

AFA AT 75: REVITALIZING FOR A NEW ERA

A Strategic Plan for 2021-2026





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AFA Members and Supporters,

Our National Defense Strategy is explicitly clear: The U.S. military must ready itself to protect our nation, our national interests, and our allies from the pacing threat that is China and the acute threat posed by Russia, as demonstrated by the brutal tactics on display in its unprovoked war on Ukraine. Other threats, from the rogue states of North Korea and Iran to the ongoing threat of terrorist organizations worldwide also, call for renewed air, space, and cyber power.

America's allies look to the United States for leadership in this uncertain future. And America will look to our most lethal, most agile, most indispensable forces to deter, fight, and if necessary win: Our Air Force and our Space Force are the foundational elements to a strong and effective national defense.

Our Air and Space Forces Association must help lead the way. We must ensure that the nation's public and leaders know what costs we must bear to ensure superiority in both air and space. Those costs are rising, especially after a decades long decline in our nation's investment in and support for its Air & Space forces.

The Air & Space Forces Association is committed to educating Congress and the public, as well, about developing, attracting and retaining the talent needed to ensure American air and space superiority and about ensuring the nation has healthy and diverse supply chains and a strong and agile defense industrial base.

Through AFA's Mitchell Institute for Aerospace Studies, our Association's Air Force Magazine (soon to be renamed Air & Space Forces magazine), and AFA's conferences, symposia, and other public engagements, AFA advocates for air and space power and for Airmen, Guardians, and their families. The Department of the Air Force leadership recognizes this unique role and supports our efforts with speakers and attendance at our professional development events.

AFA's education function extends further, however, to include schools and colleges. Government agencies and the defense and aerospace industries all recognize that the United States does not produce sufficient graduates in the disciplines of Science, Technology, Engineering, and Mathematics (STEM) programs, CyberPatriot and StellarXplorers, and through our partnerships with the Civil Air Patrol, the Arnold Air Society and Silver Wings, scholarship programs and our national Teacher of the Year program, AFA helps invest in and encourage the kindling of interest among America's youth in critical fields of interest.

Yet our Association is not without challenges. While overall membership is growing, fewer members are contributing to the Association financially. Among our Chapters, we see declining volunteer leadership. AFA came through the COVID-19 pandemic stronger financially than before, having managed to successfully navigate the move to virtual events and then back to live. Our media (digital and print) advertising business has grown. And our public engagement, as measured by website traffic, email open rates, and social media followers, is on the rise.



Air & Space Forces Association Strategic Plan 2021-2026

Thus, this is a time of great strategic opportunity for our Air & Space Forces Association. The General James Doolittle Leadership Center organized a spectacular series of visits to Air & Space Force bases this summer. This “Legends of Air & Space” tour helped facilitate dynamic leadership discussions among today’s Airmen and Guardians with, among others, a former chief of staff, a former Chief Master Sergeant of the Air Force, and numerous other retired chiefs and general officers. There are more opportunities like that ahead, opportunities to engage, to tell the Air & Space Force story, and to connect our industry sponsors, our Air & Space Forces, and other American leaders to solve the problems of our nation.

As your Chairman and President, we fully endorse this Plan and the Themes, Goals, and Objectives it lays out for our future. To meet our Association’s Mission and Vision, our AFA professional staff and volunteer committees, councils, and field organizations must plan, fund, and execute their activities and work together to meet and achieve the objectives established in this Plan.

The mission statement of our Association has never rung more clearly: To promote dominant U.S. Air and Space Forces as the foundation of a strong National Defense; to honor and support our Airmen, Guardians, and their Families; and to remember and respect our enduring Heritage.

To this mission, we must all focus our efforts.

Handwritten signature of Gerald R. Murray in black ink.

Gerald Murray
Chairman
Air & Space Forces Association

Handwritten signature of Bruce Wright in black ink.

Bruce Wright
President
Air & Space Forces Association



Introduction

For 75 years the Air & Space Forces Association stood shoulder-to-shoulder with the U.S. Air Force (USAF) to educate, advocate, and support every aspect of dominant air, space, and cyberspace power. Today, that mission has expanded to encompass a new service—the U.S. Space Force (USSF)—and AFA has changed, as well. In April 2022, we became the Air & Space Forces Association. While we retain AFA as our three-letter “call sign” along with our 76-year heritage, our new name signifies the future of an even stronger, larger, and more all-encompassing association for air, space, and cyberspace professionals.

The Air & Space Forces Association is an independent, non-profit, non-partisan, professional military and aerospace education association. It is organized and operated as a 501(c)(3) not-for-profit charitable organization under the U.S. Internal Revenue code. The Association is a volunteer-led, professionally managed organization including a think tank, publications, educational programs, and a network of chapters spread across the globe. The Association welcomes members from every segment of our society who share our sense of purpose. We seek diversity and inclusiveness to include a variety of perspectives in conducting the business of the Association to reach conclusions and policies that are objective, well informed, and representative of all citizens. ***Our mission is to promote dominant U.S. Air and Space Forces as the foundation of a strong National Defense; to honor and support our Airmen, Guardians, and their Families; and to remember and respect our enduring Heritage.***

To accomplish this, we:

- EDUCATE the public on the critical need for unrivaled aerospace power and promote aerospace and STEM education for a technically superior and professional workforce to ensure national security;
- ADVOCATE and promote aerospace power to favorably shape policy and resourcing decisions to guarantee the strongest aerospace forces in the world;
- SUPPORT Airmen, Guardians, and the families of the Total Air Force and Space Force, including Active Duty, National Guard, Reserve, civilians, and members of the Civil Air Patrol.

This mission is now more important than ever. The United States faces burgeoning threats ranging from peer- and near-peer competitors China and Russia to regional actors like Iran and North Korea—both aggressively investing in nuclear and ballistic missile technology—to the continued risks posed by non-state extremist terrorism. Adversaries’ advances in space, counter-space, hypersonics, and cyber weapons are a threat to erode America’s long-held advantages in air, space, cyberspace, on land, and at sea.

The scale and scope of these realities portend threats as challenging, and arguably more complex, than those experienced during the height of the Cold War. Yet, despite American leadership in emerging and established technology fields, the nation continues to lag in producing the science, technology, engineering, and math



graduates needed to excel in this information and technology age. This is both an economic and national security risk.

At the same time, today's Air Force and Space Force are stretched thin. The Air Force is equipped with the smallest and oldest aircraft inventory in the service's history. The new Space Force, meanwhile, can only succeed



if it is given broader authorities, funding, and reach to consolidate a highly fragmented national security space enterprise.

Ensuring the personnel serving in the Air Force and Space Force can successfully meet complex, dynamic security threats today and tomorrow demands a strong, relevant, and agile AFA.

AFA has established this strategic plan to ensure the vision, mission, and core values of the Association (reference Appendix A) are properly reflected in its actions and activities at every level of our organization. It is designed to provide strategic guidance for the next five years—from 2021 to 2026—as AFA enters a period of dynamic change.

Our History Is Our Foundation

“Our Air Force belongs to those who come from the ranks of labor, management, the farms, the stores, the professions and colleges and legislative halls ... airpower will always be the business of every American citizen.”

—General Henry H. “Hap” Arnold

In mid-1945, anticipating the formation of an independent Air Force, Gen. Henry H. “Hap” Arnold began to court former Army Air Forces officers and enlisted members to form an independent association to help inform the public and make the case for national investment in airpower. His efforts helped launch our Association on February 4, 1946. Reserve Lt. Gen. Jimmy Doolittle, AFA's first national president, spent the next year establishing AFA chapters across the country to:



- Keep a strong and powerful Air Force for the national defense;
- Educate members and the public on airpower;
- Remember those who gave their lives in defense of our country;
- Preserve and foster a spirit of fellowship; and
- Perpetuate the traditions of the Air Force.

Similarly, the Aerospace Education Foundation (AEF) launched in 1956 to advance the educational requirements of a robust and effective aerospace nation. The two organizations merged in 2006, forming the Association we have today, one dedicated both to the furtherance of aerospace power and the promotion of aerospace education as a foundational necessity to that end. This merger established our current model of governance to guide the activities of the Association.

Operational Realities

Today, AFA finds itself at a crossroads. The need for our Association has never been greater, given the scale and scope of threats to the nation, growing mission requirements for both the Air Force and Space Force, and constrained resources to pay for it all, yet our Association is nonetheless beset by challenges.





The challenges we face are varied. They include declining paid individual memberships and shrinking individual charitable contributions. The business model built on individual membership, ancillary insurance sales, and print advertising for the members' magazine is no longer sustainable. Increased reliance on major events comes with risks, as evidenced by the COVID-19 pandemic, which canceled in-person events for much of 2020. Growth in corporate funding for specific programs, such as science, technology, engineering, and math (STEM) education programs and the Mitchell Institute for Aerospace Studies, has further altered the business. These investments support specific objectives, rather than general ones, and are now AFA's largest sources of revenue. Current AFA programs were established over our 75-year history. AFA must evolve, both programmatically and strategically. An honest assessment is required to determine which remain relevant, and which serve a diminishing purpose. Streamlining all our efforts in a fashion that is business-minded, yet remains true to AFA's mission, is essential to paving the way for the organization's future success.

Nevertheless, we possess great strengths to convert these challenges into opportunities.

AFA's broad education mission—to educate the public and policymakers, to develop STEM talent to support a technologically sophisticated military, and to advance the professional development of today's Air Force, Space Force, and industry professionals—has never been more essential. A growing need is support for today's highly effective, professional military. AFA's aerospace education mission must encompass professional development, including live and virtual events and seminars, both in Washington, D.C. and in aerospace centers of gravity around the country. By creating opportunities for defense professionals to gather and share ideas, AFA can help position Airmen and Guardians to tackle tomorrow's security challenges in a highly collaborative fashion. Continued support for AFROTC, Arnold Air Society/Silver Wings, and Civil Air Patrol programs are also more important than ever.



AFA currently enjoys a unique position within the competitive non-profit operating environment: No other entity has concurrent access and influence with the Air Force, the Space Force, and Congress, as well as the broader policy and budget community, defense industry, science and technology sector, and with members of the broader public interested in national security. AFA, including its volunteer leaders, Chapters, members, think tank, and its education and professional development programs, are viewed as trusted counterparts and operational activities in the national security community. AFA programs are well-known and respected within their zones of engagement. These core AFA strengths provide a sturdy foundation from which to grow in the years ahead.



The Association was founded in the wake of World War II, when millions of Americans were connected to the Air Force—either through direct service, family involvement, or employment in the industrial sector. There was a shared goal in seeking to empower the Air Force, a newly independent service. AFA oriented its governance and chapter-centric architecture to this distributed national model. Today’s generation of Airmen and Guardians seem less interested in joining a traditional membership organization whose overarching value proposition centers around physical meetings and discounts on insurance and other benefits. The operational tempo of today’s USAF and USSF, coupled with changing American lifestyles and expectations, means there are significant competing demands for everyone’s time today. These circumstances affect AFA as it does all membership organizations.

The AFA leaders of the 1990s and 2000s deserve credit for changes launched in that period. They expanded AFA’s fall and spring national conferences; launched the CyberPatriot and StellarXplorers STEM programs; established the Mitchell Institute for Aerospace Studies; broke into daily news reporting and distribution with the Daily Report newsletter; and created the Wounded Airman Program. Each of these programs responded to recognized needs, and each proved successful.

Strategically speaking, they also shifted the nature of AFA’s fundraising from the general to the specific, as well as the nature of AFA’s donors and stakeholders. Donors are individuals or organizations providing funds to the Association or its programs with specific results in mind; stakeholders are individuals or groups that have an interest in the Association and its mission. Stakeholders may include both donors and beneficiaries of AFA initiatives. Whether through sponsoring conferences and events, workforce development activities, such as CyberPatriot and StellarXplorers, policy insights and thought leadership through the Mitchell Institute, or direct support for individuals through the Wounded Airman program, donors increasingly invest their resources to achieve focused outcomes. Such funds are restricted to specific programs, in contrast to unrestricted general contributions, such as membership fees or digital and print advertising, which can be used for any purpose. In this new investment model, AFA donors are the major investors and contributors to its principal programs, while its stakeholders are donors, partners, and others with a stake in the outcomes of AFA’s efforts. These stakeholders include a broad swath of individuals and institutions that include: Air Force and Space Force leaders; individual Airmen, Guardians, and civilians employed by the two services; Congressmembers and staff; the broader policy and budget community; defense and technology industries; defense media; youth, mentors, and teachers participating in AFA’s STEM programs; and the American public.





AFA's donors ultimately measure the performance of their focused investments in programs in terms of how audiences of interest—AFA's *stakeholders*—benefit from each given program.

AFA must therefore adapt to this reality to grow and prosper. With these conditions in mind—and a realization that AFA must move beyond the status quo—this strategy offers the following themes, goals, and objectives to point the way forward to revitalize our Association and increase its impact to benefit stakeholders, donors, and partners, alike.

Strategic Themes, Goals, and Objectives

The viability and vitality of the Air & Space Forces Association is dependent on several key factors. AFA must function as one AFA, ensuring national, regional, state, and chapter priorities and future directions are aligned. It must maintain close relationships with the groups fundamental to meeting our mission: senior Air Force and Space Force officials at all levels, legislative bodies at the local, state, and federal level, industry leaders and innovators, both large and small, and the American public. AFA must grow, based on increased relevance to our members and constituencies, increased but balanced budgets, and expanded capabilities to support dominant Air and Space Forces, today and into the future.

In the context of this plan, *strategic themes* are statements of the highest-level issues that are fundamental to the well-being of the Association and are the focal points of this strategic plan. Strategic themes are each assigned *goals* representing the end-state conditions at the conclusion of the planning period (2026). Depending on the strategic theme, these may be very specific and measurable, or they may involve process and procedural goals regarding the subject theme. Strategic *objectives* are specific actions the Association should take to achieve the goals as identified.

This plan identifies the desired end states of the five-year period. The detailed actions to accomplish the objectives will vary for the different elements of the AFA—chapters, programs, board, committees, staff, etc. The goals and objectives are designed to provide intent. It intentionally leaves the ways and means to achieve these ends to the dedicated members of AFA; it is they who are best able to determine how to accomplish the goals established in this Plan through their respective roles and organizations.



Theme 1: Revitalize AFA to strengthen and grow its impact in the future

Goal 1.1: Add and Retain Members and Energize Chapters

Objective 1: Define clear, relevant value propositions for targeted groups: Active, Guard, and Reserve Airmen, Guardians, and their families; DOD civilians; veterans; members of industry; and the public.

Objective 2: Modernize member product offerings to meet 21st century market demands, with more emphasis on virtual offerings focused specifically on leadership and professional development education.

Objective 3: Target early and pre-career individuals by offering student memberships.

Objective 4: Improve effectiveness, efficiency, and management of chapter programs, including membership outreach; consider revising structures, resources, and policies.

Objective 5: Develop a plan for assessing chapters and develop the resources necessary to assist low-performing chapters return to peak performance.

A renewed approach to increasing membership must be developed to attract new members through effective leadership and professional development programs, improved products and services, and improved communications and outreach, leveraging modern technologies.

Increasing membership should be both a national and a chapter priority. New members will revitalize chapters and present new opportunities to develop chapter leaders for the future. Chapter stature and recognition will grow exponentially by successfully executing AFA's mission, including promoting events and communications to increase awareness of AFA, creating opportunities to encourage more volunteers, and meeting the professional development needs of its members.

Goal 1.2: Strengthen AFA's financial security through effective revenue growth, improved fund raising, and prudent financial management

Objective 1: Prioritize programs, activities, and financial actions through an assessment of ends, ways, and means relative to AFA donor and stakeholder interests.

Objective 2: Periodically assess all programs with respect to their financial viability and relative contribution to the AFA mission, with the goal of yielding positive net revenue or showing a path to become self-sustaining in a reasonable amount of time.

Objective 3: Establish a value proposition for AFA products and services needed to attract fiscal engagement from donors and stakeholders.



Objective 4: Diversify revenue streams to ensure resiliency in the event of downturns in particular areas of the donor market.

Objective 5: Minimize indirect costs and manage support functions to ensure they operate efficiently and add quality and value to AFA programs.

Objective 6: Grow profitable programs by developing a business investment philosophy through which AFA programs can apply for funds to pursue strategic growth that would yield increased revenue on a defined timeline.

Revenue is a direct measure of what donors value. All programs and activities should be evaluated with respect to their value to AFA's mission and ability to, at a minimum, generate enough revenue to sustain a viable program. New programs should be given a reasonable time to achieve this objective. One key metric in determining a program's value is whether donors are willing to underwrite that activity. Over the period of this strategic plan—in order to succeed in accomplishing its core goals—AFA must identify and sunset programs that no longer deliver value.

Goal 1.3: Actualize the General James Doolittle Leadership Center (DLC) as an AFA center of excellence

Objective 1: Expand and strengthen DLC mutual support with Aerospace Education and Field Councils, to actively engage mid-level Airmen and Guardians, Active Duty, ANG, and Reserve, plus AAS/SW, CAP, AF(J)ROTC, to offer and provide updated education on air and space power issues.

Objective 2: Build a modern DLC facility that will optimize an effective strategic communications effort to promote interest and participation by the AFA membership.

Objective 3: Build the AFA staff, based upon competencies and professional experience, to focus on donor and stakeholder areas of interest.

Objective 4: Modernize AFA Information Technology (IT) systems to support all aspects of the association.



The General James Doolittle Leadership Center (DLC) is both a place and a concept. The DLC is located in the AFA Doolittle Building in Arlington, Virginia, which houses the AFA Headquarters staff functions and program offices. As a concept, the DLC is intended to become a world-class, state-of-the-art collaboration and leadership development facility in which U.S. and partner military, government, industry, academic, civic, and all AFA leaders can:



- Engage in relevant historical and contemporary discussions of global, regional, and national airpower, space, and cyber doctrine and policy;
- Promote closer international cooperation among U.S. and partner-nation government, military, industrial, and academic leaders;
- Develop professionally through structured and free-form seminars, symposia, wargames, and similar events in which proven and prospective leaders can explore and discuss growing and improving aerospace and cyber workforces in U.S. and partner nations; and
- Identify critical issues of importance to AFA stakeholders, including Airmen, Guardians, family members, industry innovators, and veterans to provide direction to achieve sound policies and initiatives to answer those needs.

Theme 2: Increase effectiveness of the AFA Strategic Pillars of Educate, Advocate, and Support

The three core AFA goals of educate, advocate, and support are strong pillars that unify AFA and set us apart from every other non-profit organization. With the establishment of the Space Force, AFA has an opportunity to grow in every one of these areas as they apply to USSF.

Goal 2.1: Educate the public and government leaders on the value and importance of aerospace power to further strengthen the national security relevance of the Association

Objective 1: Increase AFA-wide engagement across all levels of the Department of Defense, community, whole of government, and industry.

Objective 2: Capitalize on AFA's influential think-tank, the Mitchell Institute, to drive the national defense dialogue regarding the virtues and value of operations in air, space, and cyberspace.



Objective 3: Expand and integrate AFA strategic communications, products, and programs to convey broadly the critical role of air, space, and cyberspace in national defense.

Objective 4: Provide persistent opportunities to strengthen the Department of the Air Force, AFA membership, and industry to support National Defense Strategy requirements.

Goal 2.2: Strengthen US global competitiveness through a strong technical workforce base by growing AFA aerospace education programs

Objective 1: Promote, advance, and sufficiently fund aerospace education programs including our think tank, STEM, and scholarship programs.

Objective 2: Establish relationships with non-traditional sponsors with aerospace education equities.

Objective 3: Advocate for and support state and federal legislation that enhances the development of the current and future workforces, including Air Force and Space Force veterans, retirees, and spouses.

Goal 2.3: Promote first-rate opportunities for professional development

Objective 1: Expand quality of AFA-sponsored professional development events and programs for officers, enlisted, and civilian personnel.

Objective 2: Add major professional development events to include additional symposia and technical sessions.

Objective 3: Engage mid-level Airmen and Guardians, including AAS/SW, CAP, AF(J)ROTC, Active Duty, ANG, and Reserve, on air and space power issues.

Objective 4: Broaden training and education for Region, State, and Chapter leadership.





Professional education includes on-line functions, high-quality in-person seminars in aerospace centers of gravity around the country to empower information exchange and networking, and a Doolittle Leadership Center where defense experts and AFA leaders gather from various backgrounds to tackle tomorrow's security challenges in a highly collaborative virtual or in-person fashion.

Goal 2.4: Enhance AFA as the “National Voice” for aerospace strategies, forces, policies, and options, and their significance.

Objective 1: Advocate for sound policies and capabilities impacting the U.S. Air and Space Forces and their personnel, past, present, and future.

Objective 2: Engage current and former U.S. Air and Space Force members and family members and leverage AFA's Mitchell Institute to identify key aerospace issues.

Objective 3: Engage with all organizational elements of AFA to advocate for sound policies and capabilities impacting the U.S. Air and Space Forces and their personnel, past, present, and future.

Objective 4: Promulgate key topics to the public using the entire spectrum of media communication from written to live, virtual sessions and on-line/video products.

Goal 2.5: Expand opportunities to support and highlight the contributions of our Airmen, Guardians, and their families, past, present, and future.

Objective 1: Expand activities to honor the service of Airmen and Guardians and their families.

Objective 2: Support wounded Airmen and their families through adaptive and rehabilitative programs.

Goal 2.6: Remember, respect and honor our Air and Space Force heritage

Objective 1: Increase efforts to provide recognition of aerospace historical contributions.

Objective 2: Capture Air and Space Force history by documenting AFA events and programs.

Objective 3: Expand collaboration with museums on commemorative aerospace historical events.

Objective 4: Expand participation/host events recognizing the historical significance of aerospace actions and events.

Theme 3: Modernize AFA governance to ensure long-term viability

Goal: 3.1 Define suitable, sustainable governance structure to enable AFA to flourish in the future



Objective 1: Determine and confirm best practices for non-profit governance.

Objective 2: Balance unique aspects of AFA with best practices, adapting appropriately.

Objective 3: Evolve Board structure to meet Association needs and ensure effective governance for future success.

Objective 4: Advance the Association vision and mission by seeking to include/add directors with relevant aerospace, business, or education experience.



Summary

This strategic plan is designed to transform AFA to be better tomorrow than we are today. It encourages every AFA leader and member to contribute, in a framework that ensures our Association is increasingly effective in achieving our mission objectives—expand and deepen our support for dominant Air and Space Forces, Airmen, Guardians, and their families in their selfless commitment to defend our nation and ensure safety, freedom, and opportunity for every American citizen. The detailed actions to accomplish the objectives will vary for the different elements of AFA—members, Aerospace Education and Field councils, Board of Directors, empowered and enabled programs, committees, and staff. For AFA to be as successful in the future as it has been in the past, change is necessary—constructive change to modernize, evolve, and grow AFA to adapt to the security and business environment of the 21st century and the information age.

We believe the United States of America remains the greatest nation on earth in our exemplary commitment to peace and freedom for all. To defend our nation and values, the United States must have absolute dominance in air, space, and cyberspace power. Accordingly, we are fully committed to ensuring the United States Air Force and United States Space Force have the resources needed to protect the nation, and to project U.S. aerospace power worldwide. We do this in our thought leadership and by advocating for the finest aerospace forces in the world.

At the end of the day, this is not simply about the future of AFA. It is about providing effective, prudent aerospace policy options and advocacy to our nation’s leaders in an era of great security challenges. It means empowering the members of the Air Force and Space Force to successfully execute their missions and come home safe to their families. The nation needs the deterrent, lethal, and overwhelming warfighting capabilities of the Department of the Air Force and its Air and Space Forces. For that to happen, our aerospace forces must be able to count on a strong, relevant, and engaged Air & Space Forces Association.



APPENDIX A

Vision, Mission, Values

Vision

The Air & Space Forces Association will be the premier professional military and aerospace education association in the nation, dedicated to United States dominance in air, space, and cyberspace, a strong national defense, and support for the people who serve the United States Air Force and United States Space Force.

Mission

Our mission is to promote dominant U.S. Air & Space Forces Association as the foundation of a strong National Defense; to honor and support our Airmen, Guardians, and their Families; and to remember and respect our enduring Heritage.

To accomplish this, we:

- EDUCATE the public on the critical need for unrivaled aerospace power and promote aerospace and STEM education for a technically superior and professional workforce to ensure national security;
- ADVOCATE and promote aerospace power to favorably shape policy and resourcing decisions to guarantee the strongest aerospace forces in the world;
- SUPPORT Airmen, Guardians and the families of the Total Air & Space Forces Association, including Active Duty, National Guard, Reserve, civilians, and members of the Civil Air Patrol.

We **educate** the American people to create an informed public armed with the knowledge to effectively maintain a dominant USAF and USSF. An educated public is aware of the necessity for, and contributions of, aerospace forces. It is a public who will support and encourage those who volunteer to serve in the USAF and USSF, as well as our nation's other military services. We must effectively explain how the domains of air, space, and cyber advance the nation's security.

AFA promotes Aerospace Education encompassing all aspects of education, training, and professional development for the Total Force, the Air and Space Force family, and the next generation of aerospace talent. Essential to maintaining dominant and technologically advanced aerospace forces is a strong and technically superior workforce. This includes world-class science, technology, engineering, and mathematics (STEM) disciplines.



The Association’s dedication to a strong national defense is based on the knowledge that aerospace power is critical to attaining our national security objectives. AFA **advocates** for sufficient resources to meet these objectives, and to ensure that American aerospace power is effective in the nation’s defense. This entails a set of competencies and expertise to not only provide information but thought-leadership to develop new concepts of operation and associated plans and actions ensuring that our aerospace forces—now and in the future—have the resources, tools, systems, and training to perform their missions.

We **support** Airmen, Guardians, and the Total Force, because we recognize aerospace power and a strong national defense rest in the hands of the people who have chosen to serve, whether in uniform, as Defense civilians, or in the private sectors. We take care of Air Force and Space Force families, because the services recruit the Airman and the Guardian, but retain the family. We support legislation focused on Active duty, Reserve, National Guard, and civilian personnel, veterans, wounded Airmen, and military families.

Values

The Air & Space Forces Association embraces the following core values:

Integrity

Integrity is the foundation of credibility. AFA members, both individually and as an Association, must conduct themselves according to the highest ethical standards and, in all professional and personal affairs, avoiding even the appearance of impropriety.

Service

AFA’s continuing commitment is to serve our nation in as many ways as our time and talents allow. Principally an Association of volunteers, we execute AFA’s mission without expectation of any personal gain, but in the belief service to our nation is an honorable pursuit, worthy of our best efforts.

Excellence

AFA is committed to uncompromising excellence in all of its activities. Our efforts to educate, advocate, and support must meet the highest standards of accuracy, thoroughness, and objectivity. Members will hold themselves accountable for dutifully carrying out the responsibilities of whatever positions they may accept within the Association.