying Training Group at the US Air Force Academy in Colorado and assigned it to Nineteenth Air Force. Its mission was to conduct the academy's airmanship programs. The group had three flying training squadrons assigned, the 94th, 98th, and 551st, and the 306th Operations Support Squadron (OSS).

**17 July 2004:** General Cook talks to a security forces Airman deployed to Karshi-Khanabad Air Base (known as K2) in Uzbekistan. General Cook was there to observe operations in the US Central Command area of operations.



## EDUCATION

***Force Shaping and AFROTC.*** The Air Force announced its first phase of force shaping in January 2004. It allowed up to 120 AFROTC cadets, graduating in fiscal year 2004, to get their commissions and move directly to the Air Reserve Component (ARC).

***AFIT Announced the Graduation of Its First NCO from the Master's Degree Program.*** In March 2004 the Air Force Institute of Technology announced 10 of the first 14 NCOs to enroll in its master's degree programs completed their degrees. Two more graduated in June, and the remaining two finished in September 2004.

***Chief Master Sergeant's Course.*** In August 2004 a group of active duty, Air National Guard, and Air Force Reserve chief master sergeants took part in the validation of the new CMSgt Leadership Course.

## FLYING TRAINING

***First T-38C Arrives at Moody.*** On 27 February 2004, command managers accepted the first T-38C trainer for the Introduction to Fighter Fundamentals (IFF) course at Moody AFB, Georgia. Air Education and Training Command assigned the aircraft to the 479th Flying Training Group, Nineteenth Air Force.

***Night Vision Goggles Training at Altus.*** The C-17 formal training unit (FTU) at Altus AFB, Oklahoma, began night vision goggles training in the air land, air drop, single-ship, and formation low-level missions on 1 October 2004. The training was for its initial qualification and air drop students.

**All Blue SUPT-H Class.** The first all blue suit SUPT-Helicopter course began on 11 May 2004 at Fort Rucker, Alabama. Nine students graduated on 9 November 2004.

**Flight Screening Program.** On 11 August 2004, HQ AETC released the request for proposal for the new 25-hour flight screening program for pilots and combat systems officers.

**Combat Systems Officer Training at Randolph AFB.** The 12th Flying Training Wing began its first combat systems officer (CSO) course on 30 September 2004. The class graduated on 22 July 2005.

## MILITARY TRAINING

**Basic Combat Convoy Course Opens.** On 7 June 2004, the 37th Training Wing began its first Basic Combat Convoy Course (BC3) at Camp Bullis, Texas. The class graduated on 25 June.

Training activities included battle drills, mission planning and supervision, urban navigation, and convoy operations.



**New Policy for Medical Accessions.** Air Force Recruiting Service issued a procedural guidance message on 22 September 2004 that directed using dedicated recruiters to handle medical accessions. In addition, those recruiters assisted in other recruiting programs, but without specific goals to meet. A couple of months later Recruiting Service learned it faced a major drawdown by the end of fiscal year 2005. The number of recruiters would drop from 1,650 to 1,450.

**At Camp Bullis, the combat convoy course was expanding to include driving tractor trailer supply and gun trucks, and beginning in 2005 everyone in the course took combat lifesaver training.**

## MISCELLANEOUS

**Virtual Flag Exercise.** At Kirtland AFB, New Mexico, in May 2004, the 58th Training Squadron took part in Virtual Flag 04-3, the first integration of live-virtual constructive training. Virtual flags were quarterly distributed joint exercises that included a 3- to 4-hour component of a theater campaign that focused on command and control, intelligence, surveillance, and reconnaissance execution.

# 2005

A new commander, vice commander, and command chief arrived during the first half of the year. The 325th Fighter Wing received its final F-22 shipment; more would arrive in fiscal year 2007. The Air Staff projected a sizeable increase in officer and enlisted accessions (18,900 in fiscal year 2005 to 30,750 in fiscal year 2006 and again in 2007) that meant an increase in training across the board. Then in August Katrina arrived, the most devastating hurricane to hit the Gulf Coast since Camille in 1969. Luckily, AETC was prepared. The 81st Training Wing at Keesler AFB, Mississippi, had exercised and improved its hurricane response plan. Other AETC units like the 97th Air Mobility Wing at Altus AFB, Oklahoma, and the 314th Airlift Wing at Little Rock AFB, Arkansas, were ready to respond to whatever the need – movement of students, delivery of supplies, Airmen to assist with recovery efforts. General William R. Looney, the AETC commander, credited the strong AETC response to the fact that since 9-11 the command had become more expeditionary minded, from adding Warrior Week to basic training to deploying Airmen down range, even sending instructors to US Central Command's area of responsibility.

## ASSIGNED RESOURCES (As of 31 December 2005)

**PRIMARY INSTALLATIONS:** 13

Alabama – Maxwell; Arkansas – Little Rock; Arizona – Luke; Florida – Tyndall; Mississippi – Columbus, Keesler; Oklahoma – Altus, Vance; Texas – Goodfellow, Lackland, Laughlin, Randolph, Sheppard

**PERSONNEL ASSIGNED:** 55,056 (8,258 officers; 31,620 enlisted; 15,178 civilians)

**AIRCRAFT ASSIGNED:** 1,683 (T-1A, T-6A, T-37B, T-38A/C, AT-38B, T-43A, T-3A, C-5A, C-17A, C-21A, C-130E/J, F-15C/D, F-16C/D, F/A-22, HC-130P, HH-60G, KC-135R/T, MC-130H/P, MH-53J, UH-1H/N/V)

**MAJOR SUBORDINATE UNITS:**

5 major subordinate establishments:

**AIR UNIVERSITY**, Maxwell AFB AL  
42d Air Base Wing, Maxwell AFB AL  
Air Command and Staff College, Maxwell AFB AL  
Air Force Institute of Technology, Wright-Patterson AFB OH

Air Force Institute for Advanced Distributed Learning, Maxwell AFB AL  
Air Force Officer Accession and Training Schools, Maxwell AFB AL  
Air University Library, Maxwell AFB AL  
Air War College, Maxwell AFB AL  
College of Aerospace Doctrine, Research, and Education, Maxwell AFB AL  
College for Enlisted Professional Military Education, Maxwell AFB AL  
Community College of the Air Force, Maxwell AFB AL  
Ira C. Eaker College for Professional Development, Maxwell AFB AL  
School of Advanced Air and Space Studies, Maxwell AFB AL  
Squadron Officer College, Maxwell AFB AL  
USAF Civil Air Patrol, Maxwell AFB AL

**SECOND AIR FORCE**, Keesler AFB MS (4 wings, 1 independent group)

17th Training Wing, Goodfellow AFB TX  
37th Training Wing, Lackland AFB TX  
81st Training Wing, Keesler AFB MS  
82d Training Wing, Sheppard AFB TX  
381st Training Group, Vandenberg AFB CA

**NINETEENTH AIR FORCE**, Randolph AFB TX (10 wings, 3 independent groups)

12th Flying Training Wing, Randolph AFB TX  
14th Flying Training Wing, Columbus AFB MS  
47th Flying Training Wing, Laughlin AFB TX  
56th Fighter Wing, Luke AFB AZ  
58th Special Operations Wing, Kirtland AFB NM  
71st Flying Training Wing, Vance AFB OK  
80th Flying Training Wing, Sheppard AFB TX  
97th Air Mobility Wing, Altus AFB OK  
314th Airlift Wing, Little Rock AFB AR  
325th Fighter Wing, Tyndall AFB FL  
306th Flying Training Group, US Air Force Academy CO  
336th Training Group, Fairchild AFB WA  
479th Flying Training Group, Moody AFB GA

**USAF RECRUITING SERVICE**, Randolph AFB TX (4 groups)

360th Recruiting Group, Hanscom AFB MA  
367th Recruiting Group, Robins AFB GA  
369th Recruiting Group, Lackland AFB TX  
372d Recruiting Group, Hill AFB UT

**59TH MEDICAL WING**, Lackland AFB TX

## **COMMAND LEADERSHIP**

General Donald G. Cook continued to serve as the AETC commander until 16 June 2005, retiring after 36 years of Air Force service. General William R. Looney assumed command on



17 June 2005. He had previously served as Commander of the Aeronautical Systems Center at Wright-Patterson AFB, Ohio. Lieutenant General John D. Hopper, Jr., remained the vice commander until 12 April 2005 when he went on terminal leave. He retired on 1 June 2005. On 13 April 2005, Lt Gen Dennis R. Larsen became the vice commander, having previously served as a special assistant to the Nineteenth Air Force commander.

## ORGANIZATION

***Air Force Security Assistance Training (AFSAT) Squadron.*** On 16 August 2005, HQ AETC realigned the AFSAT Squadron to the International Training and Education Directorate.

## EDUCATION

***Air Force Senior NCO Academy.*** On 5 March 2005, the Air Force Senior NCO Academy graduated its first class of chief master sergeants and chief-selects from the Chief Master Sergeant Leadership Course. More than 200 students completed the new fourth-level professional military education course. The academy planned to offer the eight-day course three times a year.

***Professional Military Comptroller School Transitioned to Wireless Classroom.*** This school began using a wireless classroom environment. In October the school gave faculty and students laptop computers and then switched all student coursework, testing, and evaluations to electronic means.

## FLYING TRAINING

***Raptor Program Milestone.*** On 7 January 2005, the Raptor program reached a milestone when 325th Fighter Wing pilots at Tyndall AFB, Florida, ferried five F-22As from the plant to the base, the largest single delivery of this aircraft to date. Three months later Raptor number 039 landed at Tyndall (22 April) to complete delivery of all of the wings new aircraft until more arrived in fiscal year 2007.

***CV-22 Preparations Continued at Kirtland AFB, New Mexico.*** In preparation for the arrival of the CV-22 at Kirtland, on 20 May 2005, AETC activated the 71st Special Operations Squadron to provide CV-22 crew training. At the same time, the 58th Special Operations Wing put the 71st Aircraft Maintenance Unit in operation by assigning 93 personnel to support the CV-22 upon its arrival at Kirtland. The Air Force took possession of its first production CV-22 at the Bell Helicopter production facility in Amarillo, Texas, on 19 September 2005.

***TH-1H Goes into Operation.*** On 5 August 2005, AETC's helicopter trainers flew the TH-1H for the first time. The helicopter was a modified UH-1H that the Army transferred to the Air Force for the all blue SUPT-H course.

***Initial Flight Screening.*** A 25-hour Initial Flight Screening (IFS) program went into effect on 1 November 2005. It replaced the old Initial Flight Training (IFT) program. The IFS program was very similar to the program put in place at the Air Force Academy on 6 June 2005.

***F-16 Updates for the 56th Fighter Wing.*** The first of Luke's Block 40/42 F-16s entered the Common Configuration Improvement Program (CCIP) modification line at the Ogden Air Logistics Center, Hill AFB, Utah. This program involved upgraded avionics, increased communications capabilities, and combat enhancement. The first modified F-16 returned to Luke AFB on 15 February 2006.

## TECHNICAL TRAINING

***Joint Strike Fighter Technician Training in Planning Stages.*** During a training planning team meeting at Randolph AFB in August 2005, all agreed that Air Force crew chiefs and avionics and armament technicians would receive general initial skills training at Sheppard before they received air vehicle-specific training at the integrated training center set to operate at Eglin AFB, Florida.

## MISCELLANEOUS

***Hurricane Katrina.*** The National Hurricane Center issued its first advisory on Katrina, a tropical depression, on 23 August 2005. By 25 August Katrina was a hurricane growing in strength. Keesler AFB personnel received direction to evacuate or take shelter on 27 August. On base shelters opened the next day. Katrina hit on the 28th of August dumping 8-10 inches of rain and hitting the Gulfport-Biloxi area with a storm surge of about 18 feet. Three C-17s from the 97th Air Mobility Wing evacuated 1,074 non-prior service students 1-3 September. As of late 4 September, the 37th Training Wing reported they had received a total of 9,888 evacuees at Kelly USA. By 1 November 2005, the 81st Training Wing had 27 of its 56 initial skills courses back in operation.



**1 September 2005: Students from the 332d and 335th Training Squadrons at Keesler AFB, Mississippi, crowd aboard a C-17. The 58th Airlift Squadron from Altus AFB, Oklahoma, evacuated them to Sheppard AFB, Texas.**



**Angel One, a team of 12 chaplains, deployed to Keesler to assist local chaplains.**

**2006**

**The Balanced Scorecard system went into practice in AETC. General William Mooney brought the idea to AETC. The Harvard Business School developed the Balanced Scorecard as a strategy management system that aligned business processes with the strategic mission and vision of the command. In AETC the intent was to improve internal and external communications and monitor organization performance against strategic goals. By August 2006, General Looney had approved the strategy maps created by his numbered air forces and Recruiting Service.**

### **ASSIGNED RESOURCES**

(As of 31 December 2006)

**PRIMARY INSTALLATIONS:** 13

Alabama – Maxwell; Arkansas – Little Rock; Arizona – Luke; Florida – Tyndall; Mississippi – Columbus, Keesler; Oklahoma – Altus, Vance; Texas – Goodfellow, Lackland, Laughlin, Randolph, Sheppard

**PERSONNEL ASSIGNED:** 53,173 (8,979 officers; 31,154 enlisted; 13,040 civilians)

**AIRCRAFT ASSIGNED:** 1,687 (T-1A, T-6A, T-37B, T-38A/C, AT-38B, T-43A, T-3A, C-5A, C-17A, C-21A, C-130E/J, CV-22, F-15C/D, F-16C/D, F/A-22, HC-130P, HH-60G, KC-135R/T, MC-130H/P, MH-53J, UH-1H/N/V)

### **MAJOR SUBORDINATE UNITS:**

5 major subordinate establishments:

**AIR UNIVERSITY**, Maxwell AFB AL

42d Air Base Wing, Maxwell AFB AL

Air Command and Staff College, Maxwell AFB AL

Air Force Institute of Technology, Wright-Patterson AFB OH

Air Force Institute for Advanced Distributed Learning, Maxwell AFB AL

Air Force Officer Accession and Training Schools, Maxwell AFB AL

Air War College, Maxwell AFB AL

College of Aerospace Doctrine, Research, and Education, Maxwell AFB AL

College for Enlisted Professional Military Education, Maxwell AFB AL

Community College of the Air Force, Maxwell AFB AL

Air Force Doctrine Center, Maxwell AFB AL

Ira C. Eaker College for Professional Development, Maxwell AFB AL

Muir S. Fairchild Research Information Center, Maxwell AFB AL

Squadron Officer College, Maxwell AFB AL  
USAF Civil Air Patrol, Maxwell AFB AL

**SECOND AIR FORCE**, Keesler AFB MS (4 wings, 1 independent group)

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81st Training Wing, Keesler AFB MS  
82d Training Wing, Sheppard AFB TX  
381st Training Group, Vandenberg AFB CA

**NINETEENTH AIR FORCE**, Randolph AFB TX (10 wings, 3 independent groups)

12th Flying Training Wing, Randolph AFB TX  
14th Flying Training Wing, Columbus AFB MS  
47th Flying Training Wing, Laughlin AFB TX  
56th Fighter Wing, Luke AFB AZ  
58th Special Operations Wing, Kirtland AFB NM  
71st Flying Training Wing, Vance AFB OK  
80th Flying Training Wing, Sheppard AFB TX  
97th Air Mobility Wing, Altus AFB OK  
314th Airlift Wing, Little Rock AFB AR  
325th Fighter Wing, Tyndall AFB FL  
306th Flying Training Group, US Air Force Academy CO  
336th Training Group, Fairchild AFB WA  
479th Flying Training Group, Moody AFB GA

**USAF RECRUITING SERVICE**, Randolph AFB TX (4 groups)

360th Recruiting Group, Hanscom AFB MA  
367th Recruiting Group, Robins AFB GA  
369th Recruiting Group, Lackland AFB TX  
372d Recruiting Group, Hill AFB UT

**59TH MEDICAL WING**, Lackland AFB TX

## **COMMAND LEADERSHIP**

General William R. Looney III continued to serve as the AETC commander, and Lt Gen Dennis R. Larson remained the vice commander.

## **ORGANIZATION**

*Air Force Doctrine Center.* On 1 October 2006, HQ USAF assigned its Air Force Doctrine Center to AETC, and AETC further assigned the center under Air University.

*Preparations Underway to Move Introduction to Fighter Fundamentals (IFF).* HQ AETC activated four operating locations on 1 October 2006 and assigned one to each of the

following flying training wings, the 12th at Randolph AFB, the 14th at Columbus, the 47th at Laughlin, and the 71st at Vance. This was in preparation for the move of IFF to each of these wings. On 10 January 2007, AETC replaced the operating locations at each of the wings with a detachment.

## EDUCATION

***Air Force Judge Advocate General School.*** HQ USAF transferred the Judge Advocate General School from AETC control to the Air Force Legal Operations Agency effective May 2006. Under this new arrangement, the school continued its education and training mission and served as the USAF legal education and information field support center.

***AU Began On-line Tutoring in 28 Foreign Languages.*** Beginning in September 2006, Air University offered on-line tutoring in 28 foreign languages to active duty lieutenants and captains in an effort to improve the cultural sensitivity and linguistics skills of all Air Force personnel.

## FLYING TRAINING

***Doss Aviation Awarded IFS Contract.*** HQ AETC announced the awarding of the Initial Flight Screening contract to Doss Aviation, Colorado Springs, Colorado. A detachment of the 306th Fighter Group activated on 15 March 2006 at Pueblo, Colorado, to oversee contract IFS activities. Preparations for the first IFS course began at Pueblo on 1 October 2006. Fifteen students entered training on 13 October 2006.

***58 SOW Receives First Operational CV-22.*** On 20 March 2006, the 58th Special Operations Wing finally received its first operational CV-22 at Kirtland AFB, New Mexico. The first training sortie took place on 19 July 2006 to upgrade two of the initial cadre of instructor pilots and flight engineers. The first class began 12 December 2006, with two pilots and two flight instructors at Kirtland.

***Air Force Names F-35 the Lightning II.*** HQ USAF named the F-35 the Lightning II on 7 July 2006. The name was in remembrance of Lockheed Martin's World War II-era twin-propeller P-38 Lightning. A month later, on 1 August 2006, as expected HQ USAF named AETC the lead command for the F-35 training mission.

***AETC's T-3As Salvaged in Place.*** HQ USAF finally reached a decision on 31 August 2006 that AETC's fleet of T-3A flight screening aircraft would be salvaged in place. A contractor carried out the operation 11-25 September 2006.

***B-Course Begins with CCIP-Modified Aircraft.*** On 25 September 2006, the 56th Fighter Wing began its first F-16 B-course with CCIP-modified aircraft.

***F-15 Training Reduced.*** With fewer F-15 aircraft, students, and flying hours, AETC inactivated the 1st Fighter Squadron at Tyndall AFB, Florida, on 15 December 2006. That was also the date the squadron's last F-15 B-course ended.

## TECHNICAL TRAINING

***Combat Dive School Class Graduates.*** At the Combat Dive School located with the Naval Dive Salvage Training Center in Panama City, AETC graduated its first class on 2 March 2006.

## MILITARY TRAINING

***Air Force Chief of Staff Announces New Length for BMT.*** General T. Michael Moseley announced that basic military training would set at 8.5 weeks as of fiscal year 2008, not the 11.5 weeks earlier discussed.

***New Recruit Housing and Training Facilities.*** On 27 April 2006, General Moseley directed AETC to build eight new Recruit Housing and Training facilities over the next six years. To get the project started, HQ USAF gave AETC \$2 million in May to begin design work.

***Air Force Recruiting Service “Do Something Amazing” Campaign.*** Recruiting Service opened a new campaign on 20 September 2006, and they called it “Do Something Amazing”. The new campaign involved advertising online and through television and used unscripted documentary-style personal narratives of Airmen talking about their role in the US Air Force.

## MISCELLANEOUS

***In Lieu of Training.*** HQ AETC activated the 602 Training Group (Provisional) at Keesler AFB, Mississippi, on 22 August 2006. The group provided Second Air Force with oversight of the down range In Lieu of (ILO) mission. In addition, the 602d had a number of subordinate detachments located at various Army training location to assist with ILO training.



**Airmen receive training needed to survive in a hostile environment.**



# 2007

**Introduction to Fighter Fundamentals training went into operation at several locations in AETC, rebuilding in the aftermath of Hurricane Katrina continued at Keesler, Altus ended C-5 training, and AETC found itself providing a new kind of training for Airmen filling jobs normally performed by Army personnel. The Air Force called it in lieu of (ILO) training. Much of AETC also worked to build up an Iraqi air force by first setting up an Iraqi Air Force training school that included centers for flying, technical, and English language training. In April the first technical training began, followed in October by flying training. At the same time, AETC had similar efforts underway in Afghanistan.**

## **ASSIGNED RESOURCES**

(As of 31 December 2007)

**PRIMARY INSTALLATIONS:** 13

Alabama – Maxwell; Arkansas – Little Rock; Arizona – Luke; Florida – Tyndall; Mississippi – Columbus, Keesler; Oklahoma – Altus, Vance; Texas – Goodfellow, Lackland, Laughlin, Randolph, Sheppard

**PERSONNEL ASSIGNED:** 53,065 (8,360 officers; 30,225 enlisted; 14,480 civilians)

**AIRCRAFT ASSIGNED:** 1,486 (T-1A, T-6A, T-37B, T-38A/C, T-43A, C-17A, C-21A, C-130E/J, CV-22, F-15C/D, F-16C/D, F/A-22, HC-130P, HH-60G, KC-135R/T, MC-130H/P, UH-1H/N/V)

**MAJOR SUBORDINATE UNITS:** 5

**AIR UNIVERSITY, Maxwell AFB AL**

42d Air Base Wing, Maxwell AFB AL

Air Command and Staff College, Maxwell AFB AL

Air Force Institute of Technology, Wright-Patterson AFB OH

Air Force Institute for Advanced Distributed Learning, Maxwell AFB AL

Air Force Officer Accession and Training Schools, Maxwell AFB AL

Air War College, Maxwell AFB AL

College for Enlisted Professional Military Education, Maxwell AFB AL

Community College of the Air Force, Maxwell AFB AL

Air Force Doctrine Development and Education Center, Maxwell AFB AL

Ira C. Eaker College for Professional Development, Maxwell AFB AL

Muir S. Fairchild Research Information Center, Maxwell AFB AL

School for Advanced Airpower and Space Studies

Squadron Officer College, Maxwell AFB AL  
USAF Civil Air Patrol, Maxwell AFB AL

**SECOND AIR FORCE**, Keesler AFB MS (4 wings, 1 independent group)

17th Training Wing, Goodfellow AFB TX  
37th Training Wing, Lackland AFB TX  
81st Training Wing, Keesler AFB MS  
82d Training Wing, Sheppard AFB TX  
381st Training Group, Vandenberg AFB CA

**NINETEENTH AIR FORCE**, Randolph AFB TX (10 wings, 2 independent groups)

12th Flying Training Wing, Randolph AFB TX  
14th Flying Training Wing, Columbus AFB MS  
47th Flying Training Wing, Laughlin AFB TX  
56th Fighter Wing, Luke AFB AZ  
58th Special Operations Wing, Kirtland AFB NM  
71st Flying Training Wing, Vance AFB OK  
80th Flying Training Wing, Sheppard AFB TX  
97th Air Mobility Wing, Altus AFB OK  
314th Airlift Wing, Little Rock AFB AR  
325th Fighter Wing, Tyndall AFB FL  
306th Flying Training Group, US Air Force Academy CO  
336th Training Group, Fairchild AFB WA

**USAF RECRUITING SERVICE**, Randolph AFB TX (4 groups)

360th Recruiting Group, Hanscom AFB MA  
367th Recruiting Group, Robins AFB GA  
369th Recruiting Group, Lackland AFB TX  
372d Recruiting Group, Hill AFB UT

**59TH MEDICAL WING**, Lackland AFB TX

## **COMMAND LEADERSHIP**

General William R. Looney III continued to serve as the AETC commander and Lt Gen Dennis R. Larson served as the vice commander until 26 July 2007, retiring after nearly 36 years of service. Major General Mark Welsh III replaced Lt Gen Larson as vice commander on 27 July 2007 having previously served as Deputy Commander for Joint Functional Component Command for Intelligence, Surveillance, and Reconnaissance at US Strategic Command

## **ORGANIZATION**

**479 Flying Training Group.** This group at Moody AFB, Georgia, ended flying operation in April 2007. HQ AETC inactivated the group on 21 June 2007, as the result of 2005 Base

Realignment and Closure decisions. This ended AETC's six-year IFF mission operating at a single location.

***College of Aerospace Doctrine, Research, and Education (CADRE) Inactivated.*** Effective 1 August 2007, AETC inactivated CADRE and used its asset to assist with the operation of the Doctrine Center. On the same day, HQ USAF redesignated the Doctrine Center as the HQ Air Force Doctrine Development and Education Center.

***Air University Library Redesignated.*** HQ USAF approved the redesignation of the Air University Library as the Muir S. Fairchild Research Information Center on 19 January 2007. General Fairchild had served as Commandant of Air University, 1946-1948.

## FLYING TRAINING

***CV-22 Training Pipeline Opened at Kirtland AFB.*** In February 2007 the 58th Special Operations Wing reported it had four aircraft, eight instructor pilots, and eight instructor flight engineers, enough to open the CV-22 training pipeline for selected experienced pilots and flight engineers, those with MH-53 or MC-130 experience. In October the first SUPT-H graduates went directly to CV-22 training.



**30 January 2007:** The 58th Special Operations Wing, Kirtland AFB, New Mexico, announced its CV-22 program had enough aircraft, maintenance infrastructure, and training cadre available to begin training aircrews for the aircraft.

***Raptor IFF Training Begins with New Track E.*** In October 2007 the 435th Flying Training Squadron at Randolph AFB began Raptor Introduction to Fighter Fundamentals training with a new Track E. The eight entrants successfully completed the class in December. Four, based on their performance in IFF, continued on to Luke AFB, Arizona, for the F-16 lead-in course.

***Four-Pronged Concept for First F-22 B Course.*** On 9 April 2007, AETC commander Gen William Looney, approved a four-pronged concept that included a F-15C/F-22 IFF track, F-16 prequalification course, a small group tryout syllabus, and the selection of three SUPT graduates and one first assignment instructor pilot (FAIP) as candidates for the first F-22 B Course.

***C-5 Training Moved to Kelly Field Annex and Air Force Reserve Command.*** The 97th Air Mobility Wing moved its entire C-5 student load from Altus AFB in July 2007 to the 433d Airlift Wing (AFRC) at Kelly Field Annex, Texas. During this same timeframe, Altus AFB saw the departure of its last three C-5s. In October 2005 the last of the C-5 personnel departed the base.

## TECHNICAL TRAINING

***Electronic Handheld Devices Incorporated into Medical Technician Course.*** The Independent Duty Medical Technician (IDMT) course at Sheppard began using electronic handheld devices in place of printed textbooks. The change took place 16 February 2007. Soon after instructors noticed that students showed an increase in analytical skills and competency along with a reduction in attrition rates.

***Computer-Based SERE Training.*** The new survival, evasion, resistance and escape (SERE) 100 computer-based training course became a requirement for all Air Force active duty and Air Reserve Component personnel to complete by 30 June 2008.

***Air Force Academy (AFA) Suggest Giving Cadets SERE Training at the Academy.*** On 10 August 2007, AFA Superintendent Lt Gen John F. Regni recommended that academy cadets receive survival, evasion, and hostage training at the academy rather than sending student to the survival school at Fairchild AFB in Washington. At the fall Corona, the Chief of Staff of the Air Force approved the change, and training was set to begin in the summer of 2008.

## MISCELLANEOUS

***Training for the Iraqi Air Force.*** Beginning in March 2007, AETC provided technical training for the Iraqi Air Force at Taji Air Base, Iraq. Flying training began at Kirkuk, Iraq, in October 2007 with 12 Iraqi students in attendance.



**Members of the Defense Language Institute English Language Center at JBSA-Lackland AFB, Texas, helped the Iraqi Air Force military academy in Tikrit, Iraq, set up a computer laboratory as part of the academy's expanding English language training program.**

# 2008

Decisions from the 2005 round of Base Realignment and Closure continued to have a profound effect on AETC. There was a joint base to organize and operate, medical training to collocate, adjustments to make with regard to medical services provided by the 59th Medical Wing and Brooke Army Medical Center, flying and technical training to relocate, and F-35 training to stand up. Unmanned aircraft system (UAS) training opened when its first group of UPT graduates arrived at Randolph AFB in November to begin the UAS Lead-in Course. Then to eliminate casual time in pilot training, the Air Force Personnel Center implemented Smooth Flow with AETC assistance. Students began the Air and Space Basic Course, then Initial Flight Screening, and finally moved into specialized undergraduate pilot training, all part of a single training pipeline.

## ASSIGNED RESOURCES

(As of 31 December 2008)

**PRIMARY INSTALLATIONS:** 12

Alabama – Maxwell; Arizona – Luke; Florida – Tyndall; Mississippi – Columbus, Keesler; Oklahoma – Altus, Vance; Texas – Goodfellow, Lackland, Laughlin, Randolph, Sheppard

**PERSONNEL ASSIGNED:** 47,923 (8,013 officers; 28,751 enlisted; 11,159 civilians)

**AIRCRAFT ASSIGNED:** 1,441 (T-1A, T-6A, T-37B, T-38C, T-43A, C-17A, C-21A, C-130E/J, CV-22B, F-15C/D, F-16C/D, F-22A, HC-130P, HH-60G, KC-135R, MC-130H/P, UH-1H/N/V)

**MAJOR SUBORDINATE UNITS:** 5

**AIR UNIVERSITY**, Maxwell AFB AL

42d Air Base Wing, Maxwell AFB AL

Air Force Institute of Technology, Wright-Patterson AFB OH

Air Force Research Institute, Maxwell AFB AL

Carl A Spaatz Center for Officer Education, Maxwell AFB AL

Curtis E. LeMay Center for Doctrine Development & Education, Maxwell AFB

Ira C. Eaker College for Professional Development, Maxwell AFB AL

Jeanne M. Holm Officer Accession & Citizen Development Center, Maxwell AFB AL

Muir S. Fairchild Research Information Center, Maxwell AFB AL

Thomas N. Barnes Center for Enlisted Education, Maxwell AFB-Gunter Annex AL

USAF Civil Air Patrol, Maxwell AFB AL

**SECOND AIR FORCE**, Keesler AFB MS (4 wings, 1 independent group)

17th Training Wing, Goodfellow AFB TX  
37th Training Wing, Lackland AFB TX  
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97th Air Mobility Wing, Altus AFB OK  
314th Airlift Wing, Little Rock AFB AR  
325th Fighter Wing, Tyndall AFB FL  
306th Flying Training Group, US Air Force Academy CO  
336th Training Group, Fairchild AFB WA

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369th Recruiting Group, Lackland AFB TX  
372d Recruiting Group, Hill AFB UT

**59TH MEDICAL WING**, Lackland AFB TX

## **COMMAND LEADERSHIP**

General William R. Looney III continued to serve as the AETC commander until 1 July 2008, retiring after more than 36 years of service. General Stephen R. Lorenz, formerly commander of Air University, followed General Looney as Commander on 2 July 2008. Major General Mark Welsh III served as the vice commander until 14 July 2008 when he moved on to become the Associate Director of the Central Intelligence Agency for Military Support and Military Affairs. Major General Anthony Przbyslawski replaced Maj Gen Welsh as vice commander on 15 July 2007, having previously served as the AETC Director for Intelligence and Air, Space, and Information Operations.

## **ORGANIZATION**

*Technical and Flying Training Operations Centers Activated.* In 2006 the AETC commander Lt Gen William R. Looney approved setting up operations centers at Second and Nineteenth Air Force; however, it two years before HQ USAF approved the idea. Technical Training Operations Center (TTOC) activated 24 June 2008, assigned to Second Air Force. The TTOC brought in personnel to support the in lieu of training mission and resulted in HQ AETC



agreement to move things like accessions, classification, and student program from the headquarters to the numbered air force (NAF) . The Flying Training Operations Center (FTOC) activated on 17 July 2008, assigned to Nineteenth Air Force. It came at the right time, as a number of force shaping initiatives threatened to sharply reduce the size of Nineteenth Air Force. Now the NAF shifted responsibility for programs like joint specialized undergraduate navigator, follow-on pilot, and enlisted aircrew training to the FTOC.

***AU Reorganizes and Establishes Several New Centers.*** In 2008 Air University established a number of centers to combine like kinds of training and education under one organization. Air University considered these changes necessary to accommodate earlier reductions in personnel caused by various force shaping initiatives like Program Budget Decision 720. Each of the centers honored an airpower legend. They included the Carl A Spaatz Center for Officer Education, the Curtis E. LeMay Center for Doctrine Development & Education, the Jeanne M. Holm Officer Accession & Citizen Development Center, and the Thomas N. Barnes Center for Enlisted Education.

***Force Support Squadrons.*** Between March 2008 and July 2009, AETC created 12 force support squadrons in the field. At seven wings, the already active mission support squadron became a force support squadron. The other six wings replaced their services squadron with a force support squadron. HQ USAF approved all of the redesignations.

## INSTALLATIONS

***Little Rock AFB, Arkansas.*** On 1 October 2008, Air Education and Training Command transferred Little Rock AFB to Air Mobility Command (AMC). With that change, AETC's 314th Airlift Wing no longer served as host wing at Little Rock. The change in control of the base came about due to the increased growth of the AMC mission.

## EDUCATION

***Civilian Acculturation and Leadership Training (CALT).*** The first of four pilot CALT courses began on 27 October 2008 in the Officer Training School complex. An Air Force chief of staff initiative, CALT was a two-week program to orient new civilians to the Air Force by providing a unique in-residence experience focused on Air Force culture, mission, and the significant role leaders played in organizational success.



**3 November 2008: CALT student Jana Ramon assists fellow student Eric Chan during a physical problem-solving exercise at Maxwell's Project X training facility, just one of the many elements of training they received during their two weeks at Officer Training School.**

## FLYING TRAINING

***First Four Initial Qualification Students Graduate from F-22 FTU.*** On 1 November 2008, the 325th Fighter Wing at Tyndall AFB, Florida, graduated its first four F-22 initial qualification students from the Raptor formal training unit.

***UAS Undergraduate Fundamentals Course.*** This class of new pilots began their first step toward becoming Unmanned Aircraft Systems (UAS) pilots when they entered IFS training at Pueblo, Colorado, on 5 January 2009. This was followed by a two and half month UAS instrument qualification course, and then a month long UAS fundamentals course, both at Randolph AFB. Finally, students went to Nellis AFB, Nevada, for the two-week Joint Firepower course and then three months at the MQ-1 FTU at Creech AFB, Nevada. The class completed training in September 2009.

**21 November 2008:** An instructor from the 563d Flying Training Squadron tests a battle space simulator before training begins.



## MILITARY TRAINING

***BMT 8.5-Week Course.*** On November 2008, the first group of Air Force recruits to go through the 8.5-week basic military training program arrived at Lackland AFB.

***Basic Expeditionary Airman Skills Training (BEAST).*** The 37th Training Wing began sending students through its \$28 million BEAST program on 15 December 2008.

***Combat Battlefield Airmen Training.*** On 3 September 2008, HQ USAF announced cancellation of plans for combat battlefield Airmen training in favor of continued use of existing training sites to teach Airmen combat and survival skills.

## MISCELLANEOUS

***Grow Your Own Program Started by Recruiting Service.*** On 30 September 2008, Air Force Recruiting Service shifted to a Grow Your Own program to acquire fully qualified health professionals. This reduced the recruiting goal in favor of more scholarship offers.

# 2009

**At the beginning of the year, the command had almost 80,000 active duty, contractor, and civilian personnel assigned at more than a thousand places worldwide to meet mission requirements. Contractors made up a considerable part of the work force, especially in areas like aircraft maintenance and base operating source. It was the way AETC had chosen to handle Air Force-directed manpower cuts since the late 1980s. Over time AETC was not the only government agency that had increased its use of contractors. Now the Obama administration took notice and froze contract spending at 2000 levels. That was a 40 percent reduction for the Department of Defense. The DOD response was to find ways to in-source. By the end of fiscal year 2010, AETC had converted 45 contracts to civilian operations, and the command now had a workforce that was 20 percent contractor, 36 percent civilian, and 44 percent military.**

## **ASSIGNED RESOURCES**

(As of 31 December 2009)

### **PRIMARY INSTALLATIONS: 13**

Alabama – Maxwell; Arizona – Luke; Florida – Tyndall; Mississippi – Columbus, Keesler; Oklahoma – Altus, Vance; Texas – Goodfellow, Joint Base San Antonio (JBSA)-Fort Sam Houston, JBSA-Lackland, JBSA-Randolph, Laughlin, Sheppard

**PERSONNEL ASSIGNED:** 51,662 (7,574 officers; 27,150 enlisted; 16,938 civilians)

**AIRCRAFT ASSIGNED:** 1,440 (T-1A, T-6A, T-37B, T-38C, T-43A, C-17A, C-21A, C-130E, C-130J, KC- 135R, F-15C/D, F-16C/D, F-22A, UH-1N, UH-1H, UH-1V, TH-1H, HH-60G, HC-130P, MC-130P, MC- 130H, CV-22B)

### **MAJOR SUBORDINATE UNITS: 6**

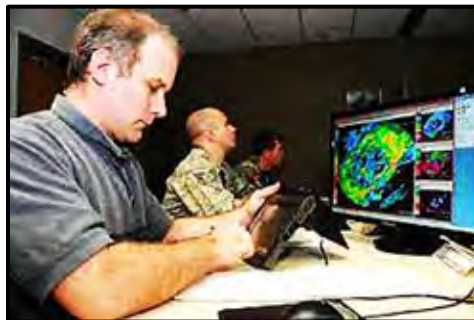
**AIR UNIVERSITY**, Maxwell AFB AL  
42d Air Base Wing, Maxwell AFB AL  
Air Force Institute of Technology, Wright-Patterson AFB OH  
Air Force Research Institute, Maxwell AFB AL  
Carl A. Spaatz Center for Officer Education, Maxwell AFB AL  
Curtis E. LeMay Center for Doctrine Development & Education, Maxwell AFB AL  
Ira C. Eaker Center for Professional Development, Maxwell AFB AL  
Jeanne M. Holm Officer Accession & Citizen Development Center, Maxwell AFB AL  
Muir S. Fairchild Research Information Center, Maxwell AFB AL  
Thomas N. Barnes Center for Enlisted Education, Maxwell AFB-Gunter Annex AL

**SECOND AIR FORCE**, Keesler AFB MS (4 wings, 1 independent group)

17th Training Wing, Goodfellow AFB TX  
37th Training Wing, JBSA-Lackland TX  
81st Training Wing, Keesler AFB MS  
82d Training Wing, Sheppard AFB TX  
381st Training Group, Vandenberg AFB CA

**NINETEENTH AIR FORCE**, JBSA-Randolph TX  
(11 wings, 1 independent groups)

12th Flying Training Wing, JBSA-Randolph TX  
14th Flying Training Wing, Columbus AFB MS  
33d Fighter Wing, Eglin AFB FL  
47th Flying Training Wing, Laughlin AFB TX  
56th Fighter Wing, Luke AFB AZ  
58th Special Operations Wing, Kirtland AFB NM  
71st Flying Training Wing, Vance AFB OK  
80th Flying Training Wing, Sheppard AFB TX  
97th Air Mobility Wing, Altus AFB OK  
314th Airlift Wing, Little Rock AFB AR  
325th Fighter Wing, Tyndall AFB FL  
306th Flying Training Group, US Air Force Academy CO  
336th Training Group, Fairchild AFB WA



**Students began using E-books in Keesler’s doppler weather course.**

**USAF RECRUITING SERVICE**, JBSA-Randolph TX (3 groups)

360th Recruiting Group, Hanscom AFB MA  
369th Recruiting Group, JBSA-Lackland TX  
372d Recruiting Group, Hill AFB UT

**59TH MEDICAL WING**, JBSA-Lackland TX

**502D AIR BASE WING**, JBSA- Fort Sam Houston TX

**COMMAND LEADERSHIP**

General Stephen R. Lorenz, continued to serve as commander and Maj Gen Anthony Przbyslawski remained as vice commander.

**ORGANIZATION**

**33d Fighter Wing.** On 1 October 2009, AETC gained the 33d Fighter Wing at Eglin AFB, Florida, from Air Combat Command’s Ninth Air Force. The wing operated the F-35 Joint Integrated Training Center on Eglin, and it reported to AETC’s Nineteenth Air Force.

**502d Air Base Wing.** Air Education and Training Command activated the 502d Air Base Wing on 1 August 2009 and stationed it on Fort Sam Houston in San Antonio, Texas. The wing would provide oversight of Joint Base San Antonio (Randolph AFB, Lackland AFB, Kelly Field, Fort Sam, and other areas).



***National Security Space Institute.*** Air Force Space Command and AETC reached agreement on 1 October to assign the National Security Space Institute to Air University. The institute remained at its Colorado Springs location. By making it a part of Air University's Eaker Center, the Air Force gained significant synergies between Space Professional Continuing Education, Professional Military Education and research activities.

***479th Flying Training Group Returned to Active Status.*** On 2 October 2009, AETC activated the 479th Flying Training Group at Naval Air Station (NAS) Pensacola, Florida, and assigned it to the 12th Flying Training Wing at Randolph AFB. The 479th's primary mission was to provide Combat System Officer training. Two years earlier AETC had inactivated the 479 FTG at Moody AFB, Georgia, where it had operated since 2000.

***367th Recruiting Group Inactivated.*** Effective 1 July 2009, AETC inactivated the 367th Recruiting Group at Robins AFB, Georgia. A reorganization and reduction in recruiters resulted in the inactivation of this group.

## EDUCATION

***Community College of the Air Force.*** Air University launched the new General Education Mobile program to partner with various community colleges around the US to bring on-line general education courses to CCAF students.

## FLYING TRAINING

***Non-rated Unmanned Aircraft System Candidates Begin Training.*** The first Beta-test class of new UAS pilot candidates who volunteered from non-rated Air Force career fields entered initial flight screening at Pueblo, Colorado. Training began on 5 January 2009.

***F-35 Limit Set for Eglin AFB.*** On 5 February 2009, HQ USAF signed a Joint Integrated Training Center record of decision that limited the number of F-35s stationed on Eglin AFB, Florida, to 59.

***Undergraduate Air Battle Manager.*** HQ USAF decided, on 9 April 2009, to establish a flying training requirement in Undergraduate Air Battle Manager training. It allowed students to receive their wings at the end of the course like the rest of the rated career fields.

***HC/MC-130 Recapitalization Program.*** At Kirtland AFB, New Mexico, AETC activated a detachment assigned to the 58th Special Operations Wing to facilitate the bed down of updated HC/MC-130 aircraft.

**An early January 2010 storm blanketed Altus AFB, Oklahoma, with heavy ice.**



## MILITARY TRAINING

***Enlisted UAS Sensor Operator Training.*** At Randolph AFB, Texas, the 12th Flying Training Wing began enlisted unmanned aircraft system sensor operator (1U0X1) training on 17 August 2009. The first class included 10 students.

***Cyber Specialties Recruiting Begins.*** Air Force Recruiting Service began accessioning for the new cyber Air Force specialty codes. Recruiting began on 1 August 2009.

***BEAST II Operational.*** A ribbon-cutting ceremony took place on 28 October 2009 at Lackland AFB to mark the completion the second phase of BEAST. That phase included new office space for instructors, as well as medical care and dining facilities.

***First Airman Training Complex Gets Underway.*** The 37th Training Wing broke ground for its first Airman Training Complex, a replacement for some of the Recruit Housing and Training Center facilities built in the 1960s and 1970s.

## TECHNICAL TRAINING

***Air Force Named Lead Service for Medical Education Training Center.*** On 30 July US Army, Navy, and Air Force Surgeon Generals agreed that the Air Force (AETC) take the lead with the new Medical Education Training Center (METC) at JBSA-Fort Sam Houston, responsible for resource management and logistics. The Army had responsibility for civilian personnel, and the Navy would always fill either the commander or vice commander position at METC.

***Force Support Badge.*** In 2006 the Air Force started to merge manpower, personnel, and services career fields. The first officer force support (AFSC 38F) class graduated at Keesler in December 2008. At about the same time, the new career field gained a badge that captured the hallmark of force support organizations, strength, vigilance, spirit, and camaraderie.



## MISCELLANEOUS

***12-Core Functions Concept.*** The Air Force put a 12-core functions concept in place to help manage its massive budget process. Building Partnerships was the one core function that fell under AETC; its Agile Support function came under Air Force Materiel Command.

***Strike at Vance AFB, Oklahoma.*** On 8 June 2009, union workers walked out at Vance in a strike against CSC Applied Technologies and three of its subcontractors. Seven days later a KC-135 from Altus AFB, Oklahoma, picked up 27 passengers and transported them to Randolph and Laughlin AFBs to continue their training. The strike ended on 23 June, and by 26 June flying operations were underway at the 71st Flying Training Wing.

***Active Shooter Exercises.*** A lone gunman opened fire at Fort Hood, Texas, on 5 November 2009. Thirteen people died and 43 were wounded. At the direction of Secretary of Defense Robert Gates, the AETC commander Gen Stephen Lorenz, led a review of the incident. One of the outcomes of that review, was Air Force implementation of periodic active shooter exercises.



## JOINT BASE SAN ANTONIO

The National Defense Authorization Act for fiscal year 2002 authorized the Defense Department to pursue a base closure and realignment (BRAC) round in 2005. The authorizing legislation was the Defense Base Closure and Realignment Act of 1990, as amended through the fiscal year 2005 authorization act. One of the recommendations called for the implementation of joint basing. Joint basing involved a single entity that managed the support functions of two or more adjacent Department of Defense (DOD) installations. The commission felt that combined support functions eliminated duplicated efforts and created a single efficient organization. On 9 November 2005, President George W. Bush endorsed the recommendations of the BRAC Commission and signed them into law. For San Antonio, the commission recommended joint basing for the three major installations around the city - Fort Sam Houston, Lackland AFB, and Randolph AFB. Unlike the other 11 joint bases around the country that were generally adjacent or very close to one another, Joint Base San Antonio (JBSA) combined installations spread across the seventh largest city in the United States. Randolph and Lackland were about 30 miles apart with Fort Sam Houston located roughly in the middle. The Army's Camp Bullis, 17 miles north-west of the San Antonio city center, served as a combat training center for both Services.

Headquarters AETC, as the lead organization for the Air Force in San Antonio, advocated and gained approval for activation of a new air base wing to perform the joint base support mission with an Air Force brigadier general as the joint base commander and an Army colonel as vice commander. Officials in HQ AETC selected the 502d Air Base Wing as the designation for the JBSA host wing. It was a logical choice since the wing had been an air base wing and the host unit for Maxwell AFB from November 1948 until inactivation in October 1994. The initial thought was to locate it at Lackland because it was an AETC base and it had the space to absorb the wing. However, there were greater benefits to putting it on Fort Sam Houston, including the need to establish and maintain a strong Air Force-Army partnership to make JBSA a success. Furthermore, Fort Sam Houston was located at "center mass" of JBSA. Location of the wing in the middle of its outlying units, between Lackland, Randolph, and Camp Bullis, would ease command and control. Bed down at Fort Sam Houston would also benefit from the synergy of existing political and business interactions with the City of San Antonio, state and county governments, and a multitude of federal agencies. Even with the need to build a new headquarters building for the wing, AETC commander Gen Stephen R. Lorenz believed the mission implications outweighed the cost factors.

As the "supporting command" for JBSA and responsible for the base support functions, once fully operational, the Air Force would "own" all of the DOD property in San Antonio, effectively creating the largest installation in the Department of Defense and the biggest air base wing in the Air Force. With over 85,000 acres of combined property, over 79,500 military and civilian employees, and more than 124,600 students trained every year, providing base support to such diverse and multi-mission organizations was a daunting task. Equally challenging was establishing the foundation on which JBSA would operate - the Memorandum of Agreement (MOA) and identification of budgets and levels of reimbursable services and support. Air Education and Training Command and the Army's Installation Management Command (IMCOM)-West drafted the first version of the Joint Basing Memorandum of Agreement along with the functional and non-functional annexes (command authority, organizational structure, etc.) in August 2008. The MOA described the framework for delivering joint base installation support, detailing the expectations between the Air Force and Army for how JBSA would operate and provide services. It detailed 265 OSD-approved common output level standards (COLS), or

standards of service, for 47 installation support functions that each supporting command would provide to its joint base communities. Brigadier General Leonard A. Patrick, soon to become the JBSA commander, led a MOA review workshop on 9-11 June 2009 to finalize the draft; and AETC and IMCOM-West submitted the final agreement to the Pentagon on 10 July. The Vice Chief of Staff of the Army signed the agreement on 14 November 2009, followed by the Vice Chief of Staff of the Air Force two days later.

On 1 August 2009, AETC activated the 502d Air Base Wing (ABW). The wing gradually built its staff over the next few months, while it coordinated with the support functions at Fort Sam Houston, Lackland AFB, and Randolph AFB, in anticipation of JBSA achieving Initial Operational Capability (IOC). When IOC occurred, the 502d ABW assumed responsibility for the installation support mission. On 31 January 2010, the 502d ABW became the host unit at Lackland and Randolph vice the 37th Training Wing and 12th Flying Training Wing; and on 30 April 2010, the wing became the host unit at Fort Sam Houston and Camp Bullis. The US Army Garrison at Fort Sam Houston remained active until JBSA achieved Full Operational Capability (FOC) on 1 October 2010. At FOC the garrison inactivated. In December 2013 the 502 ABW executed a significant organizational transformation to realign its support groups by function as opposed to the existing geographic construct. Under the functional alignment, the wing still had a group at each major location, but each group had functional responsibilities spanning JBSA. For example, instead of three civil engineer squadrons, the wing had one at JBSA-Lackland to service all of JBSA.

Interestingly, as AETC prepared to standup the various organizations for Joint Base San Antonio, on 30 March 2009, the Government Accountability Office (GAO) released a report expressing doubt that joint basing would result in the savings anticipated, primarily because the new OSD-established operating standards for joint bases would cost more than base operations in the past. Standards the joint bases had to meet required a higher, thus more expensive, level of service, particularly with Army and Navy installations. This was not the last time this doubt was raised.

## **STRIKES IN AETC AND THEIR IMPACT ON TRAINING**

As AETC found itself relying more and more on contractors to provide services to compensate for manpower and budget cuts, its concern about the impact strikes would have on its ability to conduct training and meet mission requirements increased. While such work stoppages did not happen often, when they did the strikes had serious repercussions.

***Sheppard AFB.*** In March 1997 Lockheed Martin Corporation won in the re-competition of the Euro-NATO Joint Jet Pilot Training (ENJJPT) aircraft maintenance contract, replacing UNC Aviation Services. On 1 April 1997, machinists at the 80th Flying Training Wing at Sheppard AFB, Texas, went on strike because they were angry that Lockheed failed to rehire nearly 100 previous employees, cut a large majority of the salaries, and provided a reduced benefits package with significant cuts to leave days and medical and life insurance benefits. The strike was a short one, ending on 6 April after the company agreed to rehire 46 former UNC workers. Despite the turmoil the 82d Logistics Group commander at Sheppard reported to AETC's commander that "contracting-out works at Sheppard" needed a no-strike clause or a built-in cooling off period in situations when a contract was awarded to a new firm.

***Kirtland AFB.*** Since 1 October 1995, the 58th Special Operations Wing at Kirtland AFB, New Mexico, depended on Lockheed Martin to provide instructors for its simulators. Five years

later Lockheed Martin Integrated Systems (LMIS) won the next Aircrew Training and Rehearsal Support (ATRS) contract for simulator instructors. While Lockheed Martin won the contract, it raised problems as many of the instructors perceived this new contract changed their status from “white collar” to “blue collar” workers. Additionally, the contract reduced benefits and shifted pay from a set salary to hourly wages. On-going discussions between LMIS and the International Association of Machinist and Aerospace Workers’ (IAW) Union Local 794 broke down on 1 May 2001, when union members voted to strike. Wing leaders quickly implemented a recently completed strike plan to ensure student safety, site security, minimize impact on the wing’s programmed flying training (PFT), and allow LMIS the opportunity to meet contract obligations.

By early June 2001 with initial estimates that it would take as long as two years to recover from the strike’s impact on production, the AETC staff looked for ways to bring the Kirtland simulator contract work back in-house. Ultimately, the AETC commander opted to allow negotiations to continue. By 27 July aircrew production was behind for every weapons system for which the 58th Special Operations Wing was responsible.

Finally on 11 August 2001, after intense negotiations in Washington, D.C., Lockheed Martin and IAW union representatives reached a tentative agreement. Union members ratified it three days later. Most of the instructors returned to work on 16 August, with the rest reporting within the next five days. The Air Force’s share to settle the strike came to \$7.8 million, which AETC split 40-to-60 with the Air Force Special Operations Command. However, the real impact was on AETC’s ability to produce trained aircrews for the special operations community. Personnel from the wing estimated it would be November 2002 before operations returned to normal, and this was a relatively short strike. The impact on AETC went further as the headquarters and wings realized they had to develop strike contingency plans and identify dedicated personnel to oversee contract management with expertise in labor law, practices, and contract oversight.

**Vance AFB.** On 1 October 1960, Air Training Command chose Vance, an undergraduate pilot training (UPT) base in Enid, Oklahoma, for an Air Staff-mandated, two-year test on contracting out base operating support (BOS) functions. When it ended in June 1962, ATC recommended Vance return to normal military operations; but the Air Staff, thrilled by the savings gained from this first contract, directed Vance to continue with the outsourcing and replace military and civil service workers with contractors. By 2009 this contractor force had grown to over 800 people and was involved in almost every facet of wing operations from aircraft maintenance to the Child Care Development Center.

As the collective bargaining agreement between Computer Sciences Corporation (CSC) Applied Technologies and the IAW Local 898 was about to expire, the 71st Flying Training Wing leaders dusted off their labor strike plan and prepared for a potential strike. For the first time in decades, the base with the largest contractor workforce in AETC was facing a real possibility of a strike. The contentious issues involved wording on the drug policy, seniority, health insurance costs, paid time off policy, and grievance timelines. Functional areas affected by a strike included aircraft maintenance; aircrew life support; fuels; fire department; morale, welfare, and recreation; library; custodial services; supply and purchasing; civil engineering; transportation and vehicle maintenance; information technology; airfield management; and child development and youth centers.

The strike began on 8 June 2009, and the crisis action teams at the wing, Nineteenth Air Force, and HQ AETC sprang into action. Vance officials earlier implemented portions of the strike plan that called for them to take over fire department services by asking for the deployment of 30

active duty personnel to ensure the base could provide emergency airfield service 24 hours a day and military security forces for protection of the base. Most functions operated with minimum personnel, as well as limited hours and services. Flying training was on hold.

The situation with the closure of the child development center was a cause of considerable concern for both wing officials and parents. Long waiting lists for off-base child care exacerbated the uneasiness. Initially, parents called on babysitters, friends, neighbors, and grandparents to help. Within a week, the wing pulled together enough qualified personnel to provide day care for pre-school aged children, but the Youth Center for school aged children remained closed. The issue was critical enough for Vance's senior leaders to identify the child development center as one of a handful of functions that should not be contracted.

On the 10th day of the strike, Vance leaders decided to send senior class members and instructor pilots (IP) to other UPT bases. If it lasted beyond four weeks, the wing had to begin sending a cross-section of all students to other bases for training. Before relocating any students, AETC surveyed the other UPT bases to see if they had extra PFT production capacity and sufficient billeting for Vance's students and IPs. On 15 June 2009, a KC-135 from Altus AFB, Oklahoma, landed at Vance to pick up 27 passengers, dropping off 4 Introduction to Fighter Fundamentals (IFF) students and 2 IFF IPs at Randolph and 12 T-1 students, 8 T-1 IPs, and a squadron aviation resource manager at Laughlin AFB.

Contractors were so pervasive and ingrained in the fabric of everyday life at Vance that the wing struggled to find people to perform even the most mundane tasks. Wing leaders created a manpower pool of people willing to take on whatever needed to be done; for example, a female staff sergeant did a great job supervising a housekeeping crew and an air traffic controller helped by taking on responsibilities as an enlisted dormitory manager.

Knowing negotiators were to meet again on 20 June, wing officials briefed the AETC commander the afternoon before on options on what to do with Vance's other UPT students who found themselves in a "holding pattern". On 22 June 2009, contractor and union representatives reached a tentative agreement for a vote. Interestingly, once AETC made it clear that the mission would continue by moving students and IPs to Randolph and Laughlin, both sides seemed to lose enthusiasm for the strike. Union members ratified the agreement on 23 June by a large margin, ending the two-week walkout. During the course of the strike, 84 people from across the command deployed to Vance for a few days to a few weeks to provide basic services and security. Flying training resumed only three days later on 26 June 2009.

The 71st Flying Training Wing commander attributed his wing's review of its labor dispute plan, security forces squadron alignment and gate procedures, and shortfall analysis as major contributors to Vance's ability to cope with the strike. Nevertheless, the strike had consequences. The wing noted it was about 15 flying days or 3 weeks behind schedule in all of its classes. Consequently, the AETC commander approved slipping every class three weeks and graduating them later than programmed. This cost AETC a loss of about 13 pilots in fiscal year 2009.

Vance's strike caused some to wonder about the wisdom of having so many contractors in a single base's workforce. The wing commander said the Air Force should consider in-sourcing strategic core capabilities such as the child development center, the fire department, lodging, and purchasing as services that should not be contracted. The strike raised serious questions about the role contractors should play in critical training and support areas, questions also asked by others in the highest levels of government.

# 2010

**Along with Recruit, Train, and Educate, AETC's commander Gen Stephen Lorenz added "Innovate" to the command's list of core competencies. General Lorenz's tenure ended as the command entered a difficult period where it needed to restore trust in the enterprise from recruiting to the far ends of the Air University system. General Edward Rice, known as one of the deepest thinkers and most strategically focused Air Force leaders, took command in a turbulent time and proved to be exactly the leader to rebalance the priorities of the command. He examined the pipeline and every component of the training and education enterprise and made changes to personnel, courses, and equipment. He was laser-focused on accountability and modernization. During his tenure, the command examined replacing the T-38 with new, fifth generation warplane technologies; and AETC took steps to rebalance its forces in formal training units (FTU) to prepare Airmen for the coming F-35A.**

## **ASSIGNED RESOURCES**

(As of 31 December 2010)

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Alabama – Maxwell; Arizona – Luke; Florida – Tyndall; Mississippi – Columbus, Keesler; Oklahoma – Altus, Vance; Texas – Goodfellow, Joint Base San Antonio (JBSA)-Fort Sam Houston, JBSA-Lackland, JBSA-Randolph, Laughlin, Sheppard

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**MAJOR SUBORDINATE UNITS:** 6

**AIR UNIVERSITY, Maxwell AFB AL**  
42d Air Base Wing, Maxwell AFB AL  
Air Force Institute of Technology, Wright-Patterson AFB OH  
Air Force Research Institute, Maxwell AFB AL  
Carl A Spaatz Center for Officer Education, Maxwell AFB AL  
Curtis E. LeMay Center for Doctrine Development & Education, Maxwell AFB AL  
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372d Recruiting Group, Hill AFB UT

**59TH MEDICAL WING**, JBSA-Lackland TX

**502D AIR BASE WING**, JBSA-Fort Sam Houston TX

## **COMMAND LEADERSHIP**

General Stephen R. Lorenz continued to serve as commander until 16 November 2010, and then he retired. General Edward A. Rice assumed command on 17 November 2010. He previously served as Commander, US Forces Japan and Fifth Air Force. Major General Anthony F. Przbyslawski continued to serve as vice commander until April 2010 when he departed to become a Special Assistant to the Commander, Air Force Space Command. From April 2010 until 8 September 2010, Maj Gen James A. Whitmore, AETC Director for Intelligence, Operations, and Nuclear Integration served as interim vice commander. On 9 September 2010, the new vice commander, Lt Gen Douglas H. Owens, took office. He had previously served as the vice commander of Pacific Air Forces (PACAF).



## ORGANIZATION

***Fighter Training Reorganization.*** On 29 July HQ Air Force issued several basing actions that affected AETC's FTUs: relocation of one operational F-22 squadron from Holloman AFB, New Mexico, to Tyndall; reassignment of the 325th Fighter Wing and Tyndall AFB to Air Combat Command; selection of Luke AFB, Arizona, as the first F-35A pilot training center; and relocation of a new fighter group and two F-16 squadrons from the 56th Fighter Wing at Luke AFB to Holloman AFB as a new F-16 FTU location.

***Joint Base San Antonio's 502d Air Base Wing Makes Organizational Changes.*** Headquarters AETC activated two new mission support groups and two medical groups at Randolph and Lackland on 31 January. On 30 April Joint Base San Antonio reached initial operational capability when the transfer of responsibility for the garrison at Fort Sam Houston began with the establishment of the 502d Mission Support Group and seven squadrons. The joint base reached full operational capability and met its final BRAC-mandated milestone on time when the Army transferred Fort Sam Houston's real property, civilian employees, and budget to the 502d Air Base Wing on 1 October 2010.



**A pilot from the 325th Fighter Wing prepares to fly the first F-15 from Tyndall AFB, Florida, to the Aerospace Maintenance and Regeneration Group at Davis-Monthan AFB, Arizona.**

## EDUCATION

***Advanced Degree Programs.*** In January 2010 Air University entered its first group of Air Force captains in the new on-line master's degree program associated with completion of Air

Command and Staff College. Six months later the Southern Association of Colleges and Schools accredited Air University's plan to enable officers to earn a PhD after attending the School of Advanced Air and Space Studies and completing a dissertation in the next 3-to-5 years. The first two officers entered the PhD program in August 2010.

***Chaplain Corps College.*** On 17 January 2010, AETC redesignated the USAF Chaplain Service Institute as the Air Force Chaplain Corps College. Air University had moved the school from Maxwell AFB, Alabama, to Fort Jackson, South Carolina, in 2009. This was in response to the 2005 Base Realignment and Closure decision to collocate Air Force, Army, and Navy instructional programs for chaplains at Fort Jackson. The Services expected collocation to save education funds and to build a strong joint connection between the chaplaincies of the various Services.

***AFIT Tests New Cyber Courses.*** In July 2010 the Air Force Institute of Technology began beta testing new Cyber 200 and 300 courses.

## FLYING TRAINING

***F-15 Formal Training Unit.*** The 325th Fighter Wing officially handed responsibility for the F-15 formal training unit syllabus to the 173d Fighter Wing, an Air National Guard unit at Kingsley Field, Oregon on 19 March. The Tyndall FTU graduated its final F-15 pilots on 2 July 2010, and the last of the F-15s departed the base on 17 September.

***Combat Systems Operator Training.*** The 479th Flying Training Group began teaching its first Combat Systems Operator course at Naval Air Station Pensacola, Florida, on 5 May 2010. With the transfer of training from Randolph to Pensacola, the 12th Flying Training Wing graduated its last class of navigators and combat systems officers at JBSA-Randolph AFB in August.

***Remotely Piloted Aircraft Training.*** The 12th Flying Training Wing began its first Undergraduate RPA [remotely piloted aircraft] Training (URT) class at JBSA-Randolph AFB, Texas, on 12 October 2010.

***Fighter Support for Early F-35 Training.*** Leaders in the 33d and 56th Fighter Wings and HQ AETC signed a memorandum of understanding on 19 December 2010 to provide fighter support for the F-35s at Eglin AFB, Florida. Four F-16 Block 25 aircraft from Luke and a small detachment of maintainers would go to Eglin for no longer than 365 days to fly chase for early F-35 flights and support pilots in the 33d Fighter Wing in their efforts to meet their monthly currency requirements.

## TECHNICAL TRAINING

***Medical Education and Training Center (METC).*** A ribbon-cutting ceremony took place 30 June 2010 to mark the completion of the first two medical instructional facilities on the METC campus that sat on JBSA-Fort Sam Houston. The first Air Force students entered training on 4 August. A handful of Air Force students entered a two-week pharmacy craftsman course in

October; and on 4 November 2020, they became the first Airmen to graduate from a METC course.

**Cyber Training.** General Norton A. Schwartz, Chief of Staff of the Air Force, approved a cyberspace badge (right) on 21 April 2010. At the same time, AETC worked with Second Air Force and the 81st Training Wing to implement new courses in cyberspace training and education. Officer Undergraduate Cyber training began at Keesler AFB on 22 June 2010. In October basic military training (BMT) added a module for cyber to familiarize students with the cyberspace domain and to give them initial cyber defense training.



**Culinary and transportation management courses at Lackland AFB, Texas, moved to Fort Lee, Virginia, between July and November 2010. Before the school (part of the 37th Training Wing's 345th Training Squadron) closed at Lackland, students prepared a special meal for local leaders to showcase their skills. The event took place on 3 September 2010. Because of recommendations from the 2005 Base Realignment and Closure Commission, the Navy also moved its culinary training to Fort Lee. Second Air Force expected the next class for Airmen to begin in early 2011.**





**8 October 2010:** Students in Air Force basic military training learned about defending cyberspace. The course covered basic operating fundamentals on the Air Force network and the significance of protecting the network to meet the Air Force mission. The 737th Training Group taught the course which was initially four hours long.

## MISCELLANEOUS

***Network Operations.*** In June 2010 Keesler AFB, Mississippi, became the first installation in the US Air Force to decommission its legacy base computer networks and migrate over 7,000 users, computers, email accounts, and associated application servers to the Air Force Network.

***Water Survival Training Resumed.*** Due to the *Deep Horizon* oil spill in the gulf, AETC had stopped water survival training for three months. A detachment of the 66th Training Squadron resumed training at NAS Pensacola on 7 September 2010.

# 2011

In 2010 HQ USAF announced the coming inactivation of three numbered air forces, one in Europe, one in the Pacific, and one in AETC, Nineteenth Air Force. It was part of a push by Secretary of Defense Robert Gates to reduce spending in support of overhead and support functions and move those dollars into areas like personnel, readiness, procurement, research and development, and force structure. HQ USAF took the position that AETC could save 40 authorizations and a 2-star billet by consolidating flying training oversight into the headquarters. This meant dramatically increasing span of control for the AETC commander, and it left the command with an asymmetrical organization, a numbered air force for technical and basic military training and a directorate in HQ AETC running day-to-day operations for flying training. By year's end it was clear Nineteenth Air Force would inactivate, and AETC would try to make the changes work, but Gen Edward Rice was not optimistic.

## ASSIGNED RESOURCES

(As of 31 December 2011)

**PRIMARY INSTALLATIONS:** 13

Alabama – Maxwell; Arizona – Luke; Florida – Tyndall; Mississippi – Columbus, Keesler; Oklahoma – Altus, Vance; Texas – Goodfellow, Joint Base San Antonio (JBSA)-Fort Sam Houston, JBSA-Lackland, JBSA-Randolph, Laughlin, Sheppard

**PERSONNEL ASSIGNED:** 49,865 (7,541 officers; 25,072 enlisted; 17,252 civilians)



Major Jeff Ausborn, a 99th Flying Training Squadron instructor pilot, died 27 April 2011 in Kabul, Afghanistan. An unknown assailant had opened fire at Kabul International Airport killing eight US service members and one American contractor. The major was deployed to train new Afghan pilots to fly the C-27 aircraft.

**AIRCRAFT ASSIGNED:** 1,381 (T-1A, T-6A, T-38C, C-17A, C-21A, C-130E/H, C-130J, KC-135R, F-15C/D, F-16C/D, F-22A, F-35A, UH-1N, UH-1H, UH-1V, TH-1H, HH-60G, HC-130N/P, MC-130P, MC-130H, CV-22B, TG-10B, TG-10C, TG-15A, TG-15B, TG-16A, T-41D, T-51A, UV-18B)

**MAJOR SUBORDINATE UNITS: 6**

**AIR UNIVERSITY, Maxwell AFB AL**

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

**SECOND AIR FORCE, Keesler AFB MS (4 wings, 1 independent group)**

17th Training Wing, Goodfellow AFB TX  
37th Training Wing, Joint Base San Antonio-Lackland TX  
81st Training Wing, Keesler AFB MS  
82d Training Wing, Sheppard AFB TX  
381st Training Group, Vandenberg AFB CA

**NINETEENTH AIR FORCE, JBSA-Randolph TX (11 wings, 2 independent groups)**

12th Flying Training Wing, JBSA-Randolph TX  
14th Flying Training Wing, Columbus AFB MS  
33d Fighter Wing, Eglin AFB FL  
47th Flying Training Wing, Laughlin AFB TX  
56th Fighter Wing, Luke AFB AZ  
58th Special Operations Wing, Kirtland AFB NM  
71st Flying Training Wing, Vance AFB OK  
80th Flying Training Wing, Sheppard AFB TX  
97th Air Mobility Wing, Altus AFB OK  
314th Airlift Wing, Little Rock AFB AR  
325th Fighter Wing, Tyndall AFB FL  
306th Flying Training Group, US Air Force Academy CO  
336th Training Group, Fairchild AFB WA

**USAF RECRUITING SERVICE, JBSA-Randolph TX (3 groups)**

360th Recruiting Group, Hanscom AFB MA  
369th Recruiting Group, Joint Base San Antonio-Lackland TX  
372d Recruiting Group, Hill AFB UT

**59TH MEDICAL WING, Joint Base San Antonio-Lackland TX**

**502D AIR BASE WING, JBSA-Fort Sam Houston TX**



## COMMAND LEADERSHIP

General Edward A. Rice continued to serve as commander, and Lt Gen Douglas H. Owens remained as vice commander.

## ORGANIZATION

***Contracting Division Becomes Special Staff Agency.*** On 11 April 2011, HQ USAF approved AETC's request to replace its headquarters contracting division with a contracting special staff agency that went by the office symbol of PK. This office only operated until late in fiscal year 2013 because the Air Force had created a single organization, the Air Force Installation Contracting Agency, to handle contracting.

***937th Training Group Given Responsibility for Air Force Students at METC.*** With the 2005 BRAC decision to collocate Army, Navy, and Air Force medical training at JBSA-Fort Sam Houston, over the past months the Air Force schoolhouse at Sheppard began relocating personnel and equipment. Effective 15 September 2011, AETC activated the 937th Training Group to provide oversight of the Air Force portion of training, as well as of the personnel assigned and the students going through training at METC. At the same time, the 882d Training Group at Sheppard AFB inactivated. For the first time in 45 years, Sheppard no longer had a medical training mission.

***Student Squadrons Established.*** In December 2011 AETC activated student squadrons at Columbus, Laughlin, Vance, and Sheppard.

## EDUCATION

***Air University Awarded First PhD.*** Air University awarded its first PhD in Military Strategy in November 2011. The Southern Association of Colleges and Schools had given AU PhD degree-granting status almost a year and a half earlier on 24 June 2010.

***Diversity.*** In the wake of the repeal of the Armed Services Don't Ask, Don't Tell policy, which opened the door to unconditional military service for gay personnel, Air University hosted a visit from Yale University officials interested in establishing an Air Force Reserve Officer Training Corps (AFROTC) detachment there. After closing in 1972, a new AFROTC detachment at Yale University officially opened on 21 September 2012 with 38 cadets from the Yale student body and several other local schools.

## FLYING TRAINING

***F-22.*** F-22 flight operations were halted due to hypoxia inducing issues with the aircraft's oxygen system from 3 May until 21 September resulting in the loss of the equivalent of over 15 basic courses.

***First F-35 Qualified Pilot in AETC.*** Upon completion of his check ride on 29 June 2011, Lt Col Eric "Emmitt" Smith, 58th Fighter Squadron Director of Operations, became AETC's first F-35A qualified pilot. Two weeks later Colonel Smith ferried AETC's first F-35A (tail number 08-0747) from the Lockheed Martin plant in Fort Worth, Texas, to Eglin AFB, Florida.

***Introduction to Fighter Fundamentals Consolidated.*** Nineteenth Air Force had offered IFF at five locations, Randolph, Laughlin, Columbus, Sheppard, and Vance, but AETC wanted to consolidate the training at three bases, Randolph, Sheppard, and Columbus. The Secretary and Chief of Staff of the Air Force approved the change on 9 February 2011. At the same time, production would decrease from 450 to 380 students annually. Vance graduated its last class on 13 September 2011, and Laughlin stopped IFF training on 18 November 2011.

***F-16 FTU to Relocate to Holloman AFB, New Mexico.*** The Secretary of the Air Force approved AETC's request to move a two-squadron F-16 formal training unit from Luke AFB, Arizona, to Holloman AFB. HQ AETC planned to activate a fighter group assigned to the 56th Fighter Wing as a tenant on Holloman, an Air Combat Command base.

## TECHNICAL TRAINING

***Medical Technical Training.*** During fiscal year 2011, officer and enlisted Air Force medical career field training transitioned from Sheppard AFB, Texas, to the joint service Medical Education and Training Campus (METC) at Fort Sam Houston, Texas. Also, in the summer of 2011, METC entered into an agreement with the 59th Medical Wing allowing METC trainees to use the clinical facilities at the 59th to receive their clinical training and to gain experience.”

***82d Training Wing Gained Global Hawk Maintenance Mission.*** On 26 August 2011, AETC activated a detachment of the 372d Training Squadron at Grand Forks AFB, North Dakota. Air Combat Command had stationed RQ-4 Global Hawks there, and the 82d Training Wing gained responsibility for assisting with aircraft maintenance and ground communications maintenance training. The wing expected to train about 100 students per year.



***ECAC Facility Opened.*** A new and unique structure opened 3 October 2011 for evasion and conduct after capture training (ECAC). Now all Air Force ECAC training sat at one location under one organization, the 66th Training Squadron's Detachment 2.

**Artist's rendition of the ECAC training facility opening at Lackland AFB, Texas.**

## MISCELLANEOUS

***Category 2 Tornado Hits Little Rock AFB.*** On 25 April a tornado hit Little Rock AFB, Arkansas, with wind speeds of 110-135 miles per hour. Luckily none of the aircraft assigned to the 314th Airlift Wing sustained damage. However, the 19th Airlift Wing (Air Mobility Command), the host unit, was not as lucky. Five C-130s and numerous on base facilities suffered damage.

## THE FIGHTER PILOT SHORTAGE

Throughout the US Air Force history, the need for pilots in times of international tension ran counter to the politicians' demands for reduced budgets. Although HQ AETC senior leaders' concerns about the future of the fighter pilot force returned to the forefront by 2011, those who monitored the problem closely identified an earlier shortfall that started the first round of summits in 1996. Trying to adjust to the budgetary cuts from "winning" the Cold War, AETC only produced 538 undergraduate pilots in 1995, the fewest since 1947. By 1996 the Air Staff started increasing the requirement, but it took 3 years before the graduation rate was over 1,000.

The Air Force had tried to fix this problem for years. In October 2006 HQ USAF established the Transformational Aircrew Management Initiatives for the 21st Century. However, forcing more pilots into fewer cockpits made absorption rates drop precipitously. As a result the solution was to reduce the flow of new pilots into fighter units to a level they could absorb, about 200 a year. Unfortunately, this was not palatable to the Air Force chief of staff who mandated a return to the 1,100 undergraduate pilot training production goal with 330 graduates going into fighters.

In 2011 most of the data indicated that the 11F fighter force was in decline, both in terms of force structure (aircraft) and pilots. The shortage was due to three problems. Low schoolhouse production caused by force structure reductions led to insufficient formal training unit (FTU) capacity. Force structure changes and lower aircraft availability affected by reduced utility rates created the absorption challenges. Airline hiring, opportunities outside the Regular Air Force, and high operations tempo with too much time away from families contributed to the retention problems. Without capacity, AETC could not achieve the goal of 330 new 11F pilots a year.

By the 2011 Rated Summit, Air Force senior leaders agreed they must increase fighter pilot production to 278 pilots a year and identified 12 tasks. Several affected AETC directly. Those included establishing active associations across the Air Reserve Component (ARC) fighter squadrons (with active duty, Air Force Reserve Command, and Air National Guard personnel); training no less than 25 USAF initial qualification pilots at the 162d Fighter Wing (FW) (Tucson ANG) by reducing support to international students; reducing the F-16 syllabus as much as possible without losing key combat skills to increase F-16 FTU throughput; and increasing F-22 FTU throughput to no less than 20 initial qualification pilots a year. When Tyndall's 325 FW lost its F-15Cs, the FTU moved to the 173 FW at Kingsley Field, Oregon, also an ANG wing. It received more F-15C aircraft and active duty F-15 pilots and support personnel to plus up pilot production. In fact, the 56 FW established Detachment 2 at Kingsley to provide administrative support to the small group of active duty personnel assigned. Although the 162 FW was an ANG unit, it served as an AETC F-16 FTU for foreign pilots. The aim was to train about 25 active duty B-course (initial qualification) pilots a year at the southern Arizona unit. Air Education and Training Command was directly responsible for two of the tasks. The first added 17 B-course pilots to the current annual production capacity at the 56 FW and 2 pilots to that of the 149 FW at Kelly Annex by reducing the initial F-16 training syllabus. The second was to increase the F-22 FTU output to 20 students a year by the end of fiscal year 2013; however, since the F-22 FTU (along with the 325 FW and Tyndall AFB) transferred to ACC on 1 October 2012, ACC was an active partner in this task. Nevertheless, the shortages continued to grow.

Clearly the fighter pilot shortfall was a persistent and chronic challenge without an easy, single solution. In 2012 Air Force senior leaders reduced the active duty 11F presence in the T-38 portion of specialized undergraduate pilot training (SUPT) and eliminated them in the T-6 squadrons, returning 152 11F positions to the Combat Air Forces. By 2014 the Air Force had turned its attention to addressing maintenance personnel shortages, increasing 11F production/-absorption, and identifying the areas where the reserve component could help, like filling staff billets and increasing the reserve ratio at Introduction to Fighter Fundamentals (IFF) and T-38 pilot instructor training (PIT).

Early in fiscal year 2015 the Air Force Chief of Staff tasked HQ USAF to work with both active duty and ARC commands with heavy 11F presence to create innovative action plans to improve 11F retention, production, absorption, and Total Force collaboration. After multiple events to come up with a Fighter Enterprise Redesign, the groups devised 12 different options which ranged from removing all 11F billets from the numbered air forces to eliminating IFF or consolidating it at FTU bases, creating two additional F-16 FTUs to maintaining a capacity of 55 fighter squadrons, to shocking the systems with increased incentive pay for required retention rates.

In fiscal year 2016, SUPT could send about 232 11F pilots to the fighter FTUs. What did the Air Force need to do to go above 250 pilots a year? In terms of absorption, the current infrastructure could only absorb about 193 pilots. To go above 250, the Air Force had to drop the combat mission ready flying hour requirement, raise the utility rates (maintenance issues); grow aircraft availability in part by increasing Total Force associations; and in the long term, add more aircraft. Another option was to rebalance the company grade and field grade officer force mix by converting major line billets to captain. The Air Force also could create more flexibility in filling staff positions, valuing air operational experience rather than only fighter experience. Incentives to increase retention included the plan to reinvigorate squadrons, improve the deploy-to-dwell ratio, change the service commitment for pilot training, and increase aviation incentive pay that was already set at \$225,000 in exchange for a nine-year commitment. These were all difficult decisions; and despite HQ USAF dictates, none of them could solve the problem quickly.

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## **RECRUITING, EDUCATION, ACCESSIONS, AND TRAINING OVERSIGHT COUNCIL**

In June 2011 basic military training (BMT) officials realized they had a significant problem with military training instructor (MTI) misconduct when a female trainee told her new MTI about a sexual assault committed on a friend in her previous squadron. The new MTI immediately informed his commander who told the commander of the offender's squadron. He removed the offender from MTI duties, issued a no-contact order, and brought Air Force Office of Special Investigations (AFOSI) into the situation which immediately opened an inquiry, ultimately identifying 10 victims in the last 9 months. Up to this point, the 737th Training Group (TRG) thought it only had one bad actor. That changed in November 2011 as the investigations into inappropriate behavior grew.

While Second Air Force, 502d Air Base Wing, and 37th Training Wing officials reacted forcefully, on 22 June 2012, AETC commander Gen Edward A. Rice, Jr., appointed Maj Gen

Margaret H. Woodward, who was on the Headquarters Air Force staff, to investigate inappropriate relationships between instructors and students in both basic military and technical training. General Rice wanted to use the recommendations from this Commander Directed Investigation (CDI) to dissuade, deter, and detect criminal behavior and eliminate the culture that fostered it; hold offenders accountable; support the victims; and ensure leadership at all levels to accomplish these goals. The CDI included 22 findings in its report that reflected the deficiencies found in BMT, provided 46 recommendations to fix the problems, and offered a total of 55 recommended actions.

While General Rice had been in discussions with his senior staff and Lackland leaders all summer, after he received the CDI report on 22 August he established three tiger teams to address the issues raised and suggest ways to dissuade, deter, detect, and hold accountable those who engaged in misconduct. Command leaders aligned AETC's recommendations under three levels of a pyramid: BMT Leadership, Institutional Safeguards, and MTI Culture. Beginning on 5 September 2012, General Rice received back-to-back briefings – the BMT Investigation Update from OSI and the BMT Tiger Team Update with information from the three teams. Major General Leonard Patrick, Second Air Force commander, aptly renamed this briefing “Restoring the Trust”. During the weekly meetings throughout the fall, General Rice received updates on the progress of implementing the various recommendations, providing his comments and guidance.

On 2 November 2012, General Rice provided AETC's response to the CDI report and its recommendations to the Air Force Chief of Staff. He stated the command was taking action on 45 of 46 recommendations, 13 of which were already completed. The one AETC's commander said he would not address was the recommendation to shorten the length of BMT, believing that was responsibility of BMT's Triennial Review Committee not AETC.

In November 2013 AETC briefed the General Accountability Office on what it had accomplished between November 2012 and 2013. At that point 37 of the recommendations had been completed, 4 were expected to be completed in November 2013, another 3 had completion dates set for 2014 and 2015: completion of the recommendation dealing with MTI manning was delayed to March 2014, shortening MTI tour length to June 2015, eliminating detection weaknesses to May 2014, and creating teams of four MTI instructors per two flights with a minimum of one female to April 2014. The final initiative, the one to reduce BMT by one week, was not considered. In implementing the recommendations, AETC partnered with RAND to develop the first truly anonymous surveys that would allow its leaders to “see” the BMT environment through the eyes of the trainees and MTIs. During the early stages of implementing the recommendations, AETC leaders sought input from their counterparts in the other Services, shared lessons learned, and built new means of collaborating. At this point, BMT had gone over 15 months without a new MTI allegation of sexual misconduct.

The different findings within BMT brought attention to the need to look at other AETC environments—recruiting and technical training first and then adding flying training and education. General Rice's vision was to establish a group to examine the recruiting, BMT, and technical training environments; monitor their health; and take and continue actions to correct deficiencies. Aimed at improving the health of the entire AETC enterprise, the Recruiting, Education, and Training Oversight Council (RETOC) focused on instructor and cadre behavior toward recruits, trainees, and students. Its members looked to identify and eliminate gaps in policy, oversight, and resourcing while sharing information, developing solutions, and establishing meaningful and reliable metrics to measure success. Holding people accountable for failures was

important as was building long-term oversight to ensure continuity of actions. The evolution of this effort started with the area considered most critical—BMT—before transitioning to Recruiting Service, and continuing on to the technical and flying training and education environments. Command leaders formed the Recruiting, Education, and Training Oversight Council (RETOC) on 5 January 2013. General Rice took the first RETOC briefing on 29 January 2013.

As AETC leaders spent more time implementing the CDI recommendations, they realized the initiatives had applicability across an Airman’s entire career, not just during basic and initial training. As Airmen returned to the command for advanced training and professional military education, AETC planned to take advantage of the opportunity to reinforce these values. After all, persistence was the key to ensure continued focus over time.

The risks varied slightly across the different AETC training environments. Problems within Recruiting Service were similar to those within BMT as recruiters had opportunities and an element of control over recruits and prospective recruits. Recruiting Service officials applied many of the CDI recommendations to the recruiting environment. Within technical training, Second Air Force officials discovered they had more problems with student-on-student sexual assault than military training leader/technical training instructor-on-student issues. This led to an “only yes means yes” campaign to give students the concept of mutual respect, offer tactical solutions, discuss consequences, and shape future values. But like HQ Recruiting Service, Second Air Force officials looked at the CDI recommendations and chose to work on those things that applied to the technical training enterprise. Initially, officials within the flying training and education enterprises did not think they had many issues; but as events transpired, they too had instructor-on-student problems. Persistence certainly was the way to keep focus on the issues over time.

Since 2012 AETC and the Air Force had applied a lot of attention and resources, both manpower and financial, to fix the problems that had developed within the command in its recruiting and training organizations over the years. Command leaders were concerned that the lessons learned—and relearned—would not be forgotten or ignored under continuing pushes to reduce manpower and save money. Examples of this shortsighted policy abounded in situations across the command. Consequently, RETOC members began looking for ways to keep the momentum going, ultimately deciding in the fall of 2016 that it was necessary to account for all facets of AETC’s mission. They proposed, and Gen Roberson agreed, renaming the council as the Recruiting, Education, Accessions, and Training Oversight Council (REATOC) in December 2016. The goal of the renamed council was to fill the command-wide oversight role by defining and implementing broad objectives to ensure continuity, long-term oversight, and the safeguarding of AETC’s multi-faceted mission environments.



# 2012

Investigations in 2011 and 2012 showed the 37th Training Wing had a serious problem in its military training instructor corps. Reports of inappropriate behavior and sexual assault increased. On 22 June 2012, the AETC commander Gen Edward Rice appointed Maj Gen Margaret Woodward to investigate inappropriate relationships between instructors and students in basic military and technical training. He wanted the commander-directed investigation (CDI) to identify systemic issues in the training environment that placed the Service's youngest Airmen at risk. General Woodward release her report on 22 August listing 22 deficiencies found in BMT, along with recommendations on how to fix the problems and other actions needed. By June 2015, AETC had implemented all of the recommendations. Nevertheless, as General Rice said, "As soon as we think its cured, bad things will happen. We've seen this too many times. We need to maintain continuous focus."

## ASSIGNED RESOURCES

(As of 31 December 2012)

### PRIMARY INSTALLATIONS: 12

Alabama – Maxwell; Arizona – Luke; Mississippi – Columbus, Keesler; Oklahoma – Altus, Vance; Texas – Goodfellow, Joint Base San Antonio (JBSA)-Fort Sam Houston, JBSA-Lackland, JBSA-Randolph, Laughlin, Sheppard

**PERSONNEL ASSIGNED:** 49,064 (7,368 officers; 24,668 enlisted; 16,028 civilians)

**AIRCRAFT ASSIGNED:** 1,370 (T-1A, T-6A, T-38C, C-17A, C-130H, C-130J, KC- 135R, F-16C/D, F-35A, UH-1N, UH-1H, TH-1H, HH-60G, HC-130N/P, HC-130J, MC-130P, MC-130H, MC-130J, CV-22B, TG-15A, TG-15B, TG-16A, T-41D, T-51A, UV-18B)

### MAJOR SUBORDINATE UNITS: 15

**AIR UNIVERSITY**, Maxwell AFB AL

42d Air Base Wing, Maxwell AFB AL

Air Force Institute of Technology, Wright-Patterson AFB OH

Air Force Research Institute, Maxwell AFB AL

Carl A. Spaatz Center for Officer Education, Maxwell AFB AL

Curtis E. LeMay Center for Doctrine Development & Education, Maxwell AFB AL

Ira C. Eaker Center for Professional Development, Maxwell AFB AL

Jeanne M. Holm Center for Officer Accessions & Citizen Development, Maxwell AFB AL  
Muir S. Fairchild Research Information Center, Maxwell AFB AL  
Thomas N. Barnes Center for Enlisted Education, Maxwell AFB-Gunter Annex AL

**SECOND AIR FORCE**, Keesler AFB MS (4 wings, 2 independent groups)

17th Training Wing, Goodfellow AFB TX  
37th Training Wing, Joint Base San Antonio-Lackland TX  
81st Training Wing, Keesler AFB MS  
82d Training Wing, Sheppard AFB TX  
336th Training Group, Fairchild AFB WA  
381st Training Group, Vandenberg AFB CA

**USAF RECRUITING SERVICE**, JBSA-Randolph TX (3 groups)

360th Recruiting Group, Hanscom AFB MA  
369th Recruiting Group, JBSA-Lackland TX  
372d Recruiting Group, Hill AFB UT

**12TH FLYING TRAINING WING**, JBSA-Randolph TX

**14TH FLYING TRAINING WING**, Columbus AFB MS

**33D FIGHTER WING**, Eglin AFB FL

**47TH FLYING TRAINING WING**, Laughlin AFB TX

**56TH FIGHTER WING**, Luke AFB AZ

**58TH SPECIAL OPERATIONS WING**, Kirtland AFB NM

**71ST FLYING TRAINING WING**, Vance AFB OK

**80TH FLYING TRAINING WING**, Sheppard AFB TX

**97TH AIR MOBILITY WING**, Altus AFB OK

**314TH AIRLIFT WING**, Little Rock AFB AR

**59TH MEDICAL WING**, JBSA-Lackland TX

**502D AIR BASE WING**, JBSA-Fort Sam Houston TX

## **COMMAND LEADERSHIP**

General Edward A. Rice continued to serve as commander and Lt Gen Douglas H. Owens remained vice commander.

## **ORGANIZATION**

*Nineteenth Air Force Inactivated.* After months of planning and preparation, AETC inactivated Nineteenth Air Force on 12 July 2012. Day-to-day oversight of the flying training mission went to the AETC Operations Directorate, and the wings reported to the AETC commander. In connection with the inactivation, AETC assigned the 336th Training Group to Second Air Force.

**The AETC Command Chief Master Sergeant James A. Cody was named the next Chief Master Sergeant of the Air Force. He assumed the position as the 17th Chief Master Sergeant of the Air Force on 1 February 2013.**



## **INSTALLATIONS**

***Tyndall AFB Transferred to Air Combat Command.*** On 1 October 2012 after over 20 years in AETC, HQ USAF assigned the 325th Fighter Wing and Tyndall AFB, Florida, to Air Combat Command. The 325th would provide ACC with F-22 training.

## **FLYING TRAINING**

***F-35A Ready for Training.*** The first local sortie took place at Eglin on 22 March. During a visit to the base in December 2012, General Rice declared the 33d Fighter Wing and its F-35A program “Ready for Training.”

***Luke AFB and the F-35A.*** The Air Force released a Record of Decision that chose Luke AFB, Arizona, to receive three F-35A squadrons. That cleared the way for the 56th Fighter Wing to become the site of Pilot Training Center #1.

***Joint Specialized Undergraduate Pilot Training Ended.*** In February 2012 the US Marine Corps announced its withdrawal from the joint T-6 program at Vance. The last student entered training in April 2012. In September the Air Force and Navy agreed to end joint training programs at Vance and Whiting Field, Florida, in November 2012. The last Navy student finished training at Vance in May 2013, and the final Air Force student completed training at Whiting in July 2013.

## **TECHNICAL TRAINING**

***Technical Training Summit.*** HQ AETC hosted a summit on 28-30 March 2012 to address the need for schoolhouse savings; while maintaining training quality and quantity. Summit organizers encouraged participants to embrace innovation and identify roadblocks to success.

## **MILITARY TRAINING**

***First Airman Training Complex (ATC) Completed.*** On 7 December 2012, basic military trainees at JBSA-Lackland moved into the first newly completed Airman Training Complex. The wing had contracted for these new living quarters to replace the poorly aged 1960s era recruit, housing, and training facilities.

## MISCELLANEOUS

***Haitian Humanitarian Relief Operation.*** On 28 December 2012, a 97th Air Mobility Wing C-17 flown by the 58th Airlift Squadron delivered 137,000 pounds of food and supplies collected at Columbus AFB, Mississippi, to earthquake-devastated Haiti to help feed more than 9,500 children in orphanages and schools.

***Sather Memorial Dedication.*** The first Air Force casualty in Operation Iraqi Freedom was Staff Sergeant Scott Sather, a combat controller killed on 8 April 2003. A memorial was erected in Iraq, but in 2011 with US forces departing the country, the Air Force moved the monument to the Battlefield Airmen campus under development at Medina Annex. Senior leaders in AETC gathered on 20 January 2012 to dedicate the monument.



**22 January 2007: (Left) Airman of the 332d Expeditionary Medical Group, Balad Air Base, Iraq, rush a wounded patient down Hero's Highway at the theater hospital. An American flag was mounted on the inner roof of the tent leading into the hospital so injured troops would be comforted knowing they were in an American area. 5 January 2012: Fast forward five years and that flag went on permanent display at the 59th Medical Wing, JBSA-Lackland, Texas. Uncovering the display were (left to right) Airman 1st Class Victoria Immanivong and Maj Gen Byron Hepburn, Commander of the 59th Medical Wing. Immanivong was one of the last medical technicians to serve at the Balad hospital before US military forces departed the base in late 2011.**

## AETC AND THE F-35 LIGHTNING II

In 1993 the Department of Defense decided that Service-unique tactical aviation modernization programs were not affordable. As a result, DOD officials turned to the Joint Strike Fighter (JSF) program to meet the needs of the US Air Force, US Navy, US Marines, and allies for a fighter optimized for the air-to-ground role with secondary air-to-air capability. The Air Force expected to purchase 1,763 JSFs (later identified as the F-35A) to replace its F-16 and A-10 aircraft. The Navy planned to buy 480 JSFs (F-35Cs). Its requirement for carrier operations accounted for most of the difference between the Navy and Air Force variants. The Marines wanted to replace its AV-8B and F/A-18A/C/D aircraft with 480 of the multi-role, short take-off and vertical landing (STOVL) strike fighter version (F-35B). Ultimately eight international partners (the United Kingdom, Italy, the Netherlands, Canada, Turkey, Australia, Norway, and Denmark) signed up to acquire F-35s while other countries expressed interest or signed up as Security Cooperative Partners or through Foreign Military Sales channels.

On 26 October 2001, DOD selected Lockheed Martin's X-35 entry to the competition with Boeing and the Pratt and Whitney F119 as the core engine for the three versions. This also included the requirement to establish one integrated training center (ITC) for both pilot and F-35-specific maintenance training. A Joint Strike Fighter (JSF) Joint Program Office (JPO), which the Navy initially dominated, would manage the entire program and serve as a conduit between the Services and Lockheed Martin. Defense officials said the 2005 Base Realignment and Closure Commission (BRAC) would decide the location of the training facility.

The BRAC announcement recommended the Air Force and Navy establish a single F-35 ITC at Eglin AFB, Florida, to conduct Air Force, Navy, and Marine pilot and maintenance training. Consequently, the Air Force had to be satisfied with Sheppard providing initial maintenance training for JSF crew chiefs and avionics and armament technicians prior to receiving air vehicle specific training at the Eglin ITC. Crew chiefs would receive "hot" training on the aircraft. Maintainers would receive further specialized training at the operational units through on-the-job training and field training detachments.

On 1 August 2006, the Air Force Chief of Staff and ACC commanders designed HQ AETC as the lead command for the F-35 training mission. An AETC command structure would run the ITC, supported by the joint presence of the other services: the Air Force would have three squadrons with Air Force leadership while the Navy and Marines would each have one squadron with Navy/Marine leadership. The real shared, joint leadership would be at the wing level. As an AETC wing, the wing commander would be an Air Force officer with a Marine or Navy vice commander. Commanders of the operations and logistics groups, as well as the school house director, would alternate the commander and deputy commander positions between the three services with an Air Force officer holding either the commander or deputy jobs.

On 19 February 2006, the first F-35A finally rolled out of Lockheed Martin's plant in Fort Worth, Texas, completing its maiden flight on 15 December after months of extensive ground testing. At this point, the schedule called for delivery of the first Air Force version in March 2010 with Air Combat Command achieving Initial Operating Capacity in 2013. In October 2006 the Air Force officially announced that Eglin's 33 FW would assume the JSF pilot and maintenance

training mission as an AETC unit. On 1 October 2009, the 33 FW, along with its maintenance and operations groups and the 58th Fighter Squadron, was reassigned from HQ ACC to HQ AETC.

However, this promising start quickly came to a halt. The environmental impact statement (EIS) with its assessment of the effect the proposed actions would have on the base and local communities turned out to be the long pole in the tent. When the BRAC Commission named Eglin as the ITC site, the aircraft had not yet flown so no noise information was available. Lockheed Martin flew test flights in April and May 2007 for the noise study, finding the F-35s were significantly louder than the F-15s they were replacing. But it was the large numbers of aircraft (107 F-35s compared to 54 F-15s) and the larger number of flight patterns close to the airdrome that were critical to flying training that increased Eglin's noise footprint. Attempts to find alternatives to these problems slipped EIS completion much later than the initial 2007 date. Complicating the issue was that without a final EIS, a signed Record of Decision (ROD) could not be issued, delaying construction of key facilities needed for the bed down of the first F-35.

The Air Force released the initial EIS on 17 October 2008, and signed the ROD for the relocation of the 7th Special Forces Group (another BRAC mandated move) on 20 November. Unfortunately the City of Valparaiso, Florida, unlike the other local civilian communities, threatened to sue the U.S. Air Force because of the noise problems the F-35 caused. As an alternative, the Secretary of the Air Force stated the Air Force would limit the total number of primary assigned aircraft to 59 (24 F-35As, 20 F-35Bs, and 15 F-35Cs) and establish flying restrictions to mitigate the noise around Valparaiso. These restrictions would remain in place until completion of the "programmatic" EIS for the entire JSF roadmap that would include all Air Force and Air Reserve Component sites both inside and outside the U.S. On 5 February 2009, the Air Force signed the ITC ROD, reducing the number of jets at Eglin from 107 to 59 and the number of service-specific squadrons from 5 to 3. Almost immediately, Valparaiso city leaders threatened to sue. The resulting imbroglio was solved on 1 March 2010 when the Air Force and city leaders reached a mutually agreed upon settlement.

For the first time, DOD officials decided to conduct the System Development and Demonstration while fielding Low Rate Initial Production aircraft to non-test flying units. With the F-35 program, JPO chose to send aircraft to AETC for use in the formal training unit (FTU) while developmental testing was on-going and operational testing had not yet started. The rationale was to reduce costs and shorten the time to initial operating capability by having the training systems ready as the aircraft's capability increased. Unfortunately, things did not go as planned as Lockheed Martin was unable to provide aircraft on time to either Air Force Flight Testing Center at Edwards AFB, California, or AETC. By August 2010 the first aircraft delivery to Eglin had slipped 11 months and faced a high risk for further delays. Obviously, this pushed ACC's IOC back as well.

Lockheed Martin took advantage of the lag in aircraft deliveries when it sent its first version of the Autonomic Logistics Information System (ALIS) and completed its installation in early October 2009. This system was key to JSF use and sustainment since it would provide the information technology backbone and capabilities to support the war-fighter. As envisioned, ALIS would integrate operations, maintenance, predictive diagnostics, customer support, training and technical data, and supply chain management. In its final state, the system would transmit aircraft health and maintenance action information on a globally-distributed network to technicians worldwide.



Although the holdups were frustrating to the 33 FW, wing personnel put the time to good use by ensuring its facilities, equipment, procedures, and personnel were in place to conduct flight operations when the first F-35A finally arrived on Eglin. By August the Air Force had 6 of the initial 10 pilots at Eglin with the remainder expected by the end of 2009. The Marines had seven of its first eight pilots on base. While waiting for the aircraft, they conducted weekly F-35 systems courses, wrote regulations, developed operational procedures, and assisted ACC in developing tactical manuals.

Production challenges caused continued delays in the arrival of the wing's first F-35A. On 29 June 2011, Lt Col Eric Smith took his final check ride in the JSF, and AETC had its first F-35A qualified pilot. Two weeks later, on 14 July 2011, he ferried AF-9 (tail number 08-0747) from the Lockheed Martin plant in Fort Worth to Eglin. Six days later, Marine pilot Maj J. T. Bachman flew the delivery sortie for AF-8 (tail number 08-0746). With its first two aircraft on the ground, wing personnel were anxious to begin training, hoping to complete the operational utility evaluation (OUE) and begin training early in 2012. In the interim, 33 FW began engine runs and taxi operations.

Unfortunately, this proved optimistic. This early in actual production process left the F-35 with immature systems and a myriad of problems. These elements of risk had to be evaluated prior to issuing a military flight release for training to begin. While senior Air Force officials were willing to assume those risks, the Director Operational Test and Evaluation, was not as he publicized his serious concerns regarding plans to start JSF flight training and conduct the OUE. After addressing all of these concerns, the Aerospace Systems Center commander finally issued a 200-flying-hour military flight release for each of Eglin's F-35s. On 6 March 2012, Colonel Smith flew AF-12, tail number 08-0750, on the wing's first local sortie. Then on 12 September 2012, two 33 FW pilots, along with two Air Force test pilots, started the academics portion of the F-35A OUE. The first OUE flight followed on 30 October. General Rice traveled to Eglin; and during a Commander's All Call on 17 December, he declared the 33 FW and the F-35A program "Ready for Training".

Of the 1,763 F-35As the Air Force planned to buy, AETC expected its Lightning II fleet to consist of 296 aircraft for training in 12 FTU squadrons. Luke AFB had always been AETC's preferred choice for the first F-35A Pilot Training Center (PTC). Headquarters USAF officials signed the ROD for Luke on 1 August 2012, authorizing the bed down of three JSF squadrons (72 aircraft) and included F-16s from Luke's two foreign military sales (FMS) squadrons. A second ROD was signed on 26 June 2013, capping the number of F-16 and F-35 squadrons at 170 aircraft. On 10 March 2014, Luke's first F-35A aircraft (AF-42) landed at its new home. Four days later the 56 FW hosted an unveiling ceremony, followed by a two-day air show to give the public a chance to see the new fighter. On 5 May, Luke's F-35A flew its first local operating area training sortie. A year later, 4 May 2015, its first class began F-35 academics in the Air Training Center.

The eight nations that joined the United States as partner nations along with Security Cooperation Participants and FMS customers either would receive or wanted to receive F-35 training in the United States. To bring order to this unusual level of international participation with development of a new aircraft, HQ AETC's Directorate of International Training and Education created a pooling agreement that described how participants would train, use, operate, and maintain the combined F-35A assets and a plan for conducting international training at the ITC and PTC. The intent of the Partner pooling concept was to combine Partner aircraft in common

squadrons where pilots would fly any jet while the number of pilots trained depended on the number of aircraft each had in the pool. Instructor pilots from the US and Partner Nations. Early in the program English and Dutch pilots and maintainers trained and operated at Eglin; but once Luke began training, it became the international training site. Australia, Norway, and Italy were the first three Partners to arrive at Luke. For the FMS training mission, 56 FW personnel teamed with their 944 FW (Air Force Reserve Command) (AFRC) counterparts to conduct pilot training. Contractors would maintain the aircraft. Israel (IPs only) and Japan were the first FMS customers at Luke.

The F-35A program made tremendous strides over the years. In June 2015 the Commander of the 56th Fighter Wing announced Luke would start an F-35A demonstration and heritage flight team for the 2016 summer exhibition season. On 3 April 2016, an F-35A from Luke and one from Eglin participated in Luke's air show marking the base's "75 Years of Airpower", a first for the F-35A Heritage Flight but hardly the last. Four months later, on 2 August 2015, the ACC commander declared the 388th Fighter Wing at Hill AFB, Utah, the Air Force's first F-35A operational wing, had reached initial operating capability.



**The 61st Flying Training Squadron, 56th Fighter Wing, received the first F-35A (see the tail in the back right of the photo).**

# 2013

At the beginning of the year, AETC faced a possible \$450 million budget reduction due to sequestration. General Rice told his staff to “prepare for the worst.” Already the headquarters planned to shed term and temporary employees, implement a hiring freeze, and eliminate fly-overs and non-mission critical TDY trips and other expenditures. It also looked likely that the Air Force would furlough permanent civilian employees. In General Rice’s words, “write checks only as needed” and “focus on the mission.” As the command emerged from the era where restoring trust in its forces and rebuilding its sterling reputation had been paramount, this new challenge made everything more difficult. Building world-class dormitories, dining and educational facilities, as well as upgrading UPT from the T-38 to the next generation trainer became a lot harder. Much modernization was shelved due to the dearth of resources. Morale and quality of life issues would dominate the next few years for Airmen assigned to the command. The Air Force struggled to rebalance its forces, opting to retire some popular weapons systems early and recapitalizing its modernization based on those changes, sometimes against the winds of politics. For its part, AETC had to meet emerging challenges to end strength, recruiting, pipeline and technical training, and sundry education ventures as dynamically as it ever had. Major commands looked to reduce their respective training and education costs along with in-residence TDY expenses. Leaders in AETC had to rebalance assumptions and commitments course by course.

## ASSIGNED RESOURCES

(As of 31 December 2013)

**PRIMARY INSTALLATIONS:** 12

Alabama – Maxwell; Arizona – Luke; Mississippi – Columbus, Keesler; Oklahoma – Altus, Vance; Texas – Goodfellow, Joint Base San Antonio (JBSA)-Fort Sam Houston, JBSA-Lackland, JBSA-Randolph, Laughlin, Sheppard

**PERSONNEL ASSIGNED:** 43,484 (6,525 officers; 22,375 enlisted; 14,584 civilians)

**AIRCRAFT ASSIGNED:** 1,371 (T-1A, T-6A, T-38C, C-17A, C-130H, C-130J, KC-135R, F-16C/D, F-35A, UH-1N, TH-1H, HH-60G, HC-130N/P, HC-130J, MC-130H, MC-130J, CV-22B, TG-15A, TG-15B, TG-16A, T-41D, T-51A, T-53A, UV-18B)

**MAJOR SUBORDINATE UNITS:** 15

**AIR UNIVERSITY, Maxwell AFB AL**

42d Air Base Wing, Maxwell AFB AL

Air Force Institute of Technology, Wright-Patterson AFB OH

Air Force Research Institute, Maxwell AFB AL

Carl A Spaatz Center for Officer Education, Maxwell AFB AL

Curtis E. Lemay Center for Doctrine Development & Education, Maxwell AFB AL

Ira C. Eaker Center for Professional Development, Maxwell AFB AL

Jeanne M. Holm Center for Officer Accessions & Citizen Development, Maxwell AFB AL

Muir S. Fairchild Research Information Center, Maxwell AFB AL

Thomas N. Barnes Center for Enlisted Education, Maxwell AFB-Gunter Annex AL

**SECOND AIR FORCE, Keesler AFB MS (4 wings, 1 independent group)**

17th Training Wing, Goodfellow AFB TX

37th Training Wing, JBSA-Lackland TX

81st Training Wing, Keesler AFB MS

82d Training Wing, Sheppard AFB TX

381st Training Group, Vandenberg AFB CA

**USAF RECRUITING SERVICE, JBSA-Randolph TX (3 groups)**

360th Recruiting Group, Hanscom AFB MA

369th Recruiting Group, JBSA-Lackland TX

372d Recruiting Group, Hill AFB UT

**12TH FLYING TRAINING WING, JBSA-Randolph TX**

**14TH FLYING TRAINING WING, Columbus AFB MS**

**33D FIGHTER WING, Eglin AFB FL**

**47TH FLYING TRAINING WING, Laughlin AFB TX**

**56TH FIGHTER WING, Luke AFB AZ**

**58TH SPECIAL OPERATIONS WING, Kirtland AFB NM**

**71ST FLYING TRAINING WING, Vance AFB OK**

**80TH FLYING TRAINING WING, Sheppard AFB TX**

**97TH AIR MOBILITY WING, Altus AFB OK**

**314TH AIRLIFT WING, Little Rock AFB AR**

**59TH MEDICAL WING, JBSA-Lackland TX**

**502D AIR BASE WING, JBSA-Fort Sam Houston TX**

## **COMMAND LEADERSHIP**

General Edward A. Rice continued serving as commander until 9 October 2013, and then went on terminal leave. General Robin Rand assumed command on 10 October 2013, having previously served as Commander, Twelfth Air Force, Air Forces Southern, and US Southern

Command. Lieutenant General Douglas H. Owens continued to serve as vice commander until 1 August 2013 when he went on terminal leave. Lieutenant General James M. Holmes succeeded him on 2 August 2013. Lieutenant General Holmes previously served as Assistant Deputy Chief of Staff for Operations, Plans and Requirements, Headquarters US Air Force.

## ORGANIZATION

***Squadron Officer College Reorganized.*** In June 2011 at Corona Top, Air Force senior leaders decided to convert company grade officer professional military education from two separate programs, Air and Space Basic Course (ASBC) and Squadron Officer School (SOS), into a single 8-week resident program under the Squadron Officer College that would save personnel and operating costs. However, it was not until 1 July 2013 that HQ USAF approved the idea, and AETC put it into operation by inactivating ASBC and SOS.

***Chief Learning Office.*** At the direction of General Rand, the HQ AETC Chief Learning Office closed on 19 December 2013. The majority of its personnel moved back to the organizations they belonged to before the Chief Learning Office came into existence, primarily Plans, Programs, Requirements, and Assessments (A5/8/9).

## EDUCATION



***Squadron Officer School Innovation.*** In December 2012, the Squadron Officer School, part of the Squadron Officer College, added a new elective designed to give its students a voice in major issues affecting today's Air Force by challenging its students to focus on discovering solutions to significant issues across the Service. Developed as a grass roots initiative by the school's cadre, students selected to take the 8-week elective briefed their final recommendations to the Spatz Center, AU, and AETC commanders.

**23 May 2013:** Astronaut Peggy Whitson navigates the ropes course on the OTS training grounds. She lead a group of six US and international astronauts through leadership and teamwork training obstacle courses at Maxwell AFB to evaluate the site for potential future use.

## FLYING TRAINING

***KC-46A Formal Training Unit Site Chosen.*** In May 2013 the Secretary of the Air Force announced the selection of Altus AFB, Oklahoma, as the location for the KC-46A formal training unit. The AETC plan was to set up the formal training unit with 6-8 aircraft authorized. The FTU would provide initial, transition, and upgrade training to aircrews across the total force. The 97th Air Mobility Wing expected to receive its first KC-46A in May 2016

***CEARF Training Began.*** In June 2012 HQ USAF and the Air Force Personnel Center (AFPC) directed the merger of the aerial gunner and rotary-wing flight engineer career fields dubbing them Career Enlisted Aviators. Students began the first Career Enlisted Aviator Rotary-Wing Fundamentals (CEARF) course after AETC published the initial syllabus. They flew in the TH-1H helicopter for the first time on 7 May 2013 and graduated shortly thereafter in June.

***T-1 Modification for Electronic Warfare Training.*** In June 2013 the 451st Flying Training Squadron at NAS Pensacola, Florida, completed formal incorporation of the fundamentals of electronic warfare in flight in their syllabus. Previously, the electronic warfare portion of undergraduate combat systems officer training was taught in a simulator, with basic flying skills taught in the aircraft. Now electronic warfare skills had integrated into the flying.

## TECHNICAL TRAINING

***Diversity.*** On 24 January 2013, Secretary of Defense Leon Panetta and Chairman of the Joint Chiefs of Staff Gen Martin Dempsey announced the rescission of the 1994 Direct Ground Combat Definition and Assignment Rule for women. They further announced the Department of Defense planned to remove gender-based barriers to service. As such, all training would open to women if they qualified. At the time, the Air Force had seven career fields closed to women.

## MISCELLANEOUS

***Contingency Operations.*** On 4 January 2013, crews from the 97th Air Mobility Wing flew members of the Kentucky Air Guard Contingency Response Group and the 31st Air Defense Artillery Army Brigade, Fort Sill, Oklahoma, to Turkey to support NATO efforts to augment Turkey's self-defense capabilities. In all, more than 2 million pounds of equipment and about 300 personnel were loaded on C-17s belonging to the 97th's 58th Airlift Squadron.



# 2014

General Rand and AETC had inherited challenges of considerable magnitude, and these issues permeated 2014. Known as a morale-building, people-first commander, he helped AETC rebuild its esprit-de-corps in the face of these challenges. He made visits throughout the command and talked with Airmen. He wanted character building at the forefront of the command, and the enterprise sought ways to instill "what right looked like" in all parts of education and training. Character development was front and center with the establishment of the Profession of Arms Center of Excellence (PACE) at HQ AETC, although assigned to HQ USAF. General Rand used unit heritage and museums in the command in his extended effort to instill the importance of good character in current Airmen and in developing future Airmen. At JBSA-Lackland AFB, he combined the Security Forces and Enlisted Heritage Museums into an acculturation center for pipeline BMT and technical school students and their families. The command focused on enhancing the quality of life and keeping morale high on its installations even as Congress mandated deep cuts across the board in programs and end strength. The Air Force, despite its ongoing contingency challenges throughout the world, was slated to reduce its numbers of active duty personnel to around 313,000, the lowest in the post-World War II era. Closer to home, management headquarters reductions cost AETC 20 percent of its civilian authorizations.

## ASSIGNED RESOURCES

(As of 31 December 2014)

**PRIMARY INSTALLATIONS:** 12

Alabama – Maxwell; Arizona – Luke; Mississippi – Columbus, Keesler; Oklahoma – Altus, Vance; Texas – Goodfellow, Joint Base San Antonio (JBSA)-Fort Sam Houston, JBSA-Lackland, JBSA-Randolph, Laughlin, Sheppard

**PERSONNEL ASSIGNED:** 42,675 (6,437 officers; 21,900 enlisted; 14,388 civilians)

**AIRCRAFT ASSIGNED:** 1,374 (T-1A, T-6A, T-38C, C-17A, C-130J, KC-135R, F-16C/D, F-35A, UH-1N, TH-1H, HH-60G, HC-130N/P, HC-130J, MC-130H, MC-130J, CV-22B, TG-15A, TG-15B, TG-16A, T-41D, T-51A, T-53A, UV-18B)

**MAJOR SUBORDINATE UNITS:** 6

AIR UNIVERSITY, Maxwell AFB AL  
42d Air Base Wing, Maxwell AFB AL

Air Force Institute of Technology, Wright-Patterson AFB OH  
Air Force Research Institute, Maxwell AFB AL  
Carl A Spaatz Center for Officer Education, Maxwell AFB AL  
Curtis E. LeMay Center for Doctrine Development & Education, Maxwell AFB AL  
Ira C. Eaker Center for Professional Development, Maxwell AFB AL  
Jeanne M. Holm Center for Officer Accessions & Citizen Development, Maxwell AFB AL  
Muir S. Fairchild Research Information Center, Maxwell AFB AL  
Thomas N. Barnes Center for Enlisted Education, Maxwell AFB-Gunter Annex AL

**SECOND AIR FORCE**, Keesler AFB MS (4 wings, 1 independent group)

17th Training Wing, Goodfellow AFB TX  
37th Training Wing, JBSA-Lackland TX  
81st Training Wing, Keesler AFB MS  
82d Training Wing, Sheppard AFB TX  
381st Training Group, Vandenberg AFB CA

**NINETEENTH AIR FORCE**, JBSA-Randolph TX (10 wings)

12th Flying Training Wing, JBSA-Randolph TX  
14th Flying Training Wing, Columbus AFB MS  
33d Fighter Wing, Eglin AFB FL  
47th Flying Training Wing, Laughlin AFB TX  
56th Fighter Wing, Luke AFB AZ  
58th Special Operations Wing, Kirtland AFB NM  
71st Flying Training Wing, Vance AFB OK  
80th Flying Training Wing, Sheppard AFB TX  
97th Air Mobility Wing, Altus AFB OK  
314th Airlift Wing, Little Rock AFB, AR

**USAF RECRUITING SERVICE**, JBSA-Randolph TX (3 groups)

360th Recruiting Group, Hanscom AFB MA  
369th Recruiting Group, JBSA-Lackland TX  
372d Recruiting Group, Hill AFB UT

**59TH MEDICAL WING**, JBSA-Lackland TX

**502D AIR BASE WING**, JBSA-Fort Sam Houston TX

## **COMMAND LEADERSHIP**

General Robin Rand continued to serve as commander. Lieutenant General James M. Holmes served as vice commander until 3 July 2014. Major General Leonard A. Patrick succeeded him on 7 July 2014, having previously served as Commander, Second Air Force.

## **ORGANIZATION**

*Installation and Mission Support Functions Consolidating Air Force-Wide* On 18 February 2014, Secretary of the Air Force Deborah Lee James and Chief of Staff of the Air

Force Gen Mark A. Welsh III approved establishment of an Air Force Installation and Mission Support Center (AFIMSC). This was an Air Force initiative to consolidate the majority of installation and mission support functions under one organization. Prior to the decision many of these support functions fell under the major commands, including AETC. Air Force Materiel Command (AFMC) began the consolidation process by activating a provisional center in August.

**54th Fighter Group - AETC's F-16 FTU.** AETC activated the 54th Fighter Group at Holloman AFB, New Mexico, and four subordinate units, the 309th Fighter Squadron, the 54th Aircraft Maintenance Squadron, the 54th Maintenance Squadron, and the 54th Operations Support Squadron on 1 March 2014. The group was assigned to the 56th Fighter Wing at Luke AFB, but geographically separated to facilitate moving a portion of F-16 combat crew training to Holloman to make room for F-35 training at Luke. Its first F-16 arrived at Holloman on 17 March 2014.

**New Directorates Approved in HQ AETC.** On 7 October 2014, the AETC Manpower Division received approval from HQ USAF to establish two new directorates: Plans, Programs and Requirements (A5/8) and Studies, Analyses, Assessments and Lessons Learned (A9). Previously, AETC aligned the two as a single directorate (A5/8/9). At the same time, HQ USAF approved AETC's request to put the AFSO21 office under A9.

## EDUCATION

**Total Force OTS Class Began.** The first Total Force class of active, guard, and reserve OTS cadets "crossed the blue line" together on 19 July 2014, part of a ceremony held for every class to affirm their commitment to the US Air Force and its core values.

**10 October 2014: The first Total Force OTS class graduated at Maxwell AFB, Alabama. Active duty, Air Force reserve, and Air National Guard officer trainees completed the course together.**



## FLYING TRAINING

**First F-35 Arrives at Luke AFB.** The 56th Fighter Wing received its first F-35A aircraft (AF-42) on 10 March 2014. A few days later the base held an open house that showcased the F-35A. Pilots from the 56th Fighter Wing flew their first training sorties on 5 May 2014.

**314th Airlift Wing Begins Training C-130 Afghan and Saudi Air Force Pilots.** Four Afghan pilots entered C-130 initial qualification training at Little Rock AFB, Arkansas, on 24 April 2014. Eight Saudi pilots and 10 loadmasters began English language training at Lackland on 21 May before proceeding to Little Rock for C-130J training.

***Eight KC-46As Authorized at Altus.*** On 22 April 2014, the Air Force authorized bed down of up to eight KC-46As at Altus AFB, Oklahoma. The 97th Air Mobility Wing would use them to accommodate flying training for the new tanker.

***Moody AFB Chosen as Location for Afghan A-29 Training.*** Air Force Secretary Deborah James approved the decision to use Moody AFB, Georgia, as the location for Afghan Air Force A-29 training on 9 June 2014. The first A-29 aircraft arrived at Moody in September, and on 1 October AETC activated the 81st Fighter Squadron to conduct the training as a geographically separated unit of the 14th Operations Group located at Columbus AFB, Mississippi.

## MILITARY TRAINING

***Tiger Team Goal to Retool BMT Capstone Week.*** The new concept was to use Week 8 of basic military training for instilling a culture of Air Force Core Values in the graduates, one that would follow them throughout their Air Force careers.

***Combat Airman Skills Training (CAST) Closed at Camp Bullis.*** On 18 September 2014, the 37th Training Wing graduated its final CAST class, and closed its Camp Bullis operation on 1 October. Air Mobility Command (AMC) would consolidate Air Force CAST training at its USAF Expeditionary Center in New Jersey. As a part of the transfer, AETC transferred 22 authorizations and over \$500,000 in baseline funding to AMC.

***New Obstacle Course at JBSA-Lackland.*** Basic military trainees had their last opportunity to complete the traditional obstacle course on 24 September 2014. A new course, Leadership Reaction, went into operation with the next basic expeditionary Airman skills training (BEAST) week.

## TECHNICAL TRAINING

***First Initial Skills Training Course Completed by Future F-35 Crew Chiefs.*** Nine Airmen became the first Air Force recruits to graduate initial skills training on their way to become F-35 crew chiefs after completing mission-ready Airmen training at Sheppard on 7 August.

## MISCELLANEOUS

***JBSA Responds with Emergency Shelter for Unaccompanied Migrant Children.*** The Department of Health and Human Services asked the 502d Air Base Wing for assistance in sheltering about 1,200 unaccompanied migrant children from Central America. The wing identified a vacant housing facility on JBSA-Lackland and prepared it for occupants. By mid-June it had housed more than 1,200 children ages 12-17 who were caught entering the US illegally.

***Humanitarian Operations in the 97th Air Mobility Wing.*** A C-17 from the 97th Air Mobility Wing picked up medical supplies from Joint Base San Antonio, and 10 Airmen delivered humanitarian and the medical supplies to Liberia in support of Operation United Assistance to provide aid to the Ebola stricken region.

# 2015

Major issues affecting the command over the tumultuous year were the aircraft maintenance situation (contract, civilian, and blue suit); culture and accountability, keeping the message “relevant, motivational, and inspirational”; higher headquarters staff reductions and their effect on the wings; AU transformation; Battlefield Airmen issues; and overall production. Diversity and inclusion received increased focus from the Air Force secretary, chief of staff, and chief master sergeant. They identified nine initiatives, three that concerned AETC: identifying enlisted Airmen for Officer Training School, the Air Force Reserve Officer Training Corps (ROTC) rated height screening initiative, and an increased female officer applicant pool. One of the biggest character building programs initiated during this time was "Airmen's Week" during the final week of basic military training. It was designed to push acculturation and character in one final blast before Airmen flew on to their next training assignment. The character issues and low morale throughout the nuclear enterprise caused an Air Force reappraisal of the level of command at Air Force Global Strike Command. General Welsh, the Chief of Staff of the Air Force, chose to move General Rand and the four-star billet to where he thought more prestige and morale was needed. Global Strike Command. As it had been up to the mid-1970s, AETC again became a three-star command when Lt Gen Darryl Roberson took the helm. Like his predecessor, his immediate focus was on pilot production, expanding the cadre of fighter pilots for the larger Air Force, and meeting accession and production goals in all areas of training.

## ASSIGNED RESOURCES

(As of 31 December 2015)

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42d Air Base Wing, Maxwell AFB AL  
Air Force Institute of Technology, Wright-Patterson AFB OH  
Air Force Research Institute, Maxwell AFB AL  
Carl A Spaatz Center for Officer Education, Maxwell AFB AL  
Curtis E. LeMay Center for Doctrine Development & Education, Maxwell AFB AL  
Ira C. Eaker Center for Professional Development, Maxwell AFB AL  
Jeanne M. Holm Center for Officer Accessions and Citizen Development, Maxwell AFB AL  
Muir S. Fairchild Research Information Center, Maxwell AFB AL  
Thomas N. Barnes Center for Enlisted Education, Maxwell AFB-Gunter Annex AL

**SECOND AIR FORCE**, Keesler AFB MS (4 wings, 1 independent group)

17th Training Wing, Goodfellow AFB TX  
37th Training Wing, Joint Base San Antonio-Lackland TX  
81st Training Wing, Keesler AFB MS  
82d Training Wing, Sheppard AFB TX  
381st Training Group, Vandenberg AFB CA

**NINETEENTH AIR FORCE**, JBSA-Randolph TX (10 wings)

12th Flying Training Wing, JBSA-Randolph TX  
14th Flying Training Wing, Columbus AFB MS  
33d Fighter Wing, Eglin AFB FL  
47th Flying Training Wing, Laughlin AFB TX  
56th Fighter Wing, Luke AFB AZ  
58th Special Operations Wing, Kirtland AFB NM  
71st Flying Training Wing, Vance AFB OK  
80th Flying Training Wing, Sheppard AFB TX  
97th Air Mobility Wing, Altus AFB OK  
314th Airlift Wing, Little Rock AFB, AR

**USAF RECRUITING SERVICE**, JBSA-Randolph TX (3 groups)

360th Recruiting Group, Hanscom AFB MA  
369th Recruiting Group, JBSA-Lackland TX  
372d Recruiting Group, Hill AFB UT

**59TH MEDICAL WING**, JBSA-Lackland TX

**502D AIR BASE WING**, JBSA-Fort Sam Houston TX

## **COMMAND LEADERSHIP**

General Robin Rand continued to serve as commander until 20 July 2015, moving on to become the Commander, Air Force Global Strike Command. Lieutenant General Darryl L. Roberson succeeded him on 21 July 2015. He previously served as Commander, Third Air Force and Seventeenth Expeditionary Air Force. Major General Leonard A. Patrick continued to serve as vice commander.



## ORGANIZATION

***AETC Logistics, Installations, and Mission Support Directorate.*** With the creation of an Air Force IMSC, the AETC/A4/7 changed its title from the Directorate for Logistics, Installations, and Mission Support to the Directorate for Logistics, Engineering, and Force Protection (AETC/A4). In the process, the directorate transferred 97 authorizations to AFIMSC, and gave up 25 billets as part of a management headquarters reduction.

***Profession of Arms Center of Excellence (PACE).*** The A9 directorate underwent another reorganization where lessons learned and AFSO21 rolled back into A5/8 at General Rand's direction. The remainder of A9 would soon become the Profession of Arms Center of Excellence that reported to HQ USAF but remained physically in HQ AETC. During Corona South in February 2015, General Welsh approved establishment of PACE, saying it was born out of the scandals that had rocked the Air Force in basic military training and other areas. General Welsh called PACE the "Single champion laser focused on infusing Core Values within the Profession of Arms." Effective 19 February 2015, AETC activated PACE.

***USAF Air Advisor Academy Inactivated.*** With the inactivation of the USAF Air Advisor Academy on 30 September 2015, AETC handed responsibility for this training to Air Mobility Command's USAF Expeditionary Center at Joint Base McGuire-Dix-Lakehurst, New Jersey.

## EDUCATION

***Blended Learning Issues Surface at Air University.*** In May 2015 Air University said the chokepoint in their blended learning process was the inability of its unclassified internet to meet its access requirements in terms lacked the bandwidth needed for concurrent student access and use of high bandwidth instructional tools. A possible solution was to separate research and education from the NIPRnet and use commercial internet services. By August the AU communications staff had helped AU award a commercial internet service contract and Maxwell and Gunter facilities now had full coverage.

## FLYING TRAINING

***Undergraduate RPA Production Doubled.*** HQ USAF increased undergraduate RPA production by 100 percent for fiscal year 2016. Instead of 192 graduates per year, now AETC needed to produce 384.

***White Paper Concluded AETC Needed Additional Space for Pilot Training.*** The "Evolution, Challenges, and Possibilities" paper concluded that AETC was "about a half-a-base short of having the capacity needed to meet future demand, and provide flexibility to handle the turbulence of T-X transition." The T-X was the new aircraft AETC wanted for undergraduate pilot training.

***Encroachment Concerns Increased around The Command.*** The 58th Special Operations Wing, Kirtland AFB, New Mexico, raised concerns about energy development, wind farms in

particular, and the bird/wildlife aircraft strike hazard caused by the National Wildlife Refuge near the base. At the Air Force Academy, the 306th Flying Training Group had challenges such as airborne noise, commercial and residential development along the academy's fence line, land development under training areas, and joint use of an auxiliary airfield. At Vandenberg AFB, California, the 381st Training Group reported concerns about the increased occurrence of wildland fire coupled with unexploded ordnance in the firefighting area, water supply, airspace and land restrictions due to oil development, urban growth, spectrum encroachment that interfered with electronic telemetry and tracking equipment, and airspace and land restrictions.

***First Afghan Students in A-29 Program Graduate.*** The first class of Afghan Air Force students graduated in December 2015 at Moody AFB, Georgia. Graduates included 8 pilots and 12 maintainers.



**Members of the first class of RPA pilots at JBSA-Randolph AFB in a T-6 aircraft.**

## **MILITARY TRAINING**

***Gender-Integrated Flights Graduate.*** On 17 July 2015, General Rand officiated at his last BMT graduation before departing for his new assignment as Commander of Air Force Global Strike Command. It was a watershed moment in that the 37th Training Wing graduated its first gender-integrated flights in basic military training.

## AIRMEN'S WEEK

After working with the 8.5-week BMT program for several years, 737th Training Group leaders knew they could significantly reduce training time by scrubbing the curriculum, and still meet all training objectives while freeing up 23.5 hours of “flexible training time”. General Edward Rice agreed but suggested using the time to prepare Airmen to be more resilient and learn more about Air Force Core Values and expectations. General Rice and Chief Master Sergeant of the Air Force James Cody agreed to create a week-long program at the end of basic military training (BMT) to help the new Airmen make a successful transition from the controlled environment of BMT to the more permissive atmosphere of technical training.

The BMT Triennial Review Committee agreed to provide recently graduated Airmen a chance to celebrate their achievements at this 7.5-week point and attend a final “capstone transition week” to tie together and reinforce all the Airmanship principles learned earlier. Following a closely facilitated curriculum, 326th Training Squadron military training instructors and some civilian facilitators gave the new Airmen a time to more deeply reflect on their own personal attitudes, values, and beliefs in relationship to those held by the Air Force.

After graduation from BMT, Airmen would relocate to a separate squadron for the Capstone “transition week” before going to technical training. The aim was to hold discussions on character development, warrior ethos, wingmanship, resiliency, respect and concern for others, sexual assault prevention and response, leadership and followship, balancing their personal and professional life, and finances to prepare Airmen to better apply Air Force core values to real-world situations and make more responsible decisions.

The first Capstone Week began on 23 March 2015. Air Force Chief of Staff Gen Mark Welsh decided it should be called “Airmen’s Week”, and so it was. End-of-course survey results from Airmen were 85 percent positive. Written feedback showed that they saw the time as a meaningful experience, preparing them to transition to technical training and enter into the operational Air Force.

## TECHNICAL TRAINING

***Avionics Fundamentals Training Began at Sheppard.*** The first class began on 5 January 2015. Previously this training was at Keesler AFB. It was originally known as Electronic Principles, but it evolved over the years as technology and training requirements changed. Once a prerequisite course for a number of specialties, now only the avionics career field used it. With all the follow-on avionics specialty training already at Sheppard AFB, Texas, it made sense to move it and save on the need for change of stations between courses. The 81st Training Wing at Keesler graduated its last class on 18 February 2015.

***Tactical Air Control Party (TACP) Moved to Texas.*** On 21 April 2015, Tactical Air Control Party training began at JBSA-Lackland. Previously the schoolhouse was at Hurlburt Field, Florida.

## MISCELLANEOUS

***Character Development, Professionalism Seminar.*** In January-February 2015, Second Air Force ran three beta tests of a new character development, professionalism seminar for new flight commanders and instructor supervisors. The idea came about in 2014 when Second Air Force wanted a seminar that supported its strategic plan to “foster a climate of professionalism and mutual respect” targeting new technical training flight commanders, chiefs, intermediate supervisors, and instructor supervisors. Lessons covered topics like abuse of power, core values, and academic integrity.

***Precision Recruiting.*** Air Force Recruiting Service replaced its competition-based model in June 2015 with Precision Recruiting. It was designed to produce more diversity, better caliber Battlefield Airmen entrants, and more synergies among the widespread recruiting units.



**On 14 December 2015, a Norwegian pilot climbs aboard an F-35 at Luke AFB, Arizona. This was the first F-35 flight by a Norwegian pilot.**

***Attack on Military Facilities in Tennessee Leads to Recruiting Station Changes.*** One man opened fire on two military facilities in Chattanooga, Tennessee on 16 July 2015, killing four Marines and fatally injuring one Sailor. Responding police killed the perpetrator. Within hours of

the attack, Air Force Recruiting Service implemented significant changes to ensure the safety of its personnel. Short term measures included teleworking to the maximum extent possible, wearing civilian clothing when traveling to and from the office, varying interview times and locations, and wearing special event clothing. A more permanent measure involved working with the Army Corps of Engineers to add security enhancements to recruiting centers.

*All Career Fields Open to Women.* The Air Force opened all of its career fields to women on 3 December 2015. Air Force Recruiting Service had prepared for this likely course of action and followed the direction laid out by the Air Force secretary “to ensure the force’s future success based on validated, gender neutral standards.”

## **A-29 LIGHT AIR SUPPORT ATTACK AIRCRAFT TRAINING PROGRAM FOR AFGHAN AIR FORCE**

In December 2011, cognizant of the successes the Air Force had enjoyed training foreign air forces, the Department of Defense (DOD) proceeded to pursue a similar course with regard to Afghanistan, awarding a contract for 20 Embraer EMB-314 Super Tucano A-29 Light Air Support (LAS) attack aircraft to serve as the counter insurgency arm of the Afghan military. Its resemblance to the T-6 Texan II was noticeable, as were its performance characteristics. However, in key areas, the A-29 was superior in performance and had a proven combat record in Central and South America. In a fierce competition with Hawker-Beechcraft for the USAF Light Air Support contract, the A-29 actually emerged twice as the victor over the T-6. The competition had reopened due to congressional intervention after the first selection and was not completely settled until the second request for proposal had selected it again on 27 February 2013. AETC had minimal play in the source selection rounds of what became the A-29; very little was briefed to the command initially, though the sustainment issues resident within the T-6A program had to factor into whatever decision the Air Force made. The new A-29 Super Tucano (Toucan) was a turboprop-driven small profile fighter certified to carry more than 100 types of combat stores. It was lightweight, very maneuverable, rugged, and relatively easy to maintain so long as sufficient parts stores could be acquired for the austere environment of Afghanistan. The US used the A-29 designation once before with the little-remembered Army Air Forces A-29 Hudson, a light bomber configured as a light attack aircraft which saw very limited service in a coastal defense/anti-submarine role in World War II. The new A-29 promised to become a centerpiece of the Afghan war once assigned to a combat role sometime in early 2016.

The new A-29s, under license with Brazil in partnership with the Sierra Nevada Corporation (SNC), were built in Embraer’s American facility in Jacksonville, Florida. Manufacturing the aircraft in the United States was a key component in Embraer winning the contract, but starting a new production line from scratch while under intense scrutiny and immense pressure due to the timelines added to AETC’s challenges to get the training underway, as some teething issues always emerged with new production aircraft. Aircraft acquisition and readiness had already appreciably slowed because of contracting disputes which compressed AETC’s ability to plan, resource, and obtain sufficient instructors and contractors to train and provide a new close air support (CAS) capability for the Afghan government. The contracting disputes and basing evaluations also meant that AETC had very little time for course development prior to the first Afghans reporting for training, about four months. Implementing training for the A-29 required every bit of experience



that AETC had amassed over the years in similar programs in order to meet the DOD timeline to be ready to implement training for initial operational capability of the Afghan Air Force (AAF) A-29 capability in January 2016 and full operational capability by 2018. Ground attack capability was one element of air power that could not be neglected in post-NATO direct involvement in Afghanistan, thus the stakes were high for AETC to deliver combat capability in a short time to a thin cadre of pilots supported with minimal ground maintenance.

With input from AETC, the Air Force chose to assign the new training squadron to the 14th Operations Group at Columbus AFB, Mississippi. There were excellent candidate units to activate to conduct the training, the most illustrious of which were the 23d and 81st Fighter Squadrons (FTS). Both had similar lineage and honors and had conducted ground attack operations through significant portions of their history, but the 81st was a much better fit for A-29 training since the 23d Fighter Wing (FW) was actually the Moody host wing. There was legitimate worry about the confusion that the 23 FTS and 23 FW would create in everything from public relations to air traffic control and resourcing. Better by far in those circumstances to have a designation different from the wing's and yet symbolic of a historic CAS unit.

The 14 FTW appointed Lt Col Jeffrey Hogan as Commander of the 81 FS. He previously served as the 14 FTW detachment commander during the spin-up to operational capability. Aircraft and training syllabi were ready for the 1 October 2014 activation. On 26 September 2014, the first A-29 was unveiled at Moody AFB just as personnel assigned to the new squadron began to arrive. The training syllabus was also far-advanced, as the contractor already provided training as part of the acquisition of the A-29. The Sierra Nevada Corporation began training 17 USAF pilots and 24 USAF maintenance and support Air Advisor personnel (trained by IAAFA) for the A-29 program at the end of fiscal year 2014.

Expected to last only four years at first, the program was successful enough to continue into 2020. The inaugural class of 8 Afghan A-29 pilots completed Initial Qualification Training in mid-2015, and contributed directly to Afghanistan counter-insurgency operations by January 2016. AETC pressed to find sufficient qualified and ready Afghan nationals to provide maintenance. It was a tougher challenge given the complexity of the work and the number of individuals needed. However, the program remained on-track despite numerous challenges and changing requirements and was ready to fulfill the expectations of the national leadership because of the emphasis placed on the project by all parts of the AETC staff who used lessons learned and historical studies to make up for lost time when crafting the new training. Both Gen Robin Rand and Lt Gen Darryl Roberson considered the teamwork exhibited by the operations staff on the A-29 project a highlight of their tenure. Indeed so successful was the Afghan pilot training program, the Lebanese Air Force was set to join the program in early 2017.



# 2016

The year 2016 began with AETC engaged in a herculean effort to turn on a dime and expand the training pipeline as the Air Force increased its end strength to 325,000 active duty personnel. After the years of sequestration, it was a final acknowledgement that the Air Force had drawn down too quickly and that the future fight would more closely resemble the Cold War years of strategic competition across multiple domains. Lieutenant General Roberson asked the staffs across the numbered air forces (NAF) and headquarters to wrestle with “thought problems,” such as where were there single points of failure in the AETC enterprise? What would it take to double production? If authorized, where could the command build a new UPT base and training capability to augment its production of pilots and aircrew? The questions pushed him to examine the way Air Force training needed to be conducted throughout an Airman's career - lifelong learning in what was termed the "Continuum of Learning." While engaged in thought problems, he also asked experts in the communications community to combine efforts within the staff to offer better courses and learning in "chunks" on demand and through smart phone apps and other innovations. Finally, he wanted AETC to be recognized as the Force Development Command by the Air Force, and he spent considerable time building a case that AETC should be the consolidated development command while the Air Force Personnel Center and the HQ USAF Directorate for Manpower, Personnel, and Services focused on talent management, essentially where and when certain expert Airmen were needed, letting AETC develop the life-long learning courses, platform, and instruction.

## ASSIGNED RESOURCES

(As of 31 December 2016)

**PRIMARY INSTALLATIONS:** 12

Alabama – Maxwell; Arizona – Luke; Mississippi – Columbus, Keesler; Oklahoma – Altus, Vance; Texas – Goodfellow, Joint Base San Antonio (JBSA)-Fort Sam Houston, JBSA-Lackland, JBSA-Randolph, Laughlin, Sheppard

**PERSONNEL ASSIGNED:** 42,437 (6,042 officers; 22,246 enlisted; 14,236 civilians)

**AIRCRAFT ASSIGNED:** 1,391 (T-1A, T-6A, T-38C, C-17A, C-130J, KC-135R, F-16C/D, F-35A, UH-1N, TH-1H, HH-60G, HC-130N/P, HC-130J, MC-130H, MC-130J, CV-22B, TG-15A, TG-15B, TG-16A, T-41D, T-51A, T-53A, UV-18B)

**MAJOR SUBORDINATE UNITS:** 6

**AIR UNIVERSITY, Maxwell AFB AL**

- 42d Air Base Wing, Maxwell AFB AL
- Air Force Institute of Technology, Wright-Patterson AFB OH
- Air Force Research Institute, Maxwell AFB AL
- Carl A Spaatz Center for Officer Education, Maxwell AFB AL
- Curtis E. LeMay Center for Doctrine Development & Education, Maxwell AFB AL
- Ira C. Eaker Center for Professional Development, Maxwell AFB AL
- Jeanne M. Holm Center for Officer Accessions & Citizen Development, Maxwell AFB AL
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- 372d Recruiting Group, Hill AFB UT

**59TH MEDICAL WING, JBSA-Lackland TX**

**502D AIR BASE WING, JBSA-Fort Sam Houston TX**

**US Air Force recruiters in the Flint, Michigan, area help local residents as their water crisis continued.**



## COMMAND LEADERSHIP

Lieutenant General Darryl L. Roberson continued to serve as commander. Major General Leonard A. Patrick remained vice commander until 3 June 2016 and then retired. Major General John E. McCoy succeeded him on an interim basis until 8 September 2016. Then Major General Mark A. Brown became vice commander on 9 September 2016; he had previously served as the Second Air Force commander.

## ORGANIZATION

***Air Force METC Student Management Moved under 59th Medical Wing.*** When AETC combined all of its medical training with the Medical Education and Training Campus (METC), oversight of Air Force students was the responsibility of the 937th Training Group (TRG) at JBSA-Lackland. However, in 2015 leadership decided management belonged under the 59th Medical Wing, also on JBSA-Lackland. Effective 4 January 2016, AETC activated the 59th Training Group and inactivated the 937th TRG.

***AETC Civil Engineer Flight Inactivated.*** Like the earlier changes in AETC's Logistics, Installations, and Mission Support Directorate, the creation of the Air Force Installation Management Support Center (AFIMSC) resulted in the closure of the command's civil engineer flight. The majority of duties of the flight now fell under AFIMSC.

***Battlefield Airmen Training Group Activated.*** On 2 June 2016, AETC activated a Battlefield Airmen Training Group assigned to the 37th Training Wing at JBSA-Lackland. The benefits of this organizational structure included improved production and optimized manpower for training Battlefield Airmen so the Air Force could provide operational capability to combatant commanders.

***Civil Air Patrol, USAF Reassigned.*** HQ USAF reassigned AETC's Civil Air Patrol, USAF to Air Combat Command and further assigned to First Air Force (Air Forces North). The change took place on 6 June 2016.

## EDUCATION

***Continuum of Learning.*** In December 2016 the Chief of Staff of the Air Force expressed concern that the Air Force had failed to produce leaders for joint warfighting, and he wanted the gap closed. In his review, Lieutenant General Roberson said Air Force organization still resembled its 1947 structure. Air University, in particular, was less than agile. This issue would continue to gain in importance in the coming year.

## FLYING TRAINING

***F-35 Pilot Training Center 1.*** Since 1 August 2012 when HQ USAF announced Luke AFB as the location for the F-35 Pilot Training Center 1, the 56th Fighter Wing had worked with

AETC to get ready for the arrival of the first F-35s. These arrived on 1 August 2016, when AETC activated the 63d Fighter Squadron at Luke.

***Fighter Pilot Production to Increase by 40 Percent.*** On 24 May 2016, the Air Force Chief of Staff told AETC to increase fighter production by 40 percent at the flying training units and to prepare to surge enlisted RPA pilots. Such a surge strained AETC's limited infrastructure such as available aircraft, facilities, simulators, and other types of support. Nevertheless, AETC started working on a plan to meet Air Force requirements. The command found some additional space in the Euro-NATO Joint Jet Pilot Training (ENJJPT) program at Sheppard. At Eglin AFB, Florida, the 33d Fighter Wing commander conducted a survey on retention in his organization, and he received almost 100 percent participation. It was one simple question, "I will stay in the Air Force if \_\_\_." Answers fell into four categories: "time, control of my life/career, give me better leadership, and give me more money."

***Enlisted Flyers Complete First Solo Flights.*** For the first time since 1957 when enlisted pilot MSgt George Holmes retired as a C-47D pilot, a new generation of enlisted pilots made their solo flights. The event took place at Pueblo, Colorado. Four enlisted members had entered the program. Two flew their solo flights on 3 November, a third on 4 November, and medical grounds caused the disqualification of the fourth. Following their successful flights, the three spoke of their experience with the Secretary of the Air Force by teleconference.

***KC-46A and Altus AFB.*** The 97th Air Mobility Wing and AETC watched closely as Boeing successfully completed its first aerial refueling test with the KC-46. The test involved transferring 1,600 pounds of fuel from the KC-46 to an F-16. On 30 August 2016, the wing dedicated its new KC-46 center for the formal training unit. At the same time, AETC activated the 56th Air Refueling Squadron and assigned it to the 97th Air Mobility Wing.

***High Winds and Hail Damaged Laughlin Aircraft.*** On 22 February 2016, high winds and 1.25-inch hail caused significant damage at Laughlin AFB, Texas. The 47th Flying Training Wing reported 39 T-1 and 21 T-38 aircraft sustained hail and debris damage. However, two days later the wing had some planes in the air, and by the 25th the wing reported its flying operations had almost reached pre-storm levels.

***T-X Request for Proposal.*** The Air Force released its much anticipated T-X Request for Proposal in 2016.

**16 March 2016: This is the first F-35A at Luke AFB, Arizona, to drop over Goldwater Range.**







**20 March 2016: Basic military training students at JBSA-Lackland marked the first anniversary of Airmen's Week.**

## **MILITARY TRAINING**

***Military Training Leader School.*** Between late December 2015 and early January 2016, Second Air Force moved the Military Training Leader (MTL) School from JBSA-Lackland to Keesler AFB, Mississippi. The first Gulf Coast class graduated on 11 February. Graduates included nine noncommissioned officers and one senior NCO. Also in 2016, Second Air Force doubled the MTL course length to put more emphasis on developing mentoring and counseling skills.

***Real World Active Shooter Event at JBSA-Lackland.*** On 8 April 2016, a disgruntled Airman who faced non-judicial punishment and possible elimination from his Battlefield Airman course, met with his commander and then pulled a gun. The commander, a decorated veteran, dove on the gunman. Sadly, the gunman shot and killed the commander and then took his own life.

## **TECHNICAL TRAINING**

***Two Women Qualified for Entry into Battlefield Airmen Specialties.*** In May one officer and one NCO qualified to begin training in Battlefield Airmen specialties. Some months later the NCO sustained injuries in tactical air control party training and chose to exit the program.

***Missile Wing Instruction.*** HQ AETC activated three detachments assigned to Sheppard's 982d Training Group's 373d Training Squadron. All three provided Type 4 training, a more standardized approach for instruction for missile wings at F.E. Warren in Wyoming, Malmstrom in Montana, and Minot in North Dakota. The training was all a part of a directive from the Secretary and Chief of Staff of the Air Force to revitalize the nuclear enterprise. The detachments provided intercontinental ballistic missile field training for Air Force Global Strike Command (AFGSC), and AFGSC agreed to meet the logistical needs of the detachments.

## MISCELLANEOUS

***Accessions Increase on Track.*** With major increases in fields like remotely piloted aircraft pilots and sensor operators and medical issues increasing, the AETC surgeon general put a process in place to screen medical waiver requests. With help from the 59th Medical Wing, hundreds of waiver requests went through in record time. Typically about 40 percent of those screened later received approval for entry into the Air Force. By improving the process, it eased some of the burden on recruiters to find 1,900 additional entrees. In addition, Second Air Force helped AETC reclassify about half the Airman needed to reach the extra 1,900-accession baseline set by the Secretary of the Air Force. One unfortunate area with a marked decrease in applicants was Battlefield Airmen specialties. Leadership believed that was a result of more general awareness that the physical testing was arduous, a fact Recruiting Service communicated freely to young people interested in joining the Air Force. By early August 2016, meeting the end strength goal had become a no fail threshold for Lieutenant General Roberson, and he felt the best way to meet the requirement was to over produce. In fact, the Air Force reached its goal by the end of the fiscal year.

***Biographical Video Series Focused on Great Airmen.*** The AETC History Office began a series of videos to show how the Core Values, inspirational wingmen and leaders, and innovation shaped the careers of great Airmen. The first video began with AETC Command CMSgt Gerardo Tapia. He helped introduce the Developmental Special Duty (DSD) enhanced selection process for military training instructors and leaders and recruiters as part of the Recruiting, Training, and Education Oversight Council (RETOC) process. The chief also helped plan and implement Airman's Week, and he changed the initial issue of Airmen's clothing so they received the more useful all-purpose environmental camouflage jacket instead of the rarely used blue rain jacket.

***Budget Issues at Corona Top.*** In June 2016 at Corona Top, Recruiting Service received CSAF support for an additional \$12.5 million for marketing and 94 more recruiters. Other issues involved an authorization for an additional 20 aircraft for Introduction to Fighter Fundamentals, a fiscal year 2017 end strength of 321,000, and full funding for the new air training complexes on JBSA-Lackland. Sequestration remained on the table, and it looked as though a budget hold would remain through the election cycle, with continuing resolutions expected for some time.

***RETOC Renamed Recruiting, Education, Accessions, and Training Oversight Council.*** In an effort to account for all facets of the command's mission, Lieutenant General Roberson renamed the Recruiting, Education, and Training Oversight Council (RETOC) by adding "Accessions" to the program title.



# 2017

**Many new elements of training and education dominated the focus of Air Education and Training Command in 2017. The AFWERX projects at Nellis AFB, Nevada, spurred partner innovation projects across the Air Force; AETC pushed its training and education towards new and sophisticated technologies such as virtual reality (VR) augmented training for aircraft maintainers and pilots in undergraduate flying training. New terms emerged such as Maintenance Training Next (MTN) and Pilot Training Next (PTN). The command worked to deliver quality graduates in a shorter amount of time to an Air Force in need of highly trained Airmen in numerous specialties. Enhancing the core organization of the Air Force, the squadron, became a significant priority, along with reducing time-wasting details for Airmen and other tasks which negatively affected Airmen's Quality of Life. The command discontinued some experiments like Airmen's Week. Second and Nineteenth Air Forces pushed to provide capable Airmen faster to the hard-pressed operational units.**

## **ASSIGNED RESOURCES**

(As of 31 December 2017)

**PRIMARY INSTALLATIONS:** 12

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**PERSONNEL ASSIGNED:** 44,309 (6,625 officers; 23,126 enlisted; 14,558 civilians)

**AIRCRAFT ASSIGNED:** 1,412 (T-1A, T-6A, T-38C, C-17A, C-130J, CV-22B, F-16C/D, F-35A, HC-130J, HH-60G, KC-135R, MC-130J, T-41D, T-51A, T-53A, TG-15A, TG-15B, TG-16A, TH-1H, UH-1N, UV-18B)

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Air Force Institute of Technology, Wright-Patterson AFB OH  
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369th Recruiting Group, JBSA-Lackland TX  
372d Recruiting Group, Hill AFB UT

**59TH MEDICAL WING**, JBSA-Lackland TX

**502D AIR BASE WING**, JBSA-Fort Sam Houston TX



**The 343d Training Squadron partners with Inter-American Air Forces Academy students in a joint training exercise.**

## COMMAND LEADERSHIP

Lieutenant General Darryl L. Roberson continued to serve as commander until 15 November 2017 and subsequently retired. He was succeeded by Lt Gen Steven L. Kwast on 16 November 2017. General Kwast had previously served as the Commander of Air University. Major General Mark A. Brown continued to serve as vice commander; however on 1 August 2017, at the direction of the Secretary of the Air Force, the title of vice commander at major command level changed to deputy commander.

## ORGANIZATION

***Changes Coming in Organization.*** In late June 2017, AETC leadership learned HQ USAF planned to replace the Battlefield Airmen Group with a wing. Recruiting Service would gain a squadron responsible for finding accessions for the Battlefield Airmen career fields; survival, evasion, resistance, and escape (SERE); and explosive ordnance. The accessions mission would stretch from basic military training to the Officer Training School and the Air Force Reserve Officer Training Corps (ROTC).

***Flying Training Operations Center.*** Lieutenant General Roberson gave Nineteenth Air Force approval to establish a flying training operations center, similar to what it had prior to 2012. However, the new center became a detachment, not a unit within Nineteenth Air Force.

## FLYING TRAINING

***T-1A Fleet Issues.*** Laughlin's 47th Training Wing entered a second year with part of its fleet still awaiting repair for an earlier hail storm. The fall-out from the lack of hail storm readiness was perhaps the best example of how thinly stretched AETC was in meeting increased student loads across the board.

***Challenges at Columbus.*** In 2016 the 14th Flying Training Wing had T-6A supply and maintenance problems that slowed the pilot training pipeline and forced a surge in fiscal year 2017 with the T-38C pressuring sortie availability. Daily the wing faced challenges with hangar queens, engine shortfalls, and basic maintenance just to fly its backlog of missions.

***First Enlisted Pilots to Graduate since World War II.*** The 12th Flying Training Wing graduated three enlisted pilots on 5 May 2017. All were part of the undergraduate remotely piloted aircraft (RPA) Class 17-10. Master Sergeants Alexander Alcisto and Michael Henderson and Technical Sergeant Michael Brooks received assignments to Beale AFB, California, to fly the RQ-4 Global Hawk.

## TECHNICAL TRAINING

***Training Millennial Generation.*** Second Air Force wrestled with training the newest generation to enter the Service, millennials. At Goodfellow AFB, Texas, the 17th Training Wing began beta testing in May using "collaborative learning pods to facilitate active learning."

**Medical Innovations Improving Battlefield Airmen Training Safety.** The command tested a reusable, wearable heat monitor and received positive results. Heat stress was a summer training danger, one the monitor could help alleviate. Also in testing was a shallow water blackout monitor nicknamed the “Fish”. According to Battlefield Airmen testing the device, it allowed safety oversight of some of the underwater swimming exercises.

## MISCELLANEOUS

**Continuum of Learning.** Lieutenant General Roberson continued to push the idea that force development belonged under a single command, AETC; however Chief of Staff of the Air Force Gen David L. Goldfein said he could only endorse the idea if all the major players agreed. During Corona Top in June 2017 and by acclimation, the Air Force secretary and chief of staff approved the concept of a single force development commander. Now AETC had oversight of all aspects of accessions and force development; however, policy continued to reside at the Air Staff.

**Grow the Force Initiative.** Air Force Recruiting Service met its Air Force goal for fiscal year 2017, helping grow the Service’s end strength to 322,500.

**Diversity and Inclusion.** The Secretary of the Air Force wanted to expand the capabilities of the Air Force by increasing diversity. The goal was to make the Air Force an attractive employer to sustain it over the next generation. Overall, in AETC the number of women and minorities paralleled that of the larger Air Force.

**Developing the Civilian Force.** On 20 September 2017, Lieutenant General Roberson announced implementation of a rotation initiative to give civilians in the headquarters staff a more rounded knowledge of headquarters operations. The program was voluntary.

**Tragedy at Sutherland Springs, Texas.** A former Airman with a bad conduct discharge opened fire at the Sutherland Baptist Church the morning of 7 November, killing 26 and wounding many others. Twelve victims had direct connections to the Air Force. The AETC staff pulled a crisis action team together to support those families through military and outside resources.



**Medics from the 59th Medical Wing, JBSA-Lackland, Texas, muster at the Houston airport. They were part of a DOD effort to help victims of Hurricane Harvey, a storm that hit the Texas coast on 30 August 2017 and dropped more than 50 inches of rain before it was done.**

# 2018

**Lieutenant General Steven Kwast, the AETC commander, embarked upon a major reorganization of the headquarters staff in January. He believed in shaking up an organization quickly and getting it to focus on new priorities and objectives. In that vein, he asked the AETC Comptroller Col Teri Jones to construct a White Paper and courses of action (COA) to redesign the staff. His basic guidance to her was to push mission execution down to the unit level and to the numbered air forces and to focus the headquarters almost exclusively on policy, oversight, and force development. The newly minted Profession of Arms Center of Excellence (PACE) moved to Air University. In the field, AETC gained a new base, wing, and training responsibility when HQ USAF assigned Holloman AFB, New Mexico, from Air Combat Command to Air Education and Training Command. The 49th Wing came with F-16 Vipers and RPA initial qualification training.**

## **ASSIGNED RESOURCES**

(As of 31 December 2018)

**PRIMARY INSTALLATIONS:** 13

Alabama – Maxwell; Arizona – Luke; Mississippi – Columbus, Keesler; New Mexico – Holloman; Oklahoma – Altus, Vance; Texas – Goodfellow, JBSA-Fort Sam Houston, JBSA-Lackland, JBSA-Randolph, Laughlin, Sheppard

**PERSONNEL ASSIGNED:** 53,074 (7,918 officers; 29,512 enlisted; 15,664 civilians)

**AIRCRAFT ASSIGNED:** 1,464 (T-1A, T-6A, T-38C, C-17A, C-130J, CV-22B, F-16C/D, F-35A, HC-130J, HH-60G, KC-135R, MC-130J, MQ-9, T-41D, T-51A, T-53A, TG-15A, TG-15B, TG-16A, UH-1N, UV-18B)

**MAJOR SUBORDINATE UNITS:** 6

**AIR UNIVERSITY**, Maxwell AFB AL  
42d Air Base Wing, Maxwell AFB AL  
Air Command and Staff College, Maxwell AFB AL  
Air Force Institute of Technology, Wright-Patterson AFB OH  
Air War College, Maxwell AFB AL  
Curtis E. Lemay Center for Doctrine Development & Education, Maxwell AFB AL  
Ira C. Eaker Center for Professional Development, Maxwell AFB AL  
Jeanne M. Holm Center for Officer Accessions & Citizen Development, Maxwell AFB AL  
Muir S. Fairchild Research Information Center, Maxwell AFB AL

Squadron Officer School, Maxwell AFB, AL  
Thomas N. Barnes Center for Enlisted Education, Maxwell AFB-Gunter Annex AL

**SECOND AIR FORCE**, Keesler AFB MS (5 wings, 1 independent group)

17th Training Wing, Goodfellow AFB TX  
37th Training Wing, JBSA-Lackland TX  
81st Training Wing, Keesler AFB MS  
82d Training Wing, Sheppard AFB TX  
Special Warfare Training Wing, JBSA-Lackland TX  
381st Training Group, Vandenberg AFB CA

**NINETEENTH AIR FORCE**, JBSA-Randolph TX (10 wings)

12th Flying Training Wing, JBSA-Randolph TX  
14th Flying Training Wing, Columbus AFB MS  
33d Fighter Wing, Eglin AFB FL  
47th Flying Training Wing, Laughlin AFB TX  
49th Wing, Holloman AFB NM  
56th Fighter Wing, Luke AFB AZ  
58th Special Operations Wing, Kirtland AFB NM  
71st Flying Training Wing, Vance AFB OK  
80th Flying Training Wing, Sheppard AFB TX  
97th Air Mobility Wing, Altus AFB OK  
314th Airlift Wing, Little Rock AFB, AR

**USAF RECRUITING SERVICE**, JBSA-Randolph TX (3 groups)

360th Recruiting Group, Hanscom AFB MA  
369th Recruiting Group, JBSA-Lackland TX  
372d Recruiting Group, Hill AFB UT

**59TH MEDICAL WING**, JBSA-Lackland TX

**502D AIR BASE WING**, JBSA-Fort Sam Houston TX

## **COMMAND LEADERSHIP**

Lieutenant General Steven L. Kwast continued to serve as commander. Major General Mark A. Brown remained as the deputy commander until February 2018. The position was vacant from February to April 2018 when Maj Gen Mark Weatherington became deputy commander, having previously served as Director, Cyberspace Operations at North American Aerospace Defense Command and US Northern Command.

## **ORGANIZATION**

*HQ Reorganization in Line with Force Development Command.* Lieutenant General Kwast wanted reorganization well underway by 15 March 2018, where the headquarters staff focused on policy and strategy and execution level authorities, functions, and processes went to the numbered air forces (NAF) and NAF equivalents. However, it took much longer to move personnel and, locate directorates together, and identify and schedule needed office space.



**330th Recruiting Squadron Activated with Special Mission.** In an attempt to improve its accessions for Battlefield Airmen career fields, AETC activated a special recruiting squadron, the 330th, on 29 June 2018 for that purpose. The squadron set up operations at JBSA Randolph, Texas. Initially it included SERE and EOD career fields, but HQ USAF had not yet decided if those career fields would remain with other Battlefield Airmen training.

**Air University Makes Squadron Officer Organizational Changes.** On 15 August 2018, AETC activated the HQ Squadron Officer School and inactivated the Squadron Officer College.

**Changes at the 502d Air Base Wing.** Effective 1 September 2018, AETC activated the 502d Civil Engineer Group at JBSA-Fort Sam Houston and redesignated the 502d Security and Readiness Group as the 502d Security Forces Group. These changes simplified and streamlined civil engineer and security forces operations.

**49th Wing Assigned to AETC.** HQ USAF relieved the 49th Wing from its assignment to Air Combat Command on 1 October 2018 and assigned the wing and its subordinate units to AETC and Nineteenth Air Force. At the same time, AETC assigned the 54th Fighter Group, 56th Fighter Wing at Holloman AFB, New Mexico, to the host organization, the 49th Wing.



**Maintenance Training Next** brought augmented reality and virtual reality into the classroom to give students more hands-on experience, but not without challenges in developing trainers and finding virtual reality goggles that could be worn for long periods of time.

## INSTALLATIONS

**Holloman AFB, New Mexico.** After months of planning, Holloman AFB, New Mexico, transferred from Air Combat Command control to Air Education and Training Command on 1 October 2018. The gaining command already had an F-16 FTU at Holloman, and AETC also gained the MQ-9 RPA initial qualification training mission, the part of training that followed the undergraduate RPA training already underway at JBSA-Randolph. On the occasion of the base transfer, AETC commander Lt Gen Steven Kwast said it was the right move. “In AETC we have the tools and the resources to help the 49th Wing maximize the effectiveness of training.”

**MQ-9 at Holloman AFB in New Mexico.**



## EDUCATION

**First Sergeant Academy Changes.** On 22 October 2018, Air University put a four-week in-house curriculum in place for the First Sergeant Academy. It replaced the two-week course with its distance learning segment. Now the course focused on “hands on, scenario-based training to better prepare first sergeants for their role in the squadron command team.”

**First Flight Commander’s Course Began at Air University.** Air University taught a new Flight Commander’s Course beginning on 30 November 2018. Putting this type of education in place was a priority for Gen Robin Rand when he commanded AETC in 2014. It was a watershed moment in the recognition of leadership accountability, a concept General Rand began in the RETOC [recruiting, training, and education oversight council] process.

## FLYING TRAINING

**JBSA-Randolph and the T-X Trainer.** The Secretary of the Air Force signed a basing decision memorandum on 20 February 2018 that made JBSA-Randolph AFB the first installation to accept the new T-X trainer. By naming Randolph first, AETC could establish a T-X instructor pilot pipeline for transition to the T-X at the other bases – Columbus, Laughlin, Sheppard, and Vance. On 27 September 2018, HQ USAF announced that a Boeing-Saab partnership would

produce the T-X, the trainer replacing the T-38C. On 27 November 2018, Maj Gen Patrick Doherty, Nineteenth Air Force commander, went to Boeing's facilities in St Louis and became the first Airman to take part in a T-X trainer sortie.

***Aircrew Crisis Task Force.*** The Aircrew Crisis Task Force adopted a new syllabus that made pilot training more efficient by front-loading academics and simulated flying. The extra efficiency mitigated the losses in sorties from the T-6 stand down. Lieutenant General Kwast said the Air Staff was pleased with the work, but more flexibility was still needed with graduate pilot absorption at the FTUs. A large part of the 11F crisis remained FTU space.

***UH-1N Replacement Named.*** On 22 September 2018, HQ USAF announced the Boeing-Leonardo MH-139, a medium lift helicopter, as the replacement for the UH-1N fleet. Earlier in the year the Air Force said its new FTU would set up at Kirtland AFB with the 58th Special Operations Wing.



**Classroom Next at Keesler AFB, Mississippi, shows students working in teams.**

## **TECHNICAL TRAINING**

***Goodfellow Beta Testing Course for Intelligence Officers.*** The 315th Training Squadron at the 17th Training Wing began a beta course for intelligence officers on 23 October 2018. The



course changed the delivery method from lecture-based to more emphasis on gaming, exercises, case studies, and working specific scenarios. The beta course ran concurrent with the standard course. When the test ended, the squadron applied best practices and lessons learned to the standard course.

## MISCELLANEOUS



**13 October 2018:** The 49th Logistics Readiness Squadron at Holloman AFB, New Mexico, loaded supplies onboard a C-17 from Joint Base Lewis-McChord for Tyndall AFB, after Hurricane Michael ravaged the base. Then Airmen from the 635th Materiel Maintenance Group accompanied the supplies to Tyndall.

*Hurricane Michael.* Evacuees began arriving at Keesler AFB on 9 October, getting out of the way of the monster storm forecast to hit the Gulf Coast of Florida. Hurricane Michael came ashore near Tyndall AFB packing maximum sustained winds of 160 miles per hour. The Category 5 storm caused tremendous damage. The 59th Medical Wing had medical services immediately available, if needed. Holloman's logistics readiness squadron helped load aid for the devastated base, and the civil engineer squadron sent Airmen to assist with recovery efforts at Tyndall.

**2019**

**Lieutenant General Steven L. Kwast completed his command tour in AETC in July 2019. He had focused ardently on innovation, especially pilot training and maintenance training initiatives. He reorganized the command and focused on his grand strategy, especially with regard to space and “near peer” war planning. His roots at Air University and its educational mission were the hallmarks of his tenure. His successor, Lt Gen Marshall “Brad” Webb, was markedly different and wished foremost to reinforce lines of communication, stability, and morale; and he focused “on the patch” e.g., recruit, train, and educate the Airmen of the Air Force. The command style of Lieutenant General Webb was strongly influenced by his long years with Air Force Special Operations Command. He quickly translated his vision into action. He oversaw the activation of the Special Warfare Training Wing that gave added status to that challenging training pipeline. Honoring Medal of Honor recipient, the late MSgt John A. Chapman, Jr., AETC renamed the Lackland Training Annex as Chapman Annex.**

#### **ASSIGNED RESOURCES**

(As of 31 December 2019)

**PRIMARY INSTALLATIONS:** 13

Alabama – Maxwell; Arizona – Luke; Mississippi – Columbus, Keesler; New Mexico – Holloman; Oklahoma – Altus, Vance; Texas – Goodfellow, Joint Base San Antonio (JBSA)-Fort Sam Houston, JBSA-Lackland, JBSA-Randolph, Laughlin, Sheppard

**PERSONNEL ASSIGNED:** 49,195 (6,901 officers; 26,881 enlisted; 15,413 civilians)

**AIRCRAFT ASSIGNED:** 1,488 (T-1A, T-6A, T-38C, C-17A, C-130J, KC- 135R, KC-46A, F-16C/D, F-35A, UH-1N, TH-1H, HH-60G, HC-130J, MC-130J, CV-22B, MQ-9, TG-15A, TG-15B, TG-16A, T-41D, T-51A, T-53A, UV-18B)

**MAJOR SUBORDINATE UNITS:** 6

**AIR UNIVERSITY**, Maxwell AFB AL  
42d Air Base Wing, Maxwell AFB AL  
Air Command and Staff College, Maxwell AFB AL  
Air Force Institute of Technology, Wright-Patterson AFB OH  
Air War College, Maxwell AFB AL  
Curtis E. LeMay Center for Doctrine Development & Education, Maxwell AFB AL

Ira C. Eaker Center for Professional Development, Maxwell AFB AL  
Jeanne M. Holm Center for Officer Accessions & Citizen Development, Maxwell AFB AL  
Muir S. Fairchild Research Information Center, Maxwell AFB AL  
National Security Space Institute, Peterson AFB, Colorado  
Squadron Officer School, Maxwell AFB AL  
Thomas N. Barnes Center for Enlisted Education, Maxwell AFB-Gunter Annex AL

**SECOND AIR FORCE**, Keesler AFB MS (5 wings, 1 independent group)

17th Training Wing, Goodfellow AFB TX  
37th Training Wing, JBSA-Lackland TX  
81st Training Wing, Keesler AFB MS  
82d Training Wing, Sheppard AFB TX  
Special Warfare Training Wing, JBSA-Lackland TX  
381st Training Group, Vandenberg AFB CA

**NINETEENTH AIR FORCE**, JBSA-Randolph TX (11 wings)

12th Flying Training Wing, JBSA-Randolph TX  
14th Flying Training Wing, Columbus AFB MS  
33d Fighter Wing, Eglin AFB FL  
47th Flying Training Wing, Laughlin AFB TX  
49th Wing, Holloman AFB NM  
56th Fighter Wing, Luke AFB AZ  
58th Special Operations Wing, Kirtland AFB NM  
71st Flying Training Wing, Vance AFB OK  
80th Flying Training Wing, Sheppard AFB TX  
97th Air Mobility Wing, Altus AFB OK  
314th Airlift Wing, Little Rock AFB, AR

**USAF RECRUITING SERVICE**, JBSA-Randolph TX (3 groups)

360th Recruiting Group, Hanscom AFB MA  
369th Recruiting Group, JBSA-Lackland TX  
372d Recruiting Group, Hill AFB UT

**59TH MEDICAL WING**, JBSA-Lackland TX

**502D AIR BASE WING**, JBSA- Fort Sam Houston TX

## **COMMAND LEADERSHIP**

Lieutenant General Steven L. Kwast continued to serve as commander until 25 July 2019 and subsequently retired. Lieutenant General Marshall B. Webb assumed command on 26 July 2019, having previously served as Commander, Air Force Special Operations Command. Major General Mark Weatherington continued to serve as deputy commander.

*AETC Priorities Rolled Out by Lieutenant General Webb.* On 1 October 2019, the AETC commander held two commander's calls to emphasize his priorities for the command. They



included Advance Force Development, Enhance Lethality and Readiness, Transform the Way We Learn, and Cultivate an Environment of Excellence.

## ORGANIZATION

***Air Force Profession of Arms Center of Excellence (PACE)***. Effective 21 February 2019, AETC assigned PACE to Air University. On 1 October 2019, AETC assigned PACE to the Ira C. Eaker Center for Professional Development.

***National Security Space Institute (NSSI)***. Previously, AETC had assigned the NSSI to the Air Force Institute of Technology. On 1 May 2019, AETC assigned the institute to Air University. Throughout these assignment changes, the NSSI remained located at Peterson AFB, Colorado.

***Changes in Medical Unit Designations across the Air Force***. Where medical operations and aerospace medicine squadrons had existed, the Air Force redesignated them as operational medical readiness squadrons; and medical operations squadrons became healthcare operations squadrons. At Columbus, Goodfellow, Laughlin, Vance, and Altus, AETC inactivated the medical support squadrons. In addition, the 56th Dental Squadron also inactivated. All of this took place in July-August 2019 as part of an Air Force-wide change in the organization of most medical groups. The 81st Medical Group at Keesler and the 59th Medical Wing at JBSA-Lackland also underwent changes, but separate from the smaller medical establishments.

## FLYING TRAINING

***Pilot Training Next and RPA Training***. In Nineteenth Air Force the year began with word that the third iteration of Pilot Training Next was setting up on the west campus at JBSA-Randolph. The RPA production was another good news story, as production had jumped from 385 to about 610. Nineteenth Air Force expected pipeline management would improve with the addition of the 49th Wing at Holloman AFB, New Mexico.

***Change in Pilot Training Next Title***. In August 2019 Lieutenant General Webb told the Air Force chief of staff that the new jargon for PTN had changed to UPT 2.5 (present class), UPT 3.0 Det 24 and the next PTN Class, and UPT 3.5 for the transition from T-1s to the T-7 and beyond.

***T-6 Fleet Issues***. Major General Craig D. Willis, Nineteenth Air Force commander, reported in July that the T-6A fleet was in poor shape. Over one-fifth of the aircraft was not mission capable-supply, and he did not foresee any quick fixes. Issues like the on-board oxygen generating system (OBOGS), rudder binding, and a multitude of spare parts shortages made fleet management a continuing challenge.

## MISCELLANEOUS

***Top Three Reasons for Joining Today's Air Force***. Air Force Recruiting Service completed a survey of basic military trainees in fiscal year 2019 and found that the top reason for joining the Air Force was "continuing college education while on active duty." Independence as an adult and travel opportunities rounded out the top three.



**Airmen line Harmon Drive on JBSA-Randolph AFB to honor the late Lt Col Richard “Dick” Cole, the last Doolittle Raider.**

**The Air Force Secretary and Chief of Staff in front of a B-25 with a group of WWII reenactors at the Cole memorial.**



***Memorial Celebrates Life of the Last Doolittle Raider.*** On the 77th anniversary of the Doolittle Raid, JBSA-Randolph held a memorial service to honor the late Lt Col Richard E. “Dick” Cole, the last surviving member of the Doolittle Raiders. An Aviation Cadet, Cole graduated with Class 40G, beginning a long relationship with AETC. Dignitaries at the event included the Secretary and the Chief of Staff of the Air Force. A unit that took part in the Tokyo Raid, the 95th Reconnaissance Squadron, led the flyover with an assigned RC-135, followed by two B-52Hs that represented modern long-range strike, two warbird B-25 Mitchells, and a missing man formation of T-38s.

***Substandard Housing Issues.*** In March 2019 the national and local media took aim at substandard dormitory and family housing throughout the Department of Defense. The biggest issue in AETC was black mold. Apparently fixing the mold problem was not happening fast enough, as in July mold issues in the permanent party dormitories on JBSA-Lackland surfaced on social media. In August Lieutenant General Webb told his senior leaders to “Control what we can control; we need to do everything we can to ensure we are controlling the efforts that are within our control, policing the dorms and buildings.” While the command made tremendous progress with permanent party dormitories, privatized housing concerns remained at year’s in the areas of Maxwell, Keesler, and Joint Base San Antonio.

# 2020

The year began with promise, but also with warning signs from China that a novel virus might impact the world in the form of a pandemic. Against this backdrop, Lt Gen Marshall B. “Brad” Webb finalized his strategic plans: A – Advance Force Development, E – Enhance lethality and readiness, T – Transform the way we learn, and C – Cultivate an environment of excellence. The early successes, and an intent on keeping council with his Big Six, the Commanders of the 59th Medical Wing, 502d Air Base Wing, Second Air Force, Nineteenth Air Force, Air Force Recruiting Service, and Air University, prepared AETC for the coming crises (soon called the Four Horsemen, the COVID-19 pandemic, hurricanes and weather, civil rights protests that erupted from the murder of George Floyd in Minneapolis, and the turbulent electoral season). Pushed by a leadership challenge on the best way to confront a general pandemic and national shutdown while charged with training the Air Force pipeline, the AETC commander determined to “fight through” the pandemic and not shutdown the precious lifeline of newly trained and ready Airmen. It was a prescient decision as the Air Force led the way for all the Services in maintaining its pipeline safely. Had the pipeline shut down, restoration could have taken years and billions of dollars to restore.



With the rise in COVID-19 cases, a BEAR tent city went up on JBSA-Lackland to allow overflow for deep cleaning of facilities and swing space for the 37th Training Wing and the 502d Air Base Wing.

## **ASSIGNED RESOURCES**

(As of 31 December 2020)

**PRIMARY INSTALLATIONS:** 13

Alabama – Maxwell; Arizona – Luke; Mississippi – Columbus, Keesler; New Mexico – Holloman; Oklahoma – Altus, Vance; Texas – Goodfellow, Joint Base San Antonio (JBSA)-Fort Sam Houston, JBSA-Lackland, JBSA-Randolph, Laughlin, Sheppard

**PERSONNEL ASSIGNED:** 49,935 (6,484 officers; 27,002 enlisted; 16,449 civilians)

**AIRCRAFT ASSIGNED:** 1,476 (T-1A, T-6A, T-38C, C-17A, C-130J, KC-135R/T, KC-46A, F-16C/D, F-35A, UH-1N, TH-1H, HH-60G, HC-130J, MC-130J, CV-22B, MQ-9, TG-15A, TG-15B, TG-16A, T-41D, T-51A, T-53A, UV-18B)

**MAJOR SUBORDINATE UNITS:** 6

**AIR UNIVERSITY, Maxwell AFB AL**

42d Air Base Wing, Maxwell AFB AL

Air Command and Staff College, Maxwell AFB AL

Air Force Institute of Technology, Wright-Patterson AFB OH

Air War College, Maxwell AFB AL

Curtis E. LeMay Center for Doctrine Development & Education, Maxwell AFB AL

Ira C. Eaker Center for Leadership Development, Maxwell AFB AL

Jeanne M. Holm Center for Officer Accessions & Citizen Development, Maxwell AFB AL

Muir S. Fairchild Research Information Center, Maxwell AFB AL

Squadron Officer School, Maxwell AFB AL

Thomas N. Barnes Center for Enlisted Education Maxwell AFB-Gunter Annex AL

**SECOND AIR FORCE, Keesler AFB MS (5 wings)**

17th Training Wing, Goodfellow AFB TX

37th Training Wing, JBSA-Lackland TX

81st Training Wing, Keesler AFB MS

82d Training Wing, Sheppard AFB TX

Special Warfare Training Wing, JBSA-Lackland TX

**NINETEENTH AIR FORCE, JBSA-Randolph TX (11 wings)**

12th Flying Training Wing, JBSAo-Randolph TX

14th Flying Training Wing, Columbus AFB MS

33d Fighter Wing, Eglin AFB FL

47th Flying Training Wing, Laughlin AFB TX

49th Wing, Holloman AFB NM

56th Fighter Wing, Luke AFB AZ

58th Special Operations Wing, Kirtland AFB NM

71st Flying Training Wing, Vance AFB OK

80th Flying Training Wing, Sheppard AFB TX  
97th Air Mobility Wing, Altus AFB OK  
314th Airlift Wing, Little Rock AFB, AR

**USAF RECRUITING SERVICE**, JBSA-Randolph TX (3 groups)  
360th Recruiting Group, Hanscom AFB MA  
369th Recruiting Group, JBSA-Lackland TX  
372d Recruiting Group, Hill AFB UT

**59TH MEDICAL WING**, JBSA- Lackland TX

**502D AIR BASE WING**, JBSA- Fort Sam Houston TX

## COMMAND LEADERSHIP

Lieutenant General Marshall B. “Brad” Webb continued to serve as commander. Major General Mark Weatherington remained as vice commander until 7 June 2020, when he left to serve as the Commander, Eighth Air Force and the Joint-Global Strike Operations Center. Major General William A Spangenthal succeeded him on 8 June 2020, having previously served as AETC’s Director of Operations and Communications.

## ORGANIZATION

***Two New Directorates Formed at HQ AETC.*** The Directorate of Intelligence, Analysis, and Innovation (A2/9) split into two directorates at Lieutenant General Webb’s direction. Effective 2 April 2020, the headquarters added a Directorate for Intelligence (A2) and a Directorate for Analysis and Innovation (A9). At the same time, the AETC Studies and Analysis Squadron fell under A9 for “technical direction and guidance.”

***AETC Units Assigned to US Space Force.*** On 24 July 2020, AETC assigned the National Security Space Institute at Peterson AFB, Colorado, from Air University to the US Space Force. The 533d Training Squadron at Vandenberg AFB, California, was assigned to US Space Force on 1 September 2020 for the purpose of providing space training. On 15 October 2020, the Peterson NCO Academy, a named activity, moved from AETC control to the Space Operations Command.

***Ira C. Eaker Center Redesignated.*** The Eaker Center replaced “Professional Development” with “Leadership Development” in its full official designation. The change to Ira C. Eaker Center for Leadership Development took place on 15 August 2020. According to the AU commander Lt Gen James B. Hecker, the change came because the center “is transforming to meet a larger Air Force need for comprehensive leadership curriculum and instruction.”

***381 Training Group Assigned to 82d Training Wing.*** In preparation for the transfer of the mission of the 381st Training Group to US Space Force, AETC assigned the group to the 82d Training Wing at Sheppard effective 8 July 2020. Previously, the 381st was an independent group assigned to Second Air Force.

***Air Force Occupational Measurement Squadron Inactivated.*** Effective 1 January 2020, the Air Force Occupational Measurement Squadron inactivated, and its authorizations transferred to the AETC Studies and Analysis Squadron.

## INSTALLATIONS

***JBSA Chapman Annex.*** For possibly only the second time in Air Force history, a piece of USAF real estate now bore the name of an enlisted Airman, a combat controller. On 4 March 2020, the Air Force renamed the JBSA Lackland Training Annex (sometimes referred to as Medina Annex), as the JBSA Chapman Annex to honor MSgt John A. Chapman, killed in action in Afghanistan in 2002, and posthumously awarded the Medal of Honor in 2018.

## EDUCATION

***First Sergeant Academy.*** The Eaker Center's First Sergeant Academy graduated what it called its first virtual in-residence-local/in-residence class on 31 July 2020. Seventy nine first sergeants completed the first two weeks of the course from their on-base lodging while in restriction of movement (ROM) status due to COVID-19. The last two weeks took place in the classroom. Air University and the 42d Air Base Wing made it possible by improving Wi-Fi and base services for students and implementing COVID-19 safety protocols. The Air Force Chaplain Corps also followed this format for its basic chaplain course.

***US Space Force OTS Graduates.*** United States Space Force reported its first two direct-commission OTS graduates finished training.

## FLYING TRAINING

***Flying Training Capacity and COVID-19.*** In late March 2020, Nineteenth Air Force estimated operating capacity at its flying wings was between 50-60 percent on average. The 97th Air Mobility Wing at Altus was on the high end with 90 percent, while the 80th Flying Training Wing was on the low end at 35 percent. As the Euro-NATO Joint Jet Pilot Training wing, the 80th dealt with rules set in the US and in the European countries that sent students to this training program at Sheppard AFB, Texas. By 9 April the undergraduate pilot training program had gone to a six-day week to try to offset lost production.

***UPT 2.5 Begins at Vance and Randolph.*** The AETC commander called it “the first step in Pilot Training Transformation, adopting an adult learning model and focusing on student-centric learning supported by modern technology and a quality instructor force.”

***Accelerated Path to Wings (XPW).*** In August Nineteenth Air Force began testing its Accelerated Path to Wings program at JBSA-Randolph with the 12th Flying Training Wing. It was a multi-engine training concept that sent students directly to the T-1A to earn their wings. It was another way AETC hoped to increase pilot production.



***Training Program for Afghan Pilots Ended.*** On 20 November 2020, the last four Afghan A-29 pilots graduated from their school at Moody AFB, Georgia. The five-year program produced 33 pilots and 100 maintainers. The 14th Flying Training Wing had provided oversight of the training.

## TECHNICAL TRAINING

***Missile Operations and Maintenance Training.*** On 7 December 2020, AETC assigned the 532d Training Squadron (TRS) at Vandenberg AFB, California, from the 381st Training Group to Sheppard's 82d Training Group. The Air Force intended to move the space training mission of the 381st Training Group to US Space Force. That left the missile operations and maintenance training, the 532 TRS, still at Vandenberg, but assigned to Sheppard.



**April 2020:** Second Air Forces used air transport to move graduates of basic military training to Sheppard AFB, Texas, for technical training. With COVID-19 numbers on the increase, it was one of the safest ways to move Airmen between AETC's many schools.

***Direct Duty Assignments.*** In September Second Air Force reported completion of its initial proof of concept for direct duty. Second Air Force sent four Airmen who just graduated from basic military training directly to their first operational unit at Goodfellow AFB, Texas. Instead of going to a technical training school, the Airman had remote access from Goodfellow to the classrooms at Keesler AFB so they could learn while already in their operational environment.

***Modular Dormitories Address Student Housing Shortage at Goodfellow.*** The 17th Training Wing received its first set of containerized housing units on 7 October 2020. This was all part of a 5-year, \$9.8 million contract to address the student housing shortage that had existed at this base for a number of years. The modular dormitories would provide an additional 400 bed

spaces at least through fiscal year 2024 for firefighting and enlisted intelligence, surveillance, and intelligence or ISR students.

## MILITARY TRAINING

***Basic Military Training to Operate at Two Locations.*** In March-April timeframe with COVID concerns rising, Second Air Force set up a detachment at Keesler AFB, Mississippi, to operate a second basic military training program. Training began on 7 April with 52 recruits at Keesler and 339 at Lackland. The last flight trained at Keesler graduated on 6 November 2020. Military training instructors and support personnel returned to their permanent assigned units.

***Space Force Trainees Enter Basic Military Training.*** On 20 October 2020, Lackland's basic military training school welcomed its first seven Space Force trainees along with USSF military training instructors. Upon graduation each received a special Space Force coin instead of the Airman's Coin.

***Recruiting Service.*** In January 2020 Air Force Recruiting Service created a plan to incorporate Space Force and Air Force recruitment, at least for the short term. The Chief of Staff of the Air Force had asked Recruiting Service to produce the plan. Going in another direction, in February Recruiting Service opened possibly its first recruiting office that combine reserve and regular Air Force staff.

***Medical Waiver Process Speeds Accessioning.*** The 59th Medical Wing reported the time it took to conduct occupational suitability assessments and make waiver decisions had decreased from an average of five weeks to less than seven days. This meant AETC could put new officer and enlisted accessions in training faster.



## MISCELLANEOUS

***Barren Land Survival Training.*** The 58th Special Operations Wing sent some of its arctic survival staff to Barrow, Alaska, from 11 to 25 January 2020, to provide barren land survival training. Students came from tactical air control party and survival, evasion, resistance, and escape (SERE) specialist programs.

**18 January 2020: SERE specialists assemble a fighter trench during barren land survival training in Barrow, Alaska. This upgrade training enabled SERE specialists to survive in the harshest Arctic environments.**

# 2021

The COVID-19 pandemic stretched into its second year as AETC continued to “fight through” protecting its pipeline and meeting the critical needs of the Air Force for trained professionals. February’s Winter Storm Uri caused significant hardship from New Mexico, through Texas, Oklahoma, and Arkansas. In Texas, frozen pipes, broken water mains, rolling blackouts, and power outages threatened the health and well-being of the force and negatively affected all levels of training. The storm also significantly affected the infrastructure on AETC bases. In Joint Base San Antonio alone, more than 50 facilities reported significant damage. In August the United States finally ended its Afghanistan campaign. Between August and late October, the US Air Force began a massive airlift, Operation Allies Welcome. It saw almost 175,000 former Afghan citizens airlifted to the United States, about 5,000 to AETC’s Holloman AFB, New Mexico.

## ASSIGNED RESOURCES

(As of 31 October 2021)

**PRIMARY INSTALLATIONS:** 13

Alabama – Maxwell; Arizona – Luke; Mississippi – Columbus, Keesler; New Mexico – Holloman; Oklahoma – Altus, Vance; Texas – Goodfellow, JBSA-Lackland, JBSA-Randolph, JBSA-Fort Sam Houston, Laughlin, Sheppard

**PERSONNEL ASSIGNED:** 49,935 (6,484 officers; 27,002 enlisted; 16,449 civilians)

**AIRCRAFT ASSIGNED:** 1,476 (T-1A, T-6A, T-38C, C-17A, C-130J, KC-135R/T, KC-46A, F-16C/D, F-35A, UH-1N, TH-1H, HH-60G, HC-130J, MC-130J, CV-22B, MQ-9, TG-15A, TG-15B, TG-16A, T-41D, T-51A, T-53A, UV-18B)

**MAJOR SUBORDINATE UNITS:** 6

**AIR UNIVERSITY, Maxwell AFB AL**

International Officer School, Maxwell AFB AL

Muir S. Fairchild Research Information Center, Maxwell AFB AL

School of Advanced Air and Space Studies, Maxwell AFB AL

Squadron Officer School, Maxwell AFB AL

42d Air Base Wing, Maxwell AFB AL

Air Command and Staff College, Maxwell AFB AL

Air Force Institute of Technology, Wright-Patterson AFB OH

Air War College, Maxwell AFB AL

Curtis E. LeMay Center for Doctrine Development & Education, Maxwell AFB AL

Ira C. Eaker Center for Leadership Development, Maxwell AFB AL  
Jeanne M. Holm Center for Officer Accessions & Citizen Development, Maxwell AFB AL  
Thomas N. Barnes Center for Enlisted Education, Maxwell AFB AL

**SECOND AIR FORCE**, Keesler AFB MS

Technical Training Operations Center, Keesler AFB MS  
17th Training Wing, Goodfellow AFB TX  
37th Training Wing, JBSA-Lackland TX  
81st Training Wing, Keesler AFB MS  
82d Training Wing, Sheppard AFB TX  
Special Warfare Training Wing, JBSA-Lackland TX

**NINETEENTH AIR FORCE**, JBSA-Randolph TX

12th Flying Training Wing, JBSA-Randolph TX  
14th Flying Training Wing, Columbus AFB MS  
33d Fighter Wing, Eglin AFB FL  
47th Flying Training Wing, Laughlin AFB TX  
49th Wing, Holloman AFB NM  
56th Fighter Wing, Luke AFB AZ  
58th Special Operations Wing, Kirtland AFB NM  
71st Flying Training Wing, Vance AFB OK  
80th Flying Training Wing, Sheppard AFB TX  
97th Air Mobility Wing, Altus AFB OK  
314th Airlift Wing, Little Rock AFB AR

**AIR FORCE RECRUITING SERVICE**, JBSA-Randolph TX

360th Recruiting Group, Hanscom AFB MA  
369th Recruiting Group, JBSA-Lackland TX  
372d Recruiting Group, Hill AFB UT

**59TH MEDICAL WING**, JBSA-Lackland TX

**502D AIR BASE WING**, JBSA-Fort Sam Houston TX

## **COMMAND LEADERSHIP**

While Lieutenant General Webb continued on into his third year as AETC commander, his deputy commander, Maj Gen William Spangenthal retired and was supplanted by the former Second Air Force commander, Maj Gen Andrea Tullos. She had led technical and basic training operations through the COVID-19 surge and promised more continuity for the command as she became General Webb's deputy commander.

## **ORGANIZATION**

***381st Training Group Inactivated.*** After almost three decades serving as AETC's school for missile and space training, HQ AETC inactivated the 381st Training Group on 31 May 2021.



The hope was that in time the lineage and heritage of the 381st would pass to the US Space Force as it assumed this training at Vandenberg AFB, California.

***33d Fighter Wing Gains Second F-35 Squadron.*** Effective 20 August 2021, HQ AETC assigned the 60th Fighter Squadron (FS) to the 33d Operations Group, 33d Fighter Wing, at Eglin AFB, Florida. The 60 FS was the second F-35 squadron assigned to this group.

***Nineteenth Air Force Reorganization.*** On 15 September HQ USAF approved the AETC request to reorganize HQ Nineteenth Air Force into an A-Staff.

## EDUCATION



**Air Force First Sergeant Academy students perform open ranks on 28 April on Maxwell AFB's Gunter Annex. Class 21-D graduated on 30 April, the largest class to date at the First Sergeant Academy. Note the academy's headquarters in the background, Kisling Hall, memorialized for the late Chief Master Sergeant of the Air Force Richard D. Kisling, the third person to serve in that position. Kisling was also remembered as the driving force behind the 1973 creation of the Air Force Senior NCO Academy.**

***First Sergeants Academy Graduates Its Largest Class to Date.*** The academy overcame staff, space, technology, and scheduling hurdles to graduate 101 Total Force first sergeants on 19 March 2021, and then its largest class to date, 104, on 30 April 2021. The April class marked the first time a cadre of Airmen and Guardians made up the adjunct instructor force.

## FLYING TRAINING

***Airworthiness Issues with T-6 and T-38.*** Nineteenth Air Force identified a number of airworthiness issues with its fleet of T-6 and T-38 aircraft that would affect training for years to come. The issues mostly revolved around availability of avionics components and adequate funding.



**On 15 September 2021, the last of the A-29s that the US government sold to the Nigerian Air Force departed Moody AFB, Georgia, for Nigeria. The Nigerian Air Force acquired the Super Tucano aircraft to enhance their capabilities in providing national security for their country.**

***A-29 Pilot Training Mission Ends.*** The 14th Flying Training Wing at Columbus AFB, Mississippi, reported its 81st Fighter Squadron had ended its A-29 pilot training mission. On 14 September 2021, the last Nigerian aircraft left Moody AFB, Georgia. The 81st Fighter Squadron remained at Moody without aircraft or trainees. Its follow-on mission was to take part in upcoming light attack aircraft experiments led by Air Combat Command.

***Pilot Production Numbers Better Than Expected.*** In fiscal year 2021, AETC trained 1,381 pilots. That was no small achievement given the winter storms, hurricanes, and other major weather events that hampered training; however, it was shy of the Air Force requested 1,500. A shortage in infrastructure to support the training still hindered the command's ability to meet that 1,500 figure, but AETC found workarounds like using UPT 2.5 to improve production as long as quality of graduates did not diminish.

## TECHNICAL TRAINING

***English Language Training Reopened for Saudi Cadets.*** On 11 January 2021, cadets from the Royal Saudi Air Force entered English Language Training at Sheppard AFB, Texas. The Air Force had canceled this program in December 2019 because of terrorist activity at NAS Pensacola caused by another Saudi student. The cancellation dragged on in 2000 due to the COVID-19 pandemic.

## MILITARY TRAINING

***Dorms as a “Weapons System” and Civilian Dorm Managers.*** The command acquired a dormitory fleet manager, Mr Michael Self, as the point person for all the Dorms as a Weapons System initiatives going forward. At the same time, work began on hiring civilian dorm managers, something some commanders in Second Air Force questioned. Major General Tullos saw it as a



positive. By hiring civilians, military training managers could focus on Airmanship 200 and other developmental missions, not on dorm management.

***USSF Recruiters Identified.*** In July 2021 the Air Force identified dedicated USSF recruiters, one for each of Air Force Recruiting Service's 24 enlisted accessions squadrons. Those individuals received specialized training in August, and by October the US Space Force saw a sizeable increase in female accessions.

## MISCELLANEOUS

***Operation Allies Refuge Becomes Operation Allies Welcome (OAW).*** The command readied its bases and personnel to host Afghan visitors who would stay in a large tent city on the vast training areas around the civil engineering training and readiness complex on Holloman AFB in New Mexico. Goodfellow AFB went on standby, but it was not needed as the Air Force found more than enough space elsewhere, especially Joint Base McGuire-Dix-Lakehurst).

The first group of refugees arrived at Holloman AFB on 31 August. By late October, Holloman had received over 6,200 travelers, and OAW had resettled more than 2,000 Afghan refugees.



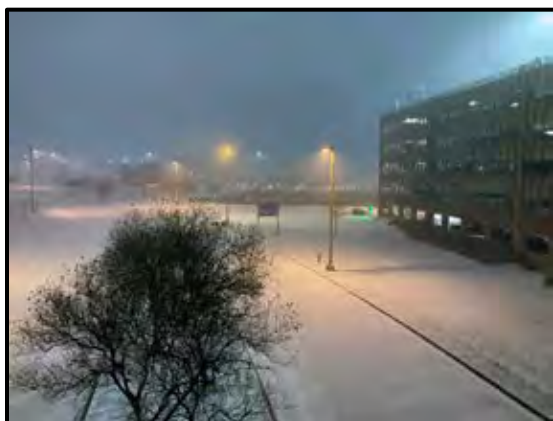
**Into November 2021, Task Force Holloman continued to welcome more Afghan refugees. Below, Afghan children enjoy a movie at Camp Aman-Omid.**

***Haitian Refugee Crisis on Texas-Mexico Border.*** In mid-September 2021, AETC's 47th Flying Training Wing at Laughlin AFB, Texas, found itself pressed into service when a crisis developed on the southern border near Del Rio. Laughlin became a center for airlift operations that returned Haitian refugees back to their country. That airlift stretched into the thousands.



***COVID-19 Vaccination Challenge.*** The vaccination of Airmen against COVID-19 became another leadership challenge for the

command team in AETC. Disinformation stoked by fears of a new vaccine that had obtained emergency use authorization caused many in DOD to pause rather than take the vaccination when first offered. Unfortunately a national hesitancy fueled by social media made for another huge spike in COVID-19 infections as a highly contagious new variant called Delta spread like wildfire around the United States and caused surges in severe cases of COVID-19 and pushed the national death toll well past the flu epidemic of 1918-1919. Even during the surge, vaccine efficacy against getting severe symptoms of COVID-19 was pronounced. In August 2021, the FDA granted the Pfizer two-dose vaccine a regular license. At that point, the President and joint chiefs began to mandate the vaccine for those without a command exemption. To make the late November threshold mandated by the Defense Department, Airmen had to receive their first shot by 28 September or start the exemption waiver process. AETC reported a 90+ percent active duty vaccination rates by year's end.



**Clockwise, Brooke Army Medical Center, JBSA commander Brig Gen Caroline Miller visiting indoor facilities for military working dogs, commissary shelves near empty at JBSA-Randolph, snow plows at work on Altus AFB, and Laughlin AFB in near white out conditions during Winter Storm Uri.**



APPENDIX A

**COMMANDERS**

*Army Air Corps Flying Training Command*

(Established 23 January 1942)

Lt Gen Barton K. Yount..... 28 Jan 1942 – ca 14 Mar 1942

*Army Air Forces Flying Training Command*

(Redesignated circa 15 March 1942)

Lt Gen Barton K. Yount .....ca 15 Mar 1942 – 6 Jul 1943

*Army Air Forces Training Command*

(Redesignated 7 July 1943)

Lt Gen Barton K. Yount ..... 7 Jul 1943 – 26 Sep 1945

Maj Gen James P. Hodges ..... 27 Sep 1945 – 12 Apr 1946

Lt Gen John K. Cannon ..... 13 Apr 1946 – 30 Jun 1946

*Air Training Command*

(Redesignated 1 July 1946)

Lt Gen John K. Cannon ..... 1 Jul 1946 - 13 Oct 1948

Lt Gen Robert W. Harper..... 14 Oct 1948 – 30 Jun 1954

Maj Gen Glenn O. Barcus..... 1 Jul 1954 – 25 Jul 1954

Lt Gen Charles T. Myers ..... 26 Jul 1954 – 31 Jul 1958

Lt Gen Frederic H. Smith, Jr..... 1 Aug 1958 – 31 Jul 1959

Lt Gen James E. Briggs ..... 1 Aug 1959 – 31 Jul 1963

Lt Gen Robert W. Burns ..... 1 Aug 1963 – 10 Aug 1964

Lt Gen William W. Momyer..... 11 Aug 1964 – 30 Jun 1966

Lt Gen San Maddux, Jr ..... 1 Jul 1966 – 31 Aug 1970

Lt Gen George B. Simler ..... 1 Sep 1970 – 9 Sep 1972

Lt Gen William V. McBride ..... 9 Sep 1972 – 31 Aug 1974

Lt Gen George H. McKee..... 1 Sep 1974 – 28 Aug 1975

Gen John W. Roberts ..... 29 Aug 1975 – 31 Mar 1979

Gen Bennie L. Davis..... 1 Apr 1979 – 28 Jul 1981

Gen Thomas M. Ryan, Jr ..... 29 Jul 1981 – 22 Jun 1983

Gen Andrew P. Iosue ..... 23 Jun 1983 – 27 Aug 1986

Lt Gen John A. Shaud..... 28 Aug 1986 – 5 Jun 1988

Lt Gen Robert C. Oaks..... 6 Jun 1988 – 24 Jun 1990

Lt Gen Joseph W. Ashy ..... 25 Jun 1990 – 9 Dec 1992

Gen Henry Viccellio, Jr ..... 10 Dec 1992 – 30 Jun 1993

*Air Education and Training Command*

(Redesignated 1 July 1993)

Gen Henry Viccellio, Jr ..... 1 Jul 1993 – 19 Jun 1995

Gen Billy J. Boles ..... 20 Jun 1995 – 16 Mar 1997

Appendix A (continued)

Gen Lloyd W. Newton.....	17 Mar 1997 – 21 Jun 2000
Gen Hal M. Hornburg.....	22 Jun 2000 – 9 Nov 2001
Lt Gen John D. Hopper, Jr.....	10 Nov 2001 – 14 Dec 2001
Gen Donald G. Cook.....	15 Dec 2001 – 16 Jun 2005
Gen William R. Looney III.....	17 Jun 2005 – 01 Jul 2008
Gen Stephen R. Lorenz.....	02 Jul 2008 – 14 Nov 2010
Gen Edward A. Rice, Jr.....	15 Nov 2010 – 09 Oct 2013
Gen Robin Rand.....	10 Oct 2013 – 20 Jul 2015
Lt Gen Darryl L. Roberson.....	21 Jul 2015 – 15 Nov 2017
Lt Gen Steven L. Kwast.....	16 Nov 2017 – 25 Jul 2019
Lt Gen Marshall B. Webb.....	26 Jul 2019 – Present

APPENDIX B  
COMMANDERS' PHOTOS



Maj Gen. Barton K. Yount  
28 Jan 42 – 26 Sep 45



Brig Gen. Walter F. Kraus  
8 Jul 43 – 12 Apr 46



Lt Gen John K. Cannon  
13 Apr 46 – 13 Oct 48



Lt Gen Robert W. Harper  
14 Oct 48 – 30 Jun 54



Maj Gen Glenn O. Barcus  
1 – 25 Jul 1954



Lt Gen Charles T. Myers  
26 Jul 54 – 31 Jul 58



Lt Gen Frederic H. Smith, Jr.  
1 Aug 58 – 5 Jul 59



Lt Gen James E. Briggs  
1 Aug 59 – 31 Jul 63



Lt Gen Robert W. Burns  
1 Aug 63 – 10 Aug 64



Lt Gen William W. Momyer  
11 Aug 64 – 31 Jul 66



Lt Gen Sam Maddux, Jr.  
1 Jul 66 – 31 Aug 70



Lt Gen George B. Simler  
1 Sep 70 – 8 Sep 72



Appendix B (continued)



Lt Gen William V. McBride  
9 Sep 72 – 31 Jul 74



Lt Gen George H. McKee  
1 Sep 74 – 28 Aug 75



Gen John W. Roberts  
29 Aug 75 – 31 Mar 79



Gen Bennie L. Davis  
1 Apr 79 – 28 Jul 81



Gen Thomas M. Ryan, Jr.  
29 Jul 81 – 22 Jun 83



Gen Andrew P. Iosue  
23 Jun 83 – 27 Aug 86



Lt Gen John A. Shaud  
28 Aug 86 – 5 Jun 88



Lt Gen Robert C. Oaks  
6 Jun 88 – 24 Jun 90



Lt Gen Joseph W. Ashy  
25 Jun 90 – 9 Dec 92



Gen Henry Viccellio, Jr.  
10 Dec 92 – 19 Jun 95



Gen Billy J. Boles  
20 Jun 95 – 16 Mar 97



Gen Lloyd W. Newton  
17 Mar 97 – 20 Jun 00



Appendix B (continued)



Gen Hal M. Hornburg  
21 Jun 00 – 9 Nov 01



Lt Gen John D. Hopper, Jr.  
10 Nov 01 – 14 Dec 01



Gen Donald G. Cook  
15 Dec 01 – 16 Jun 05



Gen William R. Looney III  
17 Jun 05 – 1 Jul 08



Gen Stephen R. Lorenz  
2 Jul 08 – 16 Nov 10



Gen Edward A. Rice, Jr.  
17 Nov 10 – 9 Oct 13



Gen Robin Rand  
10 Oct 13 – 20 Jul 15



Lt Gen Darryl L. Roberson  
21 Jul 15 – 15 Nov 17



Lt Gen Steven L. Kwast  
16 Nov 17 – 25 Jul 19



Lt Gen Marshall B. Webb  
26 Jul 19 - present

## APPENDIX C

### TRAINING INSTALLATIONS

The Air Corps or Army Air Forces activated many of the training bases listed prior to the activation of the Army Air Forces Training Command (AAFTC). Those bases came under AAFTC control on that date. Abbreviations are: AB—air base; AETC—Air Education and Training Command; AFB—Air Force base; AFS—Air Force station; AAB—Army air base; AAC—Army air center; AAF—Army air field; ANG—Air National Guard; ATC—Air Training Command.

**ADAMS FIELD**, Little Rock, Arkansas. Leased then activated 15 Aug 42. Conducted flying training until inactivated Oct 44.

**AJO AAF**, Ajo, Arizona. Activated as Ajo Field 22 Aug 41. Redesignated AAFTC. Conducted flying training until inactivated on 7 Oct 46.

**ALBANY, GEORGIA** (See Turner Field)

**ALBUQUERQUE, NEW MEXICO** (See also Kirtland Field)

**ALOE AAF**, Victoria, Texas. Activated 27 Oct 42. Conducted flying training until inactivated 31 Oct 45.

**ALTUS AFB**, Altus, Oklahoma. Activated as Army Air Forces Advanced Flying School, 17 Jun 42. Redesignated Altus AAF 8 Apr 43. Conducted flying training until inactivated 15 May 45. Redesignated Altus AFB, activated 8 Jan 53, and assigned to Tactical Air Command. Reassigned to Strategic Air Command 21 Jun 1954 and to Military Airlift Command 1 Jul 68. Reassigned to Air Education and Training Command 1 Jul 93.

**AMARILLO AFB**, Amarillo, Texas. Activated as Amarillo AAF 20 Apr 42. A basic military training (BMT) center from 5 Jul 43 through 31 Aug 45, discontinued 4 Sep 45. Conducted technical training until inactivated 30 Jun 46. Activated as Amarillo AFB 1 Mar 51. Conducted technical training until 27 Aug 68 and basic training until 11 Dec 68. Inactivated 1 Jan 69 and passed to Sheppard AFB, Texas, until disposal action completed when it transferred to civilian control on 16 Feb 71.

**AMERICUS, GEORGIA** (See Souther Field)

**ANNISTON AAF**, Eastboga, Alabama. Activated 19 Oct 42. Conducted flying training until inactivated 30 Jun 45. Activated 1 Jul 49. Conducted flying training until transferred to Air Materiel Command 1 Aug 50.

**APALACHICOLA AAF**, Apalachicola, Florida. Activated 21 Feb 42. Conducted flexible gunnery training until transferred to Army Division Engineers 2 Feb 47.

**ARCADIA, FLORIDA** (See Carlstrom Field and Dorr Field)

**ARLEDGE FIELD**, Stamford, Texas. Activated 1 Apr 41. Conducted contract flying training until inactivated 8 Sep 44.

**ATLANTIC CITY CENTER**, Atlantic City, New Jersey. Activated 29 Jun 42. Conducted basic military training for officers and enlisted and was a classification center until inactivated 5 Jan 44; operations had ended 15 Aug 43.

**AUGUSTA, GEORGIA** (See Bush Field)

**AUTAUGAVILLE FIELD**, Autaugaville, Alabama. Activated 17 Mar 41. Conducted flying training until inactivated 10 Dec 45.

**AVENGER FIELD**, Sweetwater, Texas. Activated 30 Jul 42. Conducted contract flying training for Women Airforce Service Pilots (WASP) until inactivated 9 Dec 44.

**AVON PARK AIRPORT**, Avon Park, Florida. Activated 4 Oct 41. Conducted contract flying training until inactivated 16 Oct 44.

**AZTEC, ARIZONA** (See Datelan AAF)

**BAINBRIDGE AB**, Bainbridge, Georgia. Activated as Bainbridge AAF 7 Aug 42. Conducted flying training and contract flying training until inactivated 15 Dec 45. Redesignated Bainbridge AB and activated 11 Jul 51. Conducted contract flying training until inactivated 31 Mar 61.

**BAKERSFIELD, CALIFORNIA** (See Minter Field)

**BALLINGER, TEXAS** (See Bruce Field)

**BARKSDALE AFB**, Bossier City, Louisiana. Activated as Barksdale Field 18 Nov 30 and assigned to the Army Fourth Corps Area. Transferred to General Head Quarters Air Force 1 Mar 35 and to Southeastern Air Corps Training Center 15 Oct 40. First Air Corps navigator school established 1 Nov 40. Transferred to Air Force Combat Command 6 Dec 41, Third Air Force 10 Feb 42, and then Continental Air Forces 6 Jun 45. Transferred to Army Air Forces Training Command 1 Nov 45. Conducted flying training and was HQ AAFTC location from 25 Feb 46 until 17 Oct 49. Redesignated Barksdale AFB 13 Jan 48. Transferred to Strategic Air Command 30 Sep 49.

**BARTOW AB**, Bartow, Florida. Conducted medium bombardment crew training under Third Air Force during World War II until inactivated 28 Dec 45. Activated 1 May 51. Conducted contract flying training until inactivated 19 May 61.

**BEALE AFB**, Marysville, California. Activated as Camp Beale 1 Oct 42. Declared surplus by War Department 31 May 47. Activated 10 Feb 48 and assigned to ATC. Redesignated Beale Bombing and Gunnery Range 7 Oct 49. Not an active base, but used as bombing and gunnery range. Activated and transferred to Continental Air Command 1 Apr 51. Redesignated Beale AFB 1 Dec 51. Transferred to Strategic Air Command 1 Jul 56.

**BELLEVILLE, ILLINOIS** (See Scott AFB)

**BENNETTSVILLE AIRPORT**, Bennettsville, South Carolina. Activated 6 Oct 41. Conducted contract flying training until inactivated 16 Oct 44.

**BIG SPRING AAF**, Big Spring, Texas. (See Webb AFB)

**BLACKLAND AAF**, Waco, Texas. Activated 2 Jul 42. Conducted advanced 2-engine flying training until 4 Feb 45. Became a subpost of Waco AAF until inactivated 31 Oct 45.

**BLYTHE FIELD**, Blythe, California. Activated 29 Jun 42. Conducted contract flying training until inactivated 4 Aug 44.

**BLYTHEVILLE AFB**, Blytheville, Arkansas. Activated as Blytheville AAF 10 Jun 42. Conducted flying training until transferred to Continental Air Forces on 16 Jun 45. Redesignated Blytheville AFB 10 Jun 53.

**BOCA RATON AAF**, Boca Raton, Florida. Activated 1 Jun 42 as a radar school. Overseas replacement depot established 8 Nov 43 for radar personnel. Conducted technical training until 5 May 47. Between Sep-Nov 47 radar school moved to Keesler. Transferred to the Army Corps of Engineers 1 Mar 48.

**BONHAM, TEXAS** (See Jones Field)

**BRADY, TEXAS** (See Curtis Field)

**BROOKS AFB**, San Antonio, Texas. Activated as Brooks AAF 16 Feb 1918. Conducted balloon and airship training, flying training and observation training until transferred to Continental Air Forces on 30 Nov 45. Redesignated Brooks AFB on 24 Jun 48. Transferred to ATC on 1 Oct 59. Conducted flying training and technical training until 1 Nov 61, when it transferred to Air Force Systems Command.

**BRUCE FIELD**, Ballinger, Texas. Activated 4 Oct 41. Conducted contract flying training until inactivated 16 Oct 44.

**BRYAN AFB**, Bryan, Texas. Activated as Bryan AAF 26 Jun 42. Conducted flying training until inactivated in Feb 47. Activated as Bryan AFB 1 Jul 51. Conducted flying training until 12 Jun 58 and then inactivated 1 Oct 58. Transferred to Air Materiel Command 1 Apr 60.

**BUCKINGHAM AAF**, Fort Myers, Florida. Activated 5 Jul 42. Conducted flying training and flexible gunnery training until inactivated 30 Sep 45.

**BUCKLEY FIELD**, Denver, Colorado. Activated 1 Jul 42. Established as basic military training center 1 Sep 43 - 31 Aug 45. Conducted technical training and basic training until 1 Jan 45 when it became a subpost of Lowry Field. Transferred to the Navy and redesignated Buckley Naval Air Station. Redesignated Buckley Air National Guard Base 13 May 59 and transferred from Navy to Air Force and assigned to ATC. Transferred to Continental Air Command 1 Aug 63.

**BUSH FIELD**, Augusta, Georgia. Activated 25 Aug 41. Conducted contract flying training until inactivated 8 Sep 44.

**CAMDEN, ARKANSAS** (See Harrell Field)

**CAMDEN, SOUTH CAROLINA** (See also Woodward Field)

**CAMPBELL AAF**, Clarksville, Tennessee. Activated 1 Jun 42. Conducted flying training until inactivated 31 Oct 45. Transferred to Tactical Air Command 31 Mar 46.

**CAPE GIRARDEAU AIRPORT**, Cape Girardeau, Missouri. Activated 25 Dec 42. Conducted contract flying training until inactivated 24 Mar 44.

**CARLSBAD FIELD**, Carlsbad, New Mexico. Activated 12 Oct 42. Conducted contract flying training and bombardier training until inactivated 30 Sep 45. Transferred to Corps of engineers 15 Jul 46.

**CARLSTROM FIELD**, Arcadia, Florida. Activated 22 Mar 41. Conducted contract flying training until inactivated 30 Jun 45.

**CHANDLER, ARIZONA** (See Higley Field)

**CHANUTE AFB**, Rantoul, Illinois. Activated as Chanute Field May 1917. Conducted flying training in World War I and converted to technical training in 1921, retaining that mission to the present. Also conducted specialized four-engine flying training between Sep 43 and Sep 44. Redesignated Chanute AFB on 13 Jan 48. Closed 1 Oct 93. Removed from government inventory.

**CHEYENNE, WYOMING** (See Francis E. Warren AFB)

**CHICKASHA, OKLAHOMA** (See Wilson-Bonfils Field)

**CHICO AAF**, Chico, California. Activated 6 Jan 41. Conducted flying training until transferred to Fourth Air Force 25 Apr 44.

**CHILDRESS AAF**, Childress, Texas. Construction began May 42. Activated 20 Jan 43. Began training Feb 43. Conducted bombardier and flying training until inactivated 30 Nov 45.

**CIMARRON FIELD**, Oklahoma City, Oklahoma. Activated 1 Apr 41. Conducted contract flying training until inactivated 27 Jun 44.

**CLARKSDALE FIELD**, Clarksdale, Mississippi. Activated 5 Jul 42. Conducted contract flying training until inactivated 16 Oct 44.

**CLEWISTON, FLORIDA** (See Riddle Field)

**CLOVIS AFB**, Clovis, New Mexico. Activated as Clovis AAB 25 Sep 1942 and assigned to Continental Air Forces (which became Strategic Air Command on 21 Mar 46). Redesignated Clovis AAF 8 Apr 43 and Clovis AFB 13 Jan 48. Transferred to ATC from Strategic Air Command 1 Apr 50. Conducted contract flying training. Transferred to Tactical Air Command 23 Jul 51. Redesignated Cannon AFB 8 Jun 57.

**COCHRAN FIELD**, Macon, Georgia. Activated 5 Aug 41. Conducted contract flying training until inactivated in Mar 45.

**COFFEYVILLE AAF**, Coffeyville, Kansas. Activated 11 Nov 42. Conducted flying training until transferred to Third Air Force 31 May 44.

**COLEMAN AIRPORT**, Coleman, Texas. Activated Oct 41. Conducted contract flying training until inactivated 16 Oct 44.

**COLUMBUS AFB**, Columbus, Mississippi. Activated 23 Jul 41 as Columbus AAF. Conducted flying training and contract flying training until transferred to Air Technical Service Command on 6 Jun 45. Reassigned to Air Training Command on 23 Nov 45. Conducted flying training. Redesignated Columbus AFB on 24 Jun 48. Conducted contract flying training from 20 Dec 50 until transferred to Strategic Air Command on 1 Apr 55. Reassigned to Air Training Command on 1 Jul 69. Conducted flying training until the present.

**COLUMBUS, OHIO** (See Lockbourne AAF)

**CONNALLY AFB**, Waco, Texas. (See James Connally AFB)

**COOLIDGE AAF**, Coolidge, Arizona. Activated 26 Sep 41. Conducted advanced two-engine flying training. Transferred to Air Transport Command 15 May 44. AAF Training Command continued to use the field until 28 Aug 46.

**CORAL GABLES AIRPORT**, Coral Gables, Florida. Activated 15 Aug 40. Conducted contract training of US and British navigators until inactivated 31 Oct 44.

**CORDELE MUNICIPAL AIRPORT**, Cordele, Georgia. Activated 12 Aug 40. Conducted advanced two-engine contract flying training until inactivated 28 Dec 44. Transferred to the Corps of Engineers 30 Jan 46.

**CORSICANA FIELD**, Corsicana, Texas. Activated 1 Apr 41. Conducted contract flying training until inactivated 16 Oct 44.

**COURTLAND AAF**, Courtland, Alabama. Activated 19 Oct 42. Conducted flying training until inactivated 30 Jun 45.

**CRAIG AFB**, Selma, Alabama. Activated as Craig Field 27 Aug 40 and designated as advanced single-engine school 31 Dec 40. Conducted flying training until inactivated 31 Dec 45 and transferred to Air University 1 Feb 46. Transferred from Air University as Craig AFB 1 Sep 50. Conducted flying training until inactivated and closed 31 Aug 77.

**CUERO MUNICIPAL AIRPORT**, Cuero, Texas. Activated 1 Apr 41. Conducted contract flying training until inactivated 4 Aug 44.

**CURTIS FIELD**, Brady, Texas. Activated 15 Dec 41. Conducted contract flying training until inactivated 30 Sep 45.



**DALLAS, TEXAS.** Contract flying training Jul 39 through Jun 41. Base flying training assets transferred to Brady Field, Texas.

**DATELAN AAF,** Aztec, Arizona. Activated 15 Dec 42. Conducted flying training until transferred as a subpost of Williams Field 1 Oct 46.

**DEL RIO, TEXAS** (See Laughlin AFB)

**DECATUR AIRPORT,** Decatur, Alabama. Activated 5 Oct 41. Conducted contract flying training until inactivated 28 Dec 44.

**DEMING AAF,** Deming, New Mexico. Activated 15 Nov 42. Conducted bombardier training until transferred to Second Air Force 31 Dec 44.

**DENTON AIRPORT,** Denton, Texas. Activated 10 Jun 42. Conducted contract liaison pilot training until inactivated 3 Dec 43.

**DENVER, COLORADO** (See Lowry AFB and Fort Logan Field)

**DESOTO PARISH AIRPORT,** Mansfield, Louisiana. Leased and activated 3 Jun 46. Conducted flying training until lease canceled and returned to owner 1 Oct 49.

**DODGE CITY AAF,** Dodge City, Kansas. Activated 11 Dec 42. Conducted flying training until inactivated 31 Jul 45.

**DORR FIELD,** Arcadia, Florida. Activated 4 Oct 41. Conducted contract flying training until inactivated 16 Oct 44.

**DOS PALOS AIRPORT,** Dos Palos, California. Activated 24 Jun 43. Conducted contract flying training until inactivated 28 Dec 44.

**DOTHAN, ALABAMA** (See Napier Field)

**DOUGLAS AAF,** Douglas, Arizona. Activated 2 Nov 42. Conducted flying training until inactivated 31 Oct 45.

**DOUGLAS AIRPORT,** Douglas, Georgia. Activated 4 Oct 41. Conducted contract flying training until inactivated 28 Dec 44.

**DUNCAN FIELD,** Texas. Adjacent to Kelly Field Air Corps Training Center. Absorbed by Kelly early in WWII.

**EAGLE PASS AAF,** Eagle Pass, Texas. Activated 30 Jun 42. Conducted flying training until inactivated 1 May 45.

**EAST ST LOUIS, ILLINOIS** (See also Parks Airport)

**EDWARD GARY AFB**, San Marcos, Texas. Activated as San Marcos Field 15 Dec 42. Conducted navigator training until 30 Nov 45. Placed in inactive status. Activated in May 46. Conducted liaison and helicopter flying and technical training until 1 Mar 49 when it became an auxiliary field to Randolph AFB. Inactivated 31 Mar 49. Placed on active status 15 Jan 51 and redesignated San Marcos AFB 1 Feb 51. Conducted flying training. Redesignated Gary AFB on 10 May 53. Redesignated Edward Gary AFB 1 Sep 55. Conducted flying training until inactivated 14 Dec 56. Transferred to the Department of the Army on 15 Dec 56. Addressed as Camp Gary and its air field as Gary Army Air Field.

**ELLINGTON AFB**, Houston, Texas. Established 1 Nov 17 as Ellington Field. Provided bombing instruction during World War I. Inactive 1922-1940. Activated 17 Aug 40. Held bomb school class Oct 41 through early 42. Conducted advanced twin-engine, navigator, and bombardment training until inactivated 15 Apr 46. Transferred to Air Defense Command 10 Apr 47. Reassigned as Ellington AFB 31 Mar 49. Conducted navigator training until transferred to Continental Air Command on 1 Apr 58.

**EL RENO, OKLAHOMA** (See Mustang Field)

**ENID FIELD**, Enid, Oklahoma. (See Vance AFB).

**FALCON FIELD**, Mesa, Arizona. Activated 12 Nov 42. Conducted contract flying training for the British until inactivated in Aug 45.

**FORT BROWN**, Brownsville, Texas. Transferred to AAF Training Command 7 Jul 43. Conducted flexible gunnery training until inactivated 1 Feb 46. Transferred to the Corps of Engineers 25 Apr 46.

**FORT GEORGE E. WRIGHT FIELD**, Spokane, Washington. Transferred to AAF Training Command 14 Dec 46. Processing center for officers pending discharge. Transferred to Strategic Air Command 16 Jul 47.

**FORT LOGAN FIELD**, Denver, Colorado. Transferred to AAF and established Clerical School #1 and Administrative Inspector's School 1 Jul 42. Conducted technical training until transferred to Air Service Command 15 Apr 44.

**FORT MYERS, FLORIDA** (See Buckingham AAF)

**FORT STOCKTON FIELD**, Fort Stockton, Texas. Activated 1 Jun 42. Conducted contract flying training until inactivated 12 Mar 44.

**FORT SUMNER AAF**, Fort Sumner, New Mexico. Activated 6 Jun 42. Conducted flying training until transferred to Second Air Force 16 Aug 44.

**FORT WORTH AAF**, Fort Worth, Texas. Activated 30 Jun 42 as Tarrant AAF. Redesignated Fort Worth AAF 29 Jul 42. Conducted four-engine flying training until transferred to Second Air Force 21 Nov 45. Redesignated Carswell AFB 29 Jan 48.

**FORT WORTH, TEXAS** (See Hicks Field)

**FOSTER AFB**, Victoria, Texas. Activated as Foster Field 15 May 41. Conducted flying training until inactivated 31 Oct 45. Redesignated Foster AFB and activated on 1 Sep 52. Conducted flying training until transferred to Tactical Air Command 1 Jul 54.

**FRANCIS E. WARREN AFB**, Cheyenne, Wyoming. Activated as Fort Francis E. Warren 1 Jan 30. Transferred from the Department of Army on 1 Jun 47 and assigned to ATC. Redesignated Francis E. Warren AFB 7 Oct 49. Conducted technical training until transferred to Strategic Air Command 1 Feb 58.

**FREDERICK AAF**, Frederick, Oklahoma. Activated 23 Sep 42. Conducted flying training until inactivated 31 Oct 45. Transferred to the Corps of Engineers 21 Sep 46.

**FREEMAN AAF**, Seymour, Indiana. Activated 1 Dec 42. Conducted flying training and helicopter training until inactivated 30 Apr 44.

**FRESNO FIELD**, Fresno, California. Activated 29 October 42. Conducted basic military training until 1 Sep 43 when it inactivated and training transferred to Buckley AAF.

**GAINESVILLE AAF**, Gainesville, Texas. Activated 20 Sep 41. Conducted flying training until inactivated 31 Oct 46. Transferred to the Corps of Engineers 16 Aug 47.

**GARDEN CITY AAF**, Garden City, Kansas. Activated 6 Feb 43. Conducted flying training until transferred to Air Service Command 15 Dec 44.

**GARDNER FIELD**, Taft, California. Activated 7 Jun 41. Conducted contract flying training until inactivated 28 Feb 45.

**GARNER FIELD**, Uvalde, Texas. Activated 4 Oct 41. Conducted contract flying training until inactivated 30 Jun 45.

**GARY AFB**, San Marcos, Texas. (See Edward Gary AFB)

**GEIGER FIELD**, Spokane, Washington. Transferred to AAF Training Command 9 May 46. Conducted aviation engineer training until 15 May 47. Transferred to Strategic Air Command 15 Sep 47.

**GENEVA, NEW YORK** (See Sampson AFB)

**GEORGE FIELD**, Lawrenceville, Illinois. Activated 10 Aug 42. Conducted two-engine flying training until transferred to Troop Carrier Command 15 Aug 44. Placed in standby status 1 Sep 44

**GILA BEND AAF**, Gila Bend, Arizona. Activated 22 Aug 41. Conducted fixed gunnery training until transferred to a subpost of Williams Field 15 Oct 46. Transferred to the Corps of Engineers 31 Jan 47.

**GLENDALE, ARIZONA** (See Thunderbird Field #1)

**GLENDALE, CALIFORNIA**. Active Jul 39 through May 41. Contract flying training.

**GLENVIEW, ILLINOIS.** Activated Jul 39. Training stopped due to weather (too far north).

**GOLDSBORO, NORTH CAROLINA** (See also Seymour Johnson Field)

**GOODFELLOW AFB,** San Angelo, Texas. Activated as the San Angelo Air Corps Basic Flying School 17 Aug 40. Redesignated Goodfellow Field 11 Jun 41. Ground bomb school opened Sep 42; conducted flying and bombardier training until inactivated 1 May 47. Activated 1 Dec 47. Redesignated Goodfellow AFB 13 Jan 48. Conducted flying training until transferred to USAF Security Service 1 Oct 58. Reassigned to ATC 1 Jul 78. Conducted technical training until the present.

**GOODWIN AIR FIELD,** El Dorado, Arkansas. Leased and activated 15 Mar 48. Conducted flying training until lease canceled and returned to owner 1 Oct 49.

**GRAHAM AB,** Marianna, Florida. Activated as Marianna AAF 8 Aug 42. Conducted flying training and contract flying training until transferred to Third Air Force 12 Oct 44. Redesignated as Graham AB and activated 27 Jan 53. Conducted flying training and contract flying training until inactivated and returned to civilian control on 31 Aug 61.

**GREENSBORO CENTER,** Greensboro, North Carolina. Activated 1 Mar 43. Conducted basic military training until 1 May 44. Became overseas replacement depot until transferred to AAF Personnel Distribution Command 1 Jul 44. Transferred from Strategic Air Command to Air Training Command 30 Apr 46. Continued as an overseas replacement depot until transferred to Air Defense Command 15 Aug 46.

**GREENVILLE AFB,** Greenville, Mississippi. Activated as Greenville AAF 23 Jun 41. Conducted contract flying training until inactivated in Mar 45. Redesignated Greenville AFB and activated 1 Dec 50. Conducted contract flying training until mid-Oct 60 and technical training from Nov 60 until inactivated 1 Apr 65. Base returned to civilian control 27 Oct 66.

**GREENVILLE, TEXAS** (See Majors AAF)

**GREENWOOD AAF,** Greenwood, Mississippi. Activated 1 Oct 42. Conducted flying training until Transferred to Air Transport Command 18 Jan 45.

**GRIDER FIELD,** Pine Bluff, Arkansas. Activated 1 Apr 41. Conducted contract flying training until inactivated 16 Oct 44.

**GULF COAST MILITARY ACADEMY,** Gulfport, Mississippi. Activated as an Air Force installation 16 Jul 51. Headquarters, Technical Training Air Force until unit inactivated 1 Jun 58. Base transferred to Keesler AFB as Keesler Training Annex #3. Transferred to US Navy 31 Dec 72.

**GULFPORT AAF,** Gulfport, Mississippi. Activated 7 Jul 42. Conducted technical training and basic military training until transferred to Third Air Force 31 Mar 44 with joint use by Technical Training Command for marine training of Emergency Rescue School located at Keesler. Activated 16 Jul 51. Conducted flying training until transferred to the Air National Guard 1 Feb 54.

**GUNTER AFS**, Montgomery, Alabama. Activated as Army Air Corps Basic Flying School 27 Aug 40. Redesignated Gunter Field 10 Feb 41. Conducted flying training until transferred to AAF School (later Air University) 13 Dec 45. Redesignated Gunter AFS 1 Jul 73. Reassigned, along with Air University, to ATC 15 May 78. Reassigned to Air University when it became a separate major command 1 Jul 83. Redesignated as Maxwell AFB, Gunter Annex 10 Mar 92. Reassigned along with Air University to AETC 1 Jul 93.

**HAMPTON, VIRGINIA** (See Langley Field)

**HARRELL FIELD**, Camden, Arkansas. Activated Mar 41. Conducted contract flying training until inactivated 15 Apr 44.

**HARLINGEN AFB**, Harlingen, Texas. Activated as Harlingen AAF 16 Jun 41. Conducted flexible gunnery training until 1 Oct 45. Redesignated as a basic training center 1 Nov 45 and conducted basic training until inactivated 1 Feb 46. Activated as Harlingen AFB 17 Mar 52. Conducted flying training and navigator/observer training until inactivated 1 Jul 62.

**HARVEY PARKS AIRPORT**, Sikeston, Missouri. Activated 14 Sep 40. Conducted contract flying training until inactivated 16 Oct 44.

**HATBOX FIELD**, Muskogee, Oklahoma. Activated 16 Sep 40. Conducted contract flying training until inactivated 27 Jun 44.

**HAWKINS FIELD**, Jackson, Mississippi. Jackson Army Air Base. Royal Netherlands military flying school. Dutch and Dutch East Indies students began arriving in May 42.

**HELENA, ARKANSAS** (See also Thompson- Robbins Field)

**HEMET AIRPORT**, Hemet, California. Activated 14 Sep 40. Conducted contract flying training until inactivated 28 Dec 44.

**HENDRICKS FIELD**, Sebring, Florida. Activated 23 Mar 42. Conducted four-engine flying and combat crew training until inactivated 31 Dec 45.

**HEREFORD AAF**, Hereford, Arizona. Activated 2 Nov 42. Conducted flying training until inactivated 15 May 45. Transferred to Corps of Engineers 5 Oct 46.

**HICKS FIELD**, Fort Worth, Texas. Activated 16 Aug 40. Conducted contract flying training until inactivated 27 Jun 44.

**HIGLEY FIELD**, Chandler, Arizona. (See Williams AFB)

**HOBBS AAF**, Hobbs, New Mexico. Activated 2 Nov 42. Conducted flying training until inactivated 30 Oct 45.

**HONDO AB**, Hondo, Texas. Activated as Hondo Army Airfield 4 Jul 42. Conducted navigator, flying, and contract flying training until inactivated 31 Dec 45. Redesignated Hondo AB and, activated 5 Jun 51. Contract flying training until inactivated; returned to civilian control 31 Oct 58.

**HOUSTON, TEXAS** (See Ellington AFB)

**IMMOKALEE AAF**, Immokalee, Florida. Activated 5 Jul 42. Conducted flying training and flexible gunnery training until inactivated 30 Sep 45.

**INDEPENDENCE AAF**, Independence, Kansas. Activated 12 Oct 42. Conducted flying training until inactivated 1 Nov 45.

**JACKSON AAB**, Jackson, Mississippi. Activated 1 May 42. Conducted specialized flying training for the Netherlands East Indies until transferred to Third Air Force 1 Jul 44.

**JACKSON AIRPORT**, Jackson, Tennessee. Activated 5 Jul 42. Conducted contract flying training until inactivated 27 Jun 44.

**JACKSON, MISSISSIPPI** (See Robbins Field)

**JAMES CONNALLY AFB**, Waco, Texas. Activated as Waco AAF 16 Sep 41. Conducted flying training until inactivated 15 Dec 45. Redesignated Waco AFB and activated 1 Aug 48. Redesignated Connally AFB 10 Jun 49. Redesignated James Connally AFB 8 Jan 51. Conducted flying training until transferred to Tactical Air Command 1 Jan 66.

**JEFFERSON BARRACKS**, St Louis, Missouri. Activated 3 Sep 40. Conducted basic military training until 30 Apr 44. Overseas replacement depot established 8 Nov 43. Transferred to Seventh Service Command 30 Apr 44.

**JONES FIELD**, Bonham, Texas. Activated 4 Oct 41. Conducted contract flying training until inactivated 16 Oct 44.

**KAUFMAN MUNICIPAL AIRPORT**, Terrell, Texas. Activated 12 Nov 42. Conducted contract flying training until 30 Sep 45.

**KEARNS CENTER**, Kearns, Utah. Activated 1 May 42. Conducted basic military training and technical training until 30 Sep 43. Overseas replacement depot established 8 Nov 43. Transferred to AAF Personnel Distribution Command 1 Jul 44. Transferred from Strategic Air Command to Air Training Command 30 Apr 46. Continued as an overseas replacement depot until inactivated 15 Aug 46.

**KEESLER AFB**, Biloxi, Mississippi. Activated 12 Jun 41 as Army Air Corps Station No. 8. Redesignated Keesler Field 25 Aug 41. Redesignated Keesler AFB 13 Jan 48. Conducted BMT, technical, and flying training.

**KELLY AFB**, San Antonio, Texas. Activated as Camp Kelly 7 May 1917. Redesignated Kelly Field 30 Jul 1917. Conducted Air Service mechanics training and pursuit, navigator, bomber, and observation flying training until transferred to Air Service Command 11 Mar 43. Redesignated Kelly AFB 29 Jan 48. Closed due to 1993 Base Realignment And Closure (BRAC).

**KING CITY, CALIFORNIA** (See also Palo Alto Airport)



**KINGMAN AAF**, Kingman, Arizona. Activated 16 Jan 43. Conducted flexible gunnery training until inactivated 1 Aug 45.

**KINSTON AIR FIELD**, Kinston, North Carolina. (See Stallings AB)

**KIRTLAND AFB**, Albuquerque, New Mexico. Activated as Albuquerque AAF 8 Mar 41. Transferred to Army Air Forces Flying Training Command 23 Jan 42. Redesignated Kirtland Field 24 Feb 42. Conducted flying and bombardier training until transferred to Second Air Force 1 Mar 45. Redesignated Kirtland AFB 13 Jan 48.

**KNOLLWOOD FIELD**, Knollwood, North Carolina. Transferred to Army Air Forces Technical Training Command on 10 Mar 42. Housed Headquarters, Technical Training Command until transferred to Air Technical Service Command 10 Aug 43.

**LACKLAND AFB**, San Antonio Texas. Activated as the San Antonio Aviation Cadet Center, 26 Jun 42 and classification center and preflight school established. Transferred to AAF Personnel Distribution Command 30 Jun 45. Redesignated San Antonio District, AAF Personnel Distribution Command, 1 Jul 45. Returned to Army Air Forces Training Command and redesignated AAF Military Training Center, 1 Feb 46. Redesignated Indoctrination Division, Air Training Command, 16 Oct 46; Lackland AB, 11 Jul 47; and Lackland AFB, 13 Jan 48. Conducted basic military training and technical training.

**LAFAYETTE AIRPORT**, Lafayette, Louisiana. Activated 5 Jul 42. Conducted contract flying training until inactivated 24 Mar 44.

**LA JUNTA AAF**, La Junta, Colorado. Activated 2 Nov 42. Conducted flying training until inactivated 30 Jul 45.

**LAKELAND, FLORIDA**. Jul through Sep 40 gained contract flying training from Lincoln Nebraska. Closed Aug 45.

**LAKELAND MUNICIPAL AIRPORT**, Lakeland, Florida. Activated 14 Sep 40. Conducted contract flying training until inactivated 1 Oct 45.

**LAMESA AIRPORT**, Lamesa, Texas. Activated 10 Jun 42. Conducted basic glider training and contract liaison pilot training until inactivated 26 Feb 44.

**LANCASTER AIRPORT**, Lancaster, California. Activated 28 Jul 42. Conducted contract basic pilot training. Replaced by Oxnard's primary school which moved to Lancaster 27 Jun 44. Conducted contract flying training until inactivated 1 Nov 45.

**LANCASTER, CALIFORNIA** (See War Eagle Field)

**LANGLEY FIELD**, Hampton, Virginia. Transferred from First Air Force to Army Air Forces Training Command 15 Sep 44. Conducted radar observer school until transferred to Army Airways Communications System 1 Dec 45. Later redesignated Langley AFB.

**LAREDO AFB**, Laredo, Texas. Activated as Laredo AAF 1 May 42. Conducted flexible gunnery and flying training until inactivated 15 Dec 45. Redesignated Laredo AFB and activated 2 Jun 52. Conducted flying training until inactivated 30 Sep 73.

**LAS VEGAS FIELD**, Las Vegas, Nevada. (See Nellis AFB)

**LAUGHLIN AIR FIELD**, Del Rio, Texas. Activated on 26 Sep 42 as advanced flying school. Redesignated as bombardier school but never held that training. Established B-26 transition school 10 Nov 42 and designated Laughlin AAF 3 Mar 43. Redesignated Laughlin Air Field 11 Nov 43. Conducted flying training until transferred to Air Materiel Command 30 Oct 45 and placed in inactive status. Transferred to ATC 10 Oct 51. Activated and redesignated as Laughlin AFB 1 May 52. Conducted flying training until transferred to Strategic Air Command 1 Apr 57. Reassigned to ATC 1 Apr 62. Conducted flying training to the present.

**LAWRENCEVILLE, ILLINOIS** (See George Field)

**LEMOORE AAF**, Lemoore, California. Activated 20 Dec 41. Conducted flying training until transferred to Fourth Air force 1 Jun 44.

**LIBERAL AAF**, Liberal, Kansas. Activated 1 Jun 41. Transferred to AAF Training Command 25 Apr 43. Conducted flying training and specialized four-engine flying training until inactivated 30 Sep 45. Transferred to the Corps of Engineers 6 Oct 46.

**LINCOLN AAF**, Lincoln, Nebraska. Activated in Jul 39 Conducted contract flying training until Nov 40 when training moved to Lakeland Florida. A BMT center 2 Jul 43 to 15 Apr 44. Conducted flying training, and technical training until transferred to Second Air Force 15 Apr 44. Transferred to AAF Training Command 15 Mar 45. Became a combat crew processing center until inactivated 15 Dec 45. Transferred to Corps of Engineers 23 Nov 46.

**LITTLE ROCK AFB**, Little Rock, Arkansas (also see Adams Field). Established 1 Feb 55. Transferred to AETC on 1 Apr 97. Conducted flying training. Transferred to Air Mobility Command 1 Oct 08.

**LITCHFIELD PARK AB**, Arizona (See Luke AFB)

**LOCKBOURNE AAF**, Columbus, Ohio. Activated 23 Dec 42. Conducted flying training until inactivated 2 Sep 45.

**LOVE FIELD**, Dallas, Texas. Activated Jul 39. Conducted flying and technical training until inactivated in May 45.

**LOWRY AFB**, Denver Colorado. Activated 27 Aug 37 as Denver Branch, Air Corps Technical School. Redesignated Lowry Field 11 Mar 38. Redesignated Lowry AFB 24 Jun 48. Conducted technical training until the present. Closed 1 Oct 94.

**LUBBOCK, TEXAS** (See Reese AFB and South Plains AAF)

**LUKE AFB**, Phoenix, Arizona. Activated as Litchfield Park Air Base 15 Feb 41. Established civil

elementary training 22 Mar 41. Redesignated Luke Field 6 Jun 41. Conducted flying training until inactivated 31 Oct 46. Transferred to the Corps of Engineers 1 Sep 47. Reassigned as a sub-installation of Williams Field 3 Dec 46-5 Mar 51. Redesignated Luke AFB 10 Jun 49. Removed from inactive status and assigned to Air Training Command 1 Jan 51. Conducted combat crew training until transferred to Tactical Air Command 1 Jul 58. Transferred to AETC on 1 Jul 93.

**MACON, GEORGIA** (See Cochran Field)

**MADISON, WISCONSIN** (See Truax AAF)

**MAJORS AAF**, Greenville, Texas. Activated 26 Jun 42. Conducted flying training until transferred to Second Air Force 30 Nov 44.

**MALDEN AB**, Malden, Missouri. Activated as Malden AAF 6 Jan 43. Conducted contract flying training and flying training until transferred to Troop Carrier Command 15 Jun 44. Activated as Malden AB 11 Jul 51. Conducted contract flying training until inactivated 1 Sep 60.

**MARANA AB**, Marana, Arizona. Activated as Marana AAF 29 Aug 42. Conducted contract flying training and flying training until inactivated 12 Sep 45. Activated as Marana AB 1 Sep 51. Conducted contract flying training until inactivated 22 Oct 57.

**MARFA AAF**, Marfa, Texas. Activated 5 Dec 42. Conducted flying training until inactivated 1 Aug 45.

**MARIANNA AAF**, Marianna, Florida. (See Graham AB)

**MATAGORDA ISLAND**, Texas. Activated 15 May 41. Gunnery range for bases in southern Texas until inactivated 31 Oct 45.

**MATAGORDA PENINSULA**, Texas. Activated 15 May 41. Conducted AAF Instructors School (Fixed Gunnery). Bombing range for bases in southern Texas until inactivated 31 Oct 45.

**MATHER AFB**, Sacramento, California. Activated as Mather Field 21 Feb 1918. Transferred from Air Force Combat Command to Army Air Forces Flying Training Command 23 Jan 42. Abandoned pilot training Jul 42 to concentrate exclusively on navigation training, established school for navigation instructors. Conducted navigation and flying training until transferred to Air Transport Command 1 Oct 44. Reassigned, for the purpose of establishing an aerial observation school, to Army Air Forces Training Command 20 Dec 45. Redesignated Mather AFB 13 Jan 48. Conducted navigation and flying training until closed 1 Oct 93.

**MAXWELL AFB**, Montgomery, Alabama. Activated 9 Apr 1918 as Engine and Plane Repair Depot #3. Redesignated Maxwell Field 8 Nov 1922. Transferred from the Air Corps Tactical School to Southeast Air Corps Training Center 15 Jul 31. Conducted flying training until transferred to AAF School (later redesignated Air University) 29 Nov 45. Redesignated Maxwell AFB 13 Jan 48. Transferred to ATC 15 May 78. Conducted professional military education until Air University again became a separate major command on 1 Jul 83. Transferred to Air Education and Training Command 1 Jul 93 when Air University became a subordinate of this command. Provides professional military education.

**McBRIDE AIRPORT**, McBride, Missouri. Activated 28 Jan 42. Conducted contract flying training until inactivated 24 Mar 44.

**McCONNELL AFB**, Wichita, Kansas. Designated Wichita AFB and activated 7 Jun 51. Redesignated McConnell AFB on 12 Apr 54. Conducted B-47 combat crew training until transferred to Strategic Air Command on 1 Jul 58.

**McCOY AFB**, Orlando, Florida. (See Pinecastle AFB)

**MERCED AAF**, Merced, California. Activated as Merced Army Flying School 20 Sep 41. Redesignated Merced AAF on 8 May 43. Conducted flying training and advanced flying training for Women Airforce Service Pilots until transferred to Continental Air Forces on 1 Jul 45. Redesignated Castle AFB 13 Jan 48.

**MESA AB**, Chandler, Arizona. (See Williams AFB)

**MESA, ARIZONA** (See Falcon Field)

**MIAMI AIRPORT**, Miami, Oklahoma. Activated 12 Nov 42. Conducted contract flying training for the British until inactivated 30 Sep 45.

**MIAMI BEACH BASIC TRAINING CENTER**, Miami Beach, Florida. Activated 27 Mar 42. Conducted basic military and officer candidate training from 9 Dec 42 until inactivated 20 Aug 43.

**MIDLAND AAF**, Midland, Texas. Activated 2 Aug 41. Conducted multi-engine flying training until Feb 42 when it became a bombardier school only. Conducted bombardier training until inactivated 1 Jun 46.

**MINTER FIELD**, Bakersfield, California. Activated 7 Jun 41. Conducted flying training until inactivated 31 Jan 46. Transferred to the Corps of Engineers 21 Dec 46.

**MISSION, TEXAS** (See Moore AB)

**MONROE, LOUISIANA** (See Selman Field)

**MOODY AFB**, Valdosta, Georgia. Activated as Moody AAF 26 Jun 41. Conducted flying training until transferred to First Air Force 1 May 45. Transferred to Army Air Forces Training Command 1 Nov 45. Conducted flying training until transferred to Tactical Air Command 1 Sep 47. Redesignated Moody AFB 13 Jan 48. Transferred to Continental Air Command 1 Dec 48. Transferred to Strategic Air Command 1 Apr 51. Transferred to ATC 1 Sep 51. Conducted combat crew and flying training until transferred to Tactical Air Command 1 Dec 75.

**MOORE AB**, Mission, Texas. Activated as Moore Field 20 Sep 41. Conducted flying and technical training until inactivated 31 Oct 45. Activated 22 Jan 54. Redesignated Moore AB 1 Jul 55. Conducted contract flying training until inactivated 31 Mar 61. Returned to civilian control 15 Jul 63.

**MOTON FIELD**, Tuskegee, Alabama. Activated 23 Aug 41. Conducted contract flying training until inactivated 14 Apr 46.

**MOULTRIE, GEORGIA** (See Spence AB)

**MUSKOGEE, OKLAHOMA** (See Hatbox Field)

**MUSTANG FIELD**, El Reno, Oklahoma. Activated 16 Jan 43. Conducted flying training until inactivated 28 Dec 44.

**NAPIER FIELD**, Dothan, Alabama. Activated 20 Dec 41. Conducted flying training until inactivated 1 Nov 45.

**NAPLES AAF**, Naples, Florida. Activated 5 Jul 42. Conducted flying training and flexible gunnery training until inactivated 30 Sep 45.

**NASHVILLE AAC**, Nashville, Tennessee. Activated 1 Jun 42. Functioned as an AAF Classification Center until inactivated 1 Apr 44.

**NELLIS AFB**, Las Vegas, Nevada. Conducted enlisted gunnery training (flexible) 7 Jun 41. Activated as Las Vegas AAF 20 Dec 41. Conducted flying training until inactivated 31 Dec 46. Activated 30 Aug 47 as a sub-installation of Mather AFB. Assigned as a sub-installation of Williams AAF 1 Apr 48 to provide advanced training for fighter pilots. Redesignated Nellis AFB and activated 30 Apr 50. Conducted flying and combat crew training until transferred to Tactical Air Command 1 Jul 58.

**NEWBURGH, NEW YORK** (See Stewart Field)

**NEW ORLEANS AIRPORT**, New Orleans, Louisiana. Activated 18 Mar 45. Conducted AAF Tropical Weather School until transferred to AAF Weather Service 1 Nov 45.

**NEWPORT AAF**, Newport, Arkansas. Activated 1 Nov 42. Conducted flying training until transferred to the Navy Department 19 Aug 44.

**NOBLE AAF**, Perry, Oklahoma. Activated 11 Feb 42. Conducted flying training until transferred to the Corps of Engineers 28 Oct 46.

**OCALA FIELD**, Ocala, Florida. Activated in Nov 41. Conducted contract flying training until inactivated 8 Sep 44.

**OKLAHOMA CITY, OKLAHOMA** (See also Cimarron Field)

**ONTARIO AIRPORT**, Ontario, California. Activated 3 Aug 40. Conducted contract flying training until inactivated in Dec 43. Activated Jun 44. Conducted contract flying training until inactivated 16 Oct 44.

**ORANGEBURG MUNICIPAL AIRPORT**, Orangeburg, South Carolina. Activated 4 Oct 41. Conducted contract flying training until inactivated 16 Oct 45.

**ORLANDO, FLORIDA** (See Pinecastle AFB)

**OXNARD AIRPORT**, Oxnard, California. Activated 14 Sep 40. Conducted contract flying training until inactivated 27 Jun 44.

**PALO ALTO AIRPORT**, King City, California. Activated 22 Mar 41. Conducted contract flying training until inactivated 16 Oct 44.

**PAMPA AAF**, Pampa, Texas. Activated 3 Aug 42. Conducted flying training until transferred as a subpost of Liberal, Kansas, on 28 Dec 44. Inactivated 30 Sep 45. Transferred to the Corps of Engineers 29 Jan 47.

**PANAMA CITY, FLORIDA** (See Tyndall AFB)

**PARKS AFB**, Pleasanton, California. Originally designated as Camp Parks. Redesignated Parks AFB and activated on 1 Aug 51. Conducted basic training and air base ground defense training until transferred to Continental Air Command 1 Jan 57.

**PARKS AIRPORT**, East St Louis, Illinois. Activated on 1 Aug 39. Conducted contract flying training until inactivated 12 Mar 44.

**PECOS AAF**, Pecos, Texas. Activated 28 Aug 42. Conducted flying training until inactivated 31 May 45.

**PERRIN AAF**, Sherman, Texas. Activated as Perrin AAF 20 Sep 41. Conducted flying training until inactivated 31 Oct 46. Redesignated Perrin AFB and activated 1 Apr 48. Conducted combat crew and flying training until transferred to Air Defense Command 1 Jul 62.

**PHOENIX, ARIZONA** (See Luke AFB)

**PINE BLUFF, ARKANSAS** (See Grider Field)

**PINECASTLE AFB**, Orlando, Florida. Activate 10 Sep 51. Conducted combat crew training until transferred to Strategic Air Command 1 Jan 54. Later redesignated McCoy AFB.

**PITTSBURG AIRPORT**, Pittsburg, Kansas. Activated 25 May 42. Conducted contract liaison pilot training until inactivated 20 Oct 44.

**PLEASANTON, CALIFORNIA** (See also Parks AFB)

**PONCA CITY AIRPORT**, Ponca City, Oklahoma. Activated 12 Nov 42. Conducted contract flying training for the British until inactivated 15 Apr 45.

**RANDOLPH AFB**, San Antonio, Texas. Activated as Aviation Field, San Antonio, 18 Aug 28. Redesignated Randolph Field 27 Sep 28. Redesignated Randolph AFB 13 Jan 48. Conducted flying training, combat crew training, navigator training, and flying instructor training until the present.



**RANTOUL, ILLINOIS** (See Chanute AFB)

**REESE AFB**, Lubbock, Texas. Established on 26 Jun 41. Named Air Corps Advanced Flying School, Lubbock, 11 Aug 41. Redesignated Lubbock Army Flying School 6 Feb 42; Lubbock AAF 26 Apr 43; and Lubbock AFB 13 Jan 48. Conducted flying training until inactivated 31 Dec 45. Activated 1 Aug 49. Redesignated Reese AFB 19 Nov 49. Conducted flying training until inactivated 1 Oct 97.

**RIDDLE FIELD**, Clewiston, Florida. Activated 12 Nov 42. Conducted contract flying training until inactivated 31 Dec 45.

**ROBBINS FIELD**, Jackson, Mississippi. Activated 14 Sep 40. Conducted contract flying training until inactivated 15 Apr 44.

**ROSWELL AAF**, Roswell, New Mexico. Activated 20 Sep 41. Conducted flying and bombardier training until transferred to Second Air Force 1 Nov 45. Later redesignated Walker AFB.

**SAMPSON AFB**, Geneva, New York. Activated 15 Nov 50. Conducted basic military training until transferred on inactive status to Air Materiel Command 1 Oct 56.

**SAN ANGELO AAF**, San Angelo, Texas. Activated 1 Jun 42. Conducted bombardier and specialized two- and four-engine pilot training until inactivated 30 Nov 45. Transferred to the Corps of Engineers 30 Jun 46.

**SAN ANGELO, TEXAS** (See Goodfellow AFB)

**SAN ANTONIO AVIATION CADET CENTER**, San Antonio, Texas (See Lackland AFB)

**SAN DIEGO, CALIFORNIA**. Conducted flying school 1939 - summer 1942. Transferred training to Arizona.

**SAN MARCOS AFB**, San Marcos, Texas. (See Edward Gary AFB)

**SANTA ANA AAF**, Santa Ana, California. Activated 1 Jan 42. Conducted aircrew classification and preflight training until inactivated 2 Sep 45.

**SANTA MARIA AIRPORT**, Santa Maria, California. Among the first group of contract schools selected 1 Jul 39. Activated 14 Sep 40. Conducted contract flying training until inactivated 27 Jun 44.

**SCOTT AFB**, Belleville, Illinois. Activated as Scott Field 20 Sep 1917. Transferred from Air Corps Technical Service 26 Mar 41. Conducted technical training until Oct 57. Redesignated Scott AFB 13 Jan 48. Headquarters Air Training Command from 17 Oct 49 until transferred to Military Air Transport Service 1 Oct 57.

**SCOTTSDALE, ARIZONA** (See Thunderbird Field #2)

**SEBRING, FLORIDA** (See Hendricks Field)

**SELMA, ALABAMA** (See Craig AFB)

**SELMAN FIELD**, Monroe, Louisiana. Activated 14 Aug 42. Conducted preflight, navigation, and navigation instructor training until inactivated 31 May 46. Transferred to the Corps of Engineers 31 Jul 46.

**SEQUOIA FIELD**, Visalia, California. Activated 4 Oct 41. Conducted contract flying training until inactivated in Oct 44.

**SEYMOUR, INDIANA** (See Freeman AAF)

**SEYMOUR JOHNSON AFB**, Goldsboro, North Carolina. Activated as Seymour Johnson Field 12 Jun 42. Conducted basic military training 3 Mar 43 to 20 Apr 43. Aviation cadet pre-technical training Jun 42 until transferred to First Air Force 30 Apr 44. Overseas replacement depot established 8 Nov 43. Redesignated Seymour Johnson AFB 1 Jan 53.

**SHAW AFB**, Sumter, South Carolina. Activated as Shaw Field 14 Aug 41. Conducted flying training until transferred to First Air Force 1 Apr 45. Redesignated Shaw AFB 13 Jan 48.

**SHEPPARD AFB**, Wichita Falls, Texas. Activated as Technical School at Wichita Falls 11 Feb 41. Redesignated Sheppard Field 15 Apr 41. Conducted basic military training from 20 Sep 41 to 31 Aug 45. Conducted technical training, flying training, glider pilot training, and was a replacement training center until inactivated 31 Aug 46. Redesignated Sheppard AFB and activated 1 Aug 48. Conducted basic training 1948-1949, technical training from 1949 to present, and flying training 1966 to the present.

**SHERMAN, TEXAS** (See Perrin AFB)

**SIKESTON, MISSOURI** (See Harvey Parks Airport)

**SIoux FALLS AAF**, Sioux Falls, South Dakota. Activated 11 Jul 42. Conducted technical training until inactivated 1 Aug 45.

**SMYRNA AAF**, Smyrna, Tennessee. Activated 1 Jun 42. Conducted flying training until inactivated 31 Oct 45. Transferred to Tactical Air Command 31 Mar 46.

**SOUTH PLAINS AAF**, Lubbock, Texas. Activated 11 Sep 42. Conducted advanced glider training until inactivated and transferred to Air Service Command 1 May 45.

**SOUTHER FIELD**, Americus, Georgia. Activated 21 Mar 41. Conducted contract flying training until inactivated 16 Oct 44.

**SPENCE AB**, Moultrie, Georgia. Activated as Spence Field 12 Jul 41. Conducted contract flying training and flying training until inactivated 15 Dec 45. Redesignated Spence AB and activated 15 May 51. Conducted contract flying training until inactivated and returned to civilian control 31 Mar 61.

**SPOKANE, WASHINGTON** (See Fort George Wright Field and Geiger Field)

**STALLINGS AB**, Kinston, North Carolina. A US Navy pilot training base during World War II. Activated as Kinston Air Field on 17 Oct 51. Redesignated Stallings AB 28 Jun 53. Conducted flying training and contract flying training until inactivated 27 Nov 57.

**STANFORD**, Texas. Conducted flying training Mar 41. Closed Sep 44.

**ST LOUIS, MISSOURI** (See Jefferson Barracks)

**ST PETERSBURG AIRPORT**, St. Petersburg, Florida. Activated 27 Jun 42. Basic military training 27 Jun 42 through 2 Jul 43. Conducted flying training until inactivated 31 Jul 43.

**STAMFORD, TEXAS** (See Arledge Field)

**STEAD AFB**, Reno, Nevada. Stead ANG Base redesignated Stead AFB 1 Aug 51. Transferred to ATC from Strategic Air Command 1 Sep 54. Conducted helicopter and liaison flying training and survival training until 15 Jun 66 when the base inactivated. Returned to civilian control 6 Nov 69.

**STEWART FIELD**, Newburgh, New York. Activated and established basic-advanced flying school 22 May 42. Conducted flying training and specialized flying training for US Military Academy cadets until inactivated 1 Jul 46. While the flying program was under the technical control of the Commanding General Training Command, the field belonged to the United States Military Academy, West Point, New York.

**STOCKTON FIELD**, Stockton, California. Activated 4 Jan 41. Conducted flying training until inactivated 1 Nov 45.

**STROTHER AAF**, Winfield, Kansas. Activated 12 Nov 42. Conducted flying training until transferred to Second Air Force 31 May 44.

**STUTTGART AAF**, Stuttgart, Arkansas. Activated 15 Aug 42. Conducted flying training until transferred to Third Air Force 31 Jan 45.

**SWEETWATER, TEXAS** (See Avenger Field)

**TAFT, CALIFORNIA** (See Gardner Field)

**TARRANT AAF**, Fort Worth, Texas. (See Fort Worth AAF)

**TEMPLE AAF**, Temple Texas. Activated 2 Jul 42. Conducted flying training until inactivated 31 Oct 45.

**TERRELL, TEXAS** (See Kaufman Municipal Airport)

**THOMPSON-ROBBINS FIELD**, Helena, Arkansas. Activated 4 Oct 41. Conducted contract flying training until inactivated 4 Aug 44.

**THUNDERBIRD FIELD #1**, Glendale, Arizona. Activated 12 Jul 41. Conducted contract flying training until inactivated 30 Jun 45.

**THUNDERBIRD FIELD #2**, Scottsdale, Arizona. Activated 26 Jun 42. Conducted contract flying training until inactivated 16 Oct 44.

**TIFTON AAF**, Tifton, Georgia. Activated 12 August 40. Conducted advanced two-engine flying training until inactivated 28 Dec 44. Transferred to the Corps of Engineers 21 Sep 46.

**TOMAH AAF TECHNICAL SCHOOL**, Tomah, Wisconsin. Activated 30 Nov 42. Conducted technical training until transferred to Air Service Command 30 Apr 44.

**TROY MUNICIPAL AIRPORT**, Troy, Alabama. Activated 11 Jan 42. Conducted flying training until transferred to the Corps of Engineers 1 Apr 46.

**TRUAX AAF**, Madison, Wisconsin. Activated 7 Dec 41. Conducted technical training until inactivated 15 Dec 45.

**TUCSON AIRPORT**, Tucson, Arizona. Activated 25 Jun 42. Conducted contract flying training until inactivated in Sep 44.

**TULARE AIRPORT**, Tulare, California. Activated 22 Mar 41. Conducted contract flying training until inactivated 1 Jun 45.

**TULSA MUNICIPAL AIRPORT**, Tulsa, Oklahoma. Activated 1 Aug 39. Conducted contract flying and technical training until inactivated 4 Aug 44.

**TURNER FIELD**, Albany, Georgia. Activated 12 Aug 40. Conducted navigator and advanced two-engine flying training until inactivated 15 Aug 46.

**TUSCALOOSA, ALABAMA** (See Van de Graaff Field)

**TUSKEGEE, ALABAMA** (See Moton Field)

**TUSKEGEE AAF**, Tuskegee, Alabama. Activated 11 Jan 42. Conducted flying training until transferred to the Army Corps of Engineers 14 Apr 46.

**TWENTY NINE PALMS AIRPORT**, Twenty Nine Palms, California. Activated 1 Jan 42. Conducted contract glider training until 16 Feb 43. Conducted contract elementary flying training from Mar 43 until inactivated 19 Apr 44.

**TYNDALL AFB**, Panama City, Florida. Established as Tyndall Field 16 Jun 41. Conducted flexible gunnery and flying training until transferred to Continental Air Forces 28 Feb 46. Transferred to Tactical Air Command 21 Mar 46 and to Air University 15 May 46. Redesignated Tyndall AFB 13 Jan 48. Transferred to ATC 1 Sep 50. Conducted combat crew training and flying training until transferred to Air Defense Command 1 Jul 57. Transferred to Air Education and Training Command 1 Jul 93.

**UNION CITY AIRPORT**, Union City, Tennessee. Activated 5 Jul 42. Conducted contract flying training until inactivated 15 Apr 44.

**UVALDE, TEXAS** (See Garner Field)

**VAL VERDE COUNTY AIRPORT**, Del Rio, Texas. Activated 26 Sep 42. Conducted flying training until transferred to the Corps of Engineers 11 Jan 46.

**VALDOSTA, GEORGIA** (See Moody AFB)

**VANCE AFB**, Enid, Oklahoma. Activated as Air Corps Basic Flying School, Enid, 20 Sep 41. Redesignated Enid Army Flying School 11 Feb 42; and Enid AAF 7 May 43. Conducted flying training until inactivated 31 Jan 47. Redesignated Enid AFB and activated 1 Aug 48. Redesignated Vance AFB 9 Jul 49. Conducted flying training until the present.

**VAN DE GRAAFF FIELD**, Tuscaloosa, Alabama. Activated 1 Sep 40. Conducted contract flying training until inactivated 8 Sep 44.

**VERNON AIRPORT**, Vernon, Texas. Activated 23 Sep 42. Conducted flying training until inactivated 31 Mar 45. Transferred to Corps of Engineers 5 May 45.

**VERNON, TEXAS** (See Victory Field)

**VICTORIA, TEXAS** (See Aloe AAF and Foster AFB)

**VICTORVILLE ARMY FLYING SCHOOL**, Victorville, California. Activated 26 Jun 41. Redesignated Victorville AAF on 23 Apr 43. Conducted specialized single-engine flying training, bombardier training, and, beginning in 1945, radar-aircrew training until transferred to Air Service Command on 1 Nov 45. Redesignated George AFB 2 Jun 50.

**VICTORY FIELD**, Vernon, Texas. Activated 4 Oct 41. Conducted contract flying training until inactivated 4 Aug 44.

**VIDALIA-LYONS AIRFIELD**, Vidalia, Georgia. Activated 12 Aug 40. Conducted advanced two- engine flying training until inactivated 28 Dec 44. Transferred to Tactical Air Command 1 Sep 47.

**VISALIA, CALIFORNIA** (See Sequoia Field)

**WACO AAF**, Waco, Texas. (See also James Connally AFB)

**WACO, TEXAS**. Air Training Command established HQ Flying Training Air Force 1 May 51. Served as headquarters until transferred to Tactical Air Command and the facilities used for HQ Eighteenth Air Force 13 Aug 57. (See also Blackland AAF and James Connelly AFB)

**WALNUT RIDGE AAF**, Walnut Ridge, Arkansas. Activated 15 Aug 42. Conducted flying training until transferred to the Department of Navy 20 Jul 44.

**WAR EAGLE FIELD**, Lancaster, California. Activated 28 Jul 42. Conducted contract flying training until inactivated 1 Oct 45.

**WEBB AFB**, Big Spring, Texas. Activated as Big Spring AAF 26 Jun 42. Conducted bombardier, flying, and glider training until inactivated 30 Nov 45. Also trained Free French cadets during World War II. Activated as Big Spring AFB on 1 Jan 52. Redesignated as Webb AFB 18 May 52. Trained British Royal Air Force and Canadian cadets. Conducted flying training until inactivated 30 Sep 77.

**WICHITA FALLS, TEXAS** (See Sheppard AFB)

**WICHITA, KANSAS** (See McConnell AFB)

**WICKENBURG FIELD**, Wickenburg, Arizona. Activated 3 Jun 42. Began training Mar 43. Conducted contract flying training until inactivated 19 Apr 44.

**WILLIAMS AFB**, Chandler, Arizona. Activated as Mesa Military Airport, 19 Jun 41. Redesignated Higley Field Oct 41 and Williams Field 24 Feb 42. Conducted flying training, flexible gunnery training, and radar observer training. Redesignated Williams AFB 13 Jan 48. Conducted flying training until transferred to Tactical Air Command 1 Jul 58. Transferred to ATC 1 Oct 60. Conducted flying training until the present. Closed 1 Oct 93.

**WILSON-BONFILS FIELD**, Chickasha, Oklahoma. Activated 4 Oct 41. Conducted contract flying training until inactivated Jun 45.

**WINFIELD, KANSAS** (See Strother AAF)

**WOODRING FIELD**, Enid, Oklahoma. Activated 11 Feb 42. Conducted flying training until transferred to the Corps of Engineers 2 Jul 46.

**WOODWARD FIELD**, Camden, South Carolina. Activated 22 Mar 41. Conducted flying training until inactivated 4 Aug 44.

**YUCCA AAF**, Yucca, Arizona. Activated 1 Dec 41. Conducted flexible gunnery training until transferred to Army Division Engineers 23 Dec 45.

**YUMA AAF**, Yuma, Arizona. Activated 15 Dec 41. Conducted contract flying training, flexible gunnery training, and radar observer training for the last few months of operation until inactivated 1 Nov 45.



APPENDIX D

<b>TRAINING PRODUCTION</b>							
<b>FY</b>	<b>UPT</b>	<b>UNT</b>	<b>TECH TRNG</b>	<b>FIELD TRNG</b>	<b>BMT</b>	<b>OCS/OTS</b>	<b>AFROTC</b>
1942	14,279	1,762	105,000	N/A	273,000	23,000	N/A
1943	46,832	8,422	576,000	70,000	1,400,000	47,342	N/A
1944	87,283	17,915	417,000	144,063	968,000	27,927	N/A
1945	41,062	20,088	267,000	321,004	112,533	9,755	N/A
1946	4,925	1,953	32,289	49,000	148,165	2,411	N/A
1947	369	18	62,704	14,000	51,227	351	N/A
1948	701	91	31,220	22,000	68,961	363	1,472
1949	813	438	48,325	28,500	122,267	486	2,960
1950	2,100	147	82,141	42,907	112,429	276	4,395
1951	2,031	1,574	143,541	39,938	225,240	3,029	7,031
1952	2,718	1,954	387,523	52,468	216,040	4,899	8,244
1953	5,265	3,471	263,531	69,801	147,660	16,261	11,259
1954	4,754	4,480	156,230	84,061	87,065	11,589	13,717
1955	6,159	5,360	143,312	96,979	165,246	11,638	12,186
1956	6,053	3,367	147,305	107,407	149,755	10,154	10,535
1957	5,726	3,203	137,390	111,294	150,100	6,473	5,743
1958	3,980	2,564	94,559	163,464	62,305	5,636	4,234
1959	2,483	1,889	81,357	206,594	77,411	6,923	3,782
1960	2,185	1,756	94,109	191,153	95,439	4,360	3,495
1961	1,842	2,465	111,583	200,295	126,683	1,333	3,270
1962	1,362	1,268	128,344	209,773	116,857	3,775	3,402
1963	1,491	1,177	130,893	281,191	108,871	6,605	3,392
1964	1,790	1,031	115,873	324,249	101,927	4,721	3,962
1965	2,118	1,081	104,422	376,452	94,599	3,582	4,509
1966	2,066	913	133,659	394,001	161,653	2,736	4,790
1967	2,838	845	167,766	404,693	108,584	7,961	5,896
1968	3,256	863	156,930	484,832	100,186	6,658	5,708
1969	3,483	891	311,242	391,732	123,092	4,850	4,936
1970	3,846	999	262,475	325,841	92,214	5,472	4,524
1971	4,245	1,076	163,240	247,381	105,323	4,224	4,415
1972	3,995	1,257	188,776	186,995	98,593	3,930	4,165
1973	3,173	1,386	279,287	203,897	99,758	3,203	3,893
1974	2,275	1,384	240,962	162,007	78,232	2,331	3,489
1975	2,106	1,261	224,127	142,222	82,026	1,678	3,615
1976	1,688	1,048	173,110	150,287	94,723	723	2,550
1977	1,741	523	103,146	142,194	73,715	888	2,512
1978	1,125	502	127,316	157,416	69,360	1,556	2,556
1979	1,081	674	117,584	156,421	61,786	3,991	2,504
1980	1,582	677	116,570	155,848	74,653	4,595	2,716
1981	1,729	749	137,663	159,301	79,047	2,899	3,149

<b>FY</b>	<b>UPT</b>	<b>UNT</b>	<b>TECH TRNG</b>	<b>FIELD TRNG</b>	<b>BMT</b>	<b>OCS/OTS</b>	<b>AFROTC</b>
1982	1,957	972	148,883	172,134	65,800	2,734	3,485
1983	1,904	1,019	148,608	147,677	64,171	2,824	3,550
1984	2,044	909	148,180	186,248	67,636	2,574	3,284
1985	1,934	837	131,583	188,159	65,189	3,094	3,265
1986	1,786	717	170,533	171,342	67,708	2,621	3,297
1987	1,505	666	179,361	175,363	58,554	1,594	2,885
1988	1,603	639	167,039	194,108	46,740	943	2,768
1989	1,724	536	152,797	178,389	44,098	1,137	2,773
1990	1,694	654	148,971	121,277	40,841	596	1,895
1991	1,671	450	128,718	104,048	32,133	627	2,184
1992	1,176	197	113,506	93,310	36,841	437	1,825
1993	937	151	75,641	11,929	28,063	367	2,206
1994	697	45	69,115	10,134	29,075	623	1,785
1995	644	119	76,647	10,618	30,309	801	1,692
1996	674	94	97,901	50,762	30,924	620	1,522
1997	805	214	107,898	44,135	32,005	477	1,737
1998	1,020	252	105,780	41,667	31,524	1,987	2,020
1999	1,175	279	123,049	38,510	32,961	2,239	1,997
2000	1,292	155	121,709	38,003	36,542	2,546	2,118
2001	1,284	152	115,146	33,902	37,981	3,246	2,230
2002	1,347	175	118,892	38,059	40,143	3,208	2,502
2003	1,325	143	133,391	42,456	40,991	3,151	2,406
2004	1,423	156	138,394	38,161	37,620	2,395	2,288
2005	1,239	168	109,418	38,751	21,785	1,889	2,468
2006	1,223	155	121,074	27,214	28,716	1,650	2,081
2007	1,212	152	119,040	25,987	29,973	1,686	2,002
2008	1,217	157	110,258	29,734	31,539	1,731	1,853
2009	1,130	155	110,059	29,649	35,147	1,978	1,894
2010	1,155	124	119,064	32,679	34,475	2,046	1,856
2011	1,287	113	108,564	32,119	33,415	1,930	1,942
2012	1,230	343	110,869	29,359	34,451	2,077	1,766
2013	1,104	218	116,476	31,829	32,444	2,361	1,691
2014	1,123	302	109,111	31,504	30,197	2,585	1,651
2015	1,036	259	105,440	29,485	27,955	2,278	1,652
2016	1,009	239	113,953	30,150	33,381	2,844	1,448
2017	1,072	266	113,575	31,623	36,197	2,904	1,632
2018	1,107	235	110,471	30,909	34,519	3,071	1,826
2019	1,167	289	116,307	30,974	37,404	3,452	1,979
2020	1,176	286	66,337	1,744	33,737	2,891	1,997
2021							
<b>Total</b>	<b>338,658</b>	<b>115,514</b>	<b>11,447,262</b>	<b>9,665,762</b>	<b>8,197,909</b>	<b>348,798</b>	<b>254,458</b>

See notes on next page.

## Notes to Appendix D – Training Production

Acronyms: UPT – Undergraduate Pilot Training, UNT – Undergraduate Navigator Training, BMT – Basic Military Training, OCS/OTS – Officer Candidate School/Officer Training School, AFROTC – Air Force Reserve Officer Training Corps

Training Production does not include foreign students, except UNT, FY42-FY61. UPT numbers include US graduates from the German Air Force UPT program and the Euro-NATO Joint Jet Pilot Training Program (ENJJPT).

Under UNT only previously rated USAF officers entered training from FY47-FY49. Figures from FY47-48 are aerial observer bombardment course graduates. Figure from FY49 includes graduates of both aerial observer bombardment and navigator-bombardier course courses. Figures from FY50-87 are UNT for USAF personnel.

The Technical Training column includes flexible gunnery production for FY42-FY45, which was considered flying rather than technical training.

The OCS/OTS column includes aviation cadets, officer candidate school, officer basic military school, officer training school, and all indoctrination courses for new professional officers. OTS began 15 November 1959; OCS closed 1 July 1963.

Under the AFROTC column, Congress authorized AFROTC in 1946, but the first graduates did not enter active duty until 1948.

1977 numbers cover production during the three-month transition period (July-September 1976) when the federal government moved the start of the fiscal year from 1 July to 1 October.

1987 figures include graduates of UNT and SUNT.

1997-2001: UNT figures for FY97-01 include USAF graduates of Airlift/Tanker/Marine and both USAF and US Navy graduates of Strike and Strike Fighter courses. Figure for FY02-05 includes USAF and USN graduates of Joint Electronic Warfare Officer, Strike, and Strike Fighter courses. There were no USAF graduates of Airlift/Tanker/Marine in FY00-05.

FY93-95: Under Technical Training, production figures are for Type 1, 2, 3, 5, and 6 training for USAF military, civilian, and Reserve/Guard from the AETC command histories in Appendix Q. Figures for FY96-02 are the production figures for all personnel completing Type 1, 2, 3, 5, and 6 training for all personnel from the AETC command histories, Appendix Q.

Field Training: Figures for FY93-95 are the production figures for Type 4 training for USAF military, civilian, and Reserve/Guard from the AETC command histories, Appendix Q. Figures for FY96-02 are the production figures for all personnel completing Type 4 training from the AETC command histories, Appendix Q.

Specialized Undergraduate Navigator Training (SUNT) changed to Undergraduate Combat Systems Officer Training (UCSOT) starting with class 20111001. 2014 numbers are for primary course graduates.

**SOURCES:** All undergraduate pilot training (UPT) and undergraduate navigator training (UNT) production came from ATC Historical Reference Papers, "Major Changes in Undergraduate Pilot Training 1939-1990," 1 Dec 90; "Major Changes in Undergraduate Navigator Training, 1940-1990," Oct 91; and ATC and AETC histories. Field and mobile training production came from ATC monograph, Thomas A. Manning, *The World Is Our Classroom: A Brief History of the Air Force Field Training Program*, n.d., and AETC histories. Technical training, basic military training (BMT), officer candidate school (OCS) and officer training school (OTS), and Air Force Reserve Officer Training Corps (AFROTC) production were taken from ATC and AETC histories. Production figures for 1942 are estimated. The Field Training figure for FY42 is the total number of students at BMT centers January-June 1942, and figure for FY43 is total number of students at BMT centers July 1942-June 1943. The length of training varied. Mobile training began in July 1942. See *Army Air Forces Statistical Digest: World War II* (Dec 45).



