



***AFA Strategic Planning Report
to
National Convention Delegates
September 18, 2011***

***Don Michels
Chairman, Strategic Planning Committee***

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Agenda



- Review 3-Year Strategic Planning Cycle and Process
- Identify of Key Elements of AFA Strategic Plan, 2012-2014
- Highlight Internal and External Factors Studies
- Answer Questions
- Present BOD Recommendation to Delegates



Strategic Planning



Strategic Planning Element	Year 1 (2011)	Year 2 (2012)	Year 3 (2013)
Strategic Dialogue	<u>Yes</u>	Optional	Optional
Review Mission, Vision, Values	<u>Full Review</u>	BoD	BoD
Analyze Key Internal & External Factors	Internal & External Factors	External Factors only	Internal Factors only
Establish Strategic Priorities and Goals	Yes	No	No
Develop Strategic Objectives	Review/Adjust	No	No
Review & Approval	SOC, EXCOM, BoD (Revised StratPlan)	SOC, EXCOM Review (Revised StratPlan by exception)	SOC, EXCOM Review (Revised StratPlan by exception)
Communicate Plans	BoD, Delegates, RP Mtg	BoD, Delegates, RP Mtg	BoD, Delegates, RP Mtg
Review Plan Performance	EXCOM, BoD	EXCOM, BoD	EXCOM, BoD
Strategic Measurement Review (Measure/Performance)	EXCOM/BoD	EXCOM, BoD	EXCOM, BoD



AFA Strategic Plan, 2012 - 2014



- Plan has undergone a complete review and update.
- Planning horizon reduced from 5 years to 3 years, based on strategic planning cycle of 3 years.
- Preamble added.
- Mission, Vision, and Values thoroughly reviewed and updated.
- Strategic Challenges redesignated as Strategic Priorities.
- 6 Strategic Themes redesignated as Strategic Goals
 - One Strategic Goal was retitled.
 - Five were carried forward to new plan as currently written.
- 24 Strategic Objectives were carried forward from the current plan with some minor changes
- 10 new Strategic Objectives were added



AFA Strategic Plan, 2012-2014

Preamble



- Preamble added to plan to clearly state who we are:
 - **“AFA is a non-profit, independent, professional military and aerospace education association.”**



AFA Strategic Plan, 2011-2015

Mission Statement/Elements



- As Written in Current Plan (as the Mission Statement):
 - **Educate** the public about the critical role of aerospace power in the defense of our nation.
 - **Advocate** aerospace power and a strong national defense.
 - **Support** the United States Air Force, the Air Force family and Aerospace Education.

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AFA Strategic Plan, 2012-2014 Mission Statement & Elements



- **Our mission is to promote a dominant United States Air Force, a strong national defense, and to honor Airmen and our AF Heritage.**
- To accomplish this, we:
 - EDUCATE the public on the critical need for unmatched aerospace power and a technically-superior workforce to ensure U.S. national security.
 - ADVOCATE for aerospace power and STEM education.
 - SUPPORT the Total Air Force family, and promote aerospace education.



AFA Strategic Plan, 2012-2014

Vision Statement



- **“The Air Force Association will be the premier professional military and aerospace education association in the nation -- dedicated to dominant air, space, and cyberspace power, a strong national defense, supporting the men and women of the United States Air Force, and world-class aerospace education.”**



AFA Strategic Plan, 2012-2014

Core Values



- **Integrity First**
- **Service Before Self**
- **Excellence In All We Do**
- **Independence and Non-Partisanship**
- **Diversity and Inclusiveness**



AFA Strategic Plan, 2012-2014 Planning Context



- **Four Strategic Priorities identified:**
 - **Reverse the Association's declining membership**
 - **Grow the Association's financial resources to more fully support the AFA mission**
 - **Increase AFA effectiveness at the grassroots level**
 - ***(Added) Expand support of Aerospace Education and STEM activities***



AFA Strategic Plan, 2012-2014



Strategic Goals & Objectives

- ***“Strategic Themes” now “Strategic Goals”***
- ***Six Goals retained from previous plan (one re-titled)***
- ***10 New Objectives added to previous 24***

(Available at:

http://www.afa.org/events/conference/2011/Conference2011_dwp.asp)



Internal Factors

- Factors that affect AFA's ability to achieve our strategic objectives and over which we have some measure of control
- Recommendations (resulting in internal taskings) were organized under six general areas in 2010
 - Chapter Health and Leadership
 - AE activities and Programs
 - Reverse Declining Membership
 - AFA Volunteer Structure
 - Grow our Financial Resources
 - Increase Grassroots Effectiveness
- We retained all these general focus areas and added one more
 - **Improve AFA Operational Effectiveness**



Internal Factors (Cont'd)



- 30 recommendations were approved by the EXCOM/BOD
 - OPRs for each were assigned (Staff, Field Ops, Aerospace Ed, Membership Comm, Devel. Comm)
 - Strat Planning Committee tracks progress
- The intent is to focus on value-added actions to improve the Association
- These helped inform the review and update of the Strategic Plan



External Factors



- External Factors are those factors over which the Association has little or no control, but which may affect AFA's ability to accomplish its mission.
- Factors identified in a 17-page White Paper.
 - Both short-term and long-term factors addressed.
 - Potential courses of action also identified.
- Used to inform the development of Strategic Priorities, Goals, and Objectives.



Strategic Performance Measurements

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Strategic Performance Measures



- ***14 Areas Related to Strategic Goals and Objectives Are Currently Being Measured***
- ***Metrics are briefed to the Board of Directors Semiannually in September and February***



Performance Measurement Topics

Summary



- 1. Membership (# of Members in Each of 3 Categories + Aggregate #)**
- 2. Membership Recruitment**
- 3. Direct Mail Return on Investment (Membership Recruitment Results)**
- 4. Mitchell Institute (# of Publications, Presentations, & Events)**
- 5. Symposia Attendance**
- 6. State/Chapter Teachers of the Year (# of)**
- 7. Scholarship/Education Funds Raised**
- 8. CyberPatriot Teams (# of by Category & Aggregate)**
- 9. Visions of Exploration (# of Classrooms Funded/# of Chapters Participating)**
- 10. Individual Gifts/Donors (\$ Amount/# of Donors)**
- 11. Development Donations (\$ Amount)**
- 12. Actual to Budget Performance**
- 13. Chapter Performance (Chapter Support Payments by Category)**
- 14. AF Memorial Utilization (# of Visitors and Events)**

(Available at http://www.afa.org/events/conference/2011/Conference2011_dwp.asp)



Questions?

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Recommendation



Recommend Delegates to the AFA National Convention affirm Board of Directors' approval of AFA Strategic Plan 2012-2014.



Backups



AFA Strategic Plan, 2012-2014



Strategic Goals & Objectives

(* = *New Strategic Objective*)



AFA Strategic Plan, 2012-2014

Goals and Objectives



- **Goal #1 – Educate the public about the critical need for unmatched aerospace power and a technically superior workforce to ensure U.S. national security.**
- **Objectives:**
 - ****1(a) Contribute significantly to the understanding of and appreciation for the need for unmatched aerospace power and a technically superior workforce to ensure national security among:***
 - + Members of the Executive and Legislative Branches of the federal government;***
 - + The general public; and***
 - + AFA members.***
 - **1(b) Produce publications, media products and all types of written and electronic communiqués that educate and inform the public and AFA members about the important contributions of aerospace power to our nation’s security.**



AFA Strategic Plan, 2012-2014

Goals and Objectives



- **Goal #2 – Advocate for aerospace power and STEM education.**
- **Objectives:**
 - **2(a) Formulate a legislative agenda to credibly and objectively advocate for the short and long-term needs of the U.S. Air Force and national defense.**
 - ****2(b) Be highly effective in advocating for aerospace power and the importance of STEM education with the public, responsible government officials, and other key stakeholders.***
 - **2(c) Support efforts to increase national funding for Aerospace and STEM Education.**



AFA Strategic Plan, 2012-2014

Goals and Objectives



- **Goal #3 – Support the Total Air Force Family, promote Aerospace Education, and honor Airmen and our AF Heritage.**
- **Objectives**
 - **3(a) Conduct effective programs at each level of AFA to recognize and/or support:**
 - **(1) Air Force Active Duty, Air National Guard, Air Force Reserve, and civilian personnel**
 - **(2) Dependents of Active Duty, Guard, Reserve and AF civilian employees in the achievement of their educational goals.**
 - **(3) Veterans and retirees**
 - **(4) U.S Air Force Academy, AFROTC, AFJROTC and CAP cadets.**
 - **3(b) Develop strong relationships with Air Force senior leaders at both AFA Headquarters and field levels *that promote a deeper appreciation of and support for the Association.***



AFA Strategic Plan, 2012-2014

Goals and Objectives



- **Goal #3 – Continued:**
- **Objectives - Continued:**
 - **3(c) Develop and maintain a strong relationship with industry leaders at all levels of the association.**
 - **3(d) Conduct Professional Education Programs for the Total Air Force.**
 - **3(e) Sponsor or support education programs that emphasize the need for study in STEM-related aerospace education subjects.**
 - **3(f) Sponsor programs to recognize educational excellence in the teaching of aerospace curriculum related to STEM.**
 - **3(g) Promote the awareness of STEM as a national security issue.**
 - **3(h) Facilitate and encourage programs that inspire America's youth to pursue careers in aerospace-related STEM fields, such as CyberPatriot, AFA's national high school cyber competition.**



AFA Strategic Plan, 2012-2014

Goals and Objectives



- **Goal #3 – Continued:**
- **Objectives - Continued:**
 - **3(i) Continue to foster an environment which honors the service and sacrifices of the Total Air Force Family, and our Air Force heritage.*
 - **3(j) Foster an appropriate environment at the Air Force Memorial which honors the service of all Airmen, sponsor and support events which develop heritage and increase the knowledge and visibility of the memorial.*
 - **3(k) Identify, prioritize, and vigorously support programs and legislation of vital interest and benefit to the Total Air Force Family.*
 - **3(l) Ensure AFA's Top Issues, initiatives, and programs strike an appropriate balance between people issues and hardware/systems/capabilities requirements.*



AFA Strategic Plan, 2012-2014

Goals and Objectives



- **Goal #4 – Strengthen AFA Field Operations**
- **Objectives:**
 - **4(a) Develop leaders that have the knowledge, skills, and enthusiasm to execute the mission and and achieve the vision of AFA.**
 - ****4(b) Develop tools, methods, and procedures and other assistance to enable Field Operations to meet all prescribed standards of effectiveness and be continually improving.***
 - **4(c) Achieve positive and sustained growth in membership by increasing the effectiveness of field recruitment.**
 - **4(d) Enhance grassroots mission effectiveness by improving internal communication within and between the field, AFA Headquarters staff, and the AFA Board of Directors.**
 - ****4(e) Improve efforts to recruit and educate the Total Air Force Family about how AFA is supporting them, and to better inform AFA members and the public regarding this support.***

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Goals and Objectives



- **Goal #5 – *Achieve sustained growth in financial support for the Association***
- **Objectives:**
 - **5(a) Develop new sources of revenue through philanthropic grants & corporate investments.**
 - **5(b) Educate the membership about philanthropic support of AFA mission.**
 - **5(c) Expand and execute viable annual, major gift, and planned giving donor programs.**
 - **5(d) Develop recognition programs for donors, planned and sustained annual giving, and member contributions to AFA and the Air Force Memorial Foundation (AFMF).**
 - **5(e) Integrate development as a key component in planning all Association activities.**



AFA Strategic Plan, 2012-2014

Goals and Objectives



- **Goal #6 – Achieve AFA Operational Excellence**
- **Objectives:**
 - 6(a) Enhance the management of the Association’s physical assets and grow its financial resources.
 - 6(b) Achieve positive and sustained growth in AFA membership.
 - 6(c) Increase personal value of AFA membership **including** expanding and improving AFA Veteran Benefits Association (AFVBA) products and services to enhance member recruitment and retention.
 - 6(d) Enhance the overall marketing efforts, including developing and implementing an effective branding program for the Association.
 - 6(e) Continue to improve the communications connectivity and outreach to our external customer sets and our AFA membership and field leadership.
 - **6(f) Stabilize and institutionalize CyberPatriot and provide for its sustainment and growth.*
 - **6(g) Complete transition to an OMB Circular A-110 compliant financial management and accounting system*