CONTENTS

Chairman's Intent .................................................................................................................. 3
Introduction .......................................................................................................................... 6
Background and History ..................................................................................................... 7
Mission .................................................................................................................................. 9
Vision .................................................................................................................................... 12
Values ................................................................................................................................... 13
Strategic Themes and Goals ............................................................................................... 13
Summary .............................................................................................................................. 18
Appendix: Terms of Reference ............................................................................................ 19
AIR FORCE ASSOCIATION
STRATEGIC PLAN, 2020

CHAIRMAN’S INTENT

The 2018 National Defense Strategy made it explicitly clear that the US military must ready itself to protect our nation, our national interests, and our allies in the context of a great power contest. The National Defense Strategy and the National Security Strategy have made it unambiguous that peer conflict and great power competition is the global reality that we now must be ready to face. Given our nation’s historic leadership and unparalleled strength, our allies and the world will look to the United States to navigate this uncertain future. As the foundation of US military power, our Air Force must be ready to fight and win in the air, in and through space, and in cyber space.

This is the context in which our Air Force Association must operate, adjusting to a rapidly changing strategic, tactical, political, and fiscal environment. While funding seems secure for combat air forces core programs, the Air Force faces daunting threats that drive recapitalization and transformational needs. These include existential threats to the nuclear enterprise, the pressing need to develop next-generation Joint All Domain Command and Control, critical requirements for both offensive and defensive cyber capabilities, and long-term challenges to standing up and integrating a new US Space Command and, eventually, a separate Space service.

Each of these needs compete for resources in a constrained fiscal reality in which mounting budget deficits and seemingly endless budget debates have both near- and long-term implications for aerospace forces. While we are seeing a drawdown in some combat operations, threats to US interests worldwide have not decreased. Indeed, they only heighten requirements for the ability to persistently project US power worldwide. Finally, the pace of operations continues to have its own impact on a force that
virtually everyone agrees is too small for the mission set for which it’s responsible. Although deployed
OPTEMPO may be in decline, the pressure to regain readiness and to modernize our aging force in the
face of unforeseen conflicts is a growing challenge.

The Air Force Association must play a key role in educating Congress and the public about the need to
maintain a dominant and ready Air Force whose Airmen are America’s best and brightest, and who are
equipped with the world’s finest technology. Such needs do not come without costs; meeting our
National Security Strategy will come at a high price, yet Americans know well that freedom is worth its
price in blood and treasure. Our AFA Field and Aerospace Education Councils, led by our respective Vice
Chairmen, ensure active and effective AFA volunteer engagements and operational action to promote
advocacy and education across the public domains. Through the Mitchell Institute for Aerospace Studies,
AFA has established itself as a thought leader in advocating for airmen and airpower. Through AFA’s Air
Force Magazine and its Daily Report we have established our organization as a source for reliable and
thoughtful news and insight about our Air Force. Through our annual professional development events—
Air, Space & Cyber Conference and Air Warfare Symposium, along with myriad events featuring Air Force
leaders in Washington—AFA has established a robust reputation among Air Force leadership. Today, we
are recognized as a unique but independent partner advocating for air, space, and cyber power and an
influential voice on issues of deep significance to our Air Force.

AFA is likewise recognized by the defense, aerospace, and advanced technology industries for our work in
support of Science, Technology, Engineering, and Mathematics (STEM) education. Through AFA’s
CyberPatriot and StellarXplorers programs, as well as scholarship programs and recognition of STEM
educators, our Association continues to be an active partner in supporting strong STEM and aerospace
education at all levels. We welcome like-minded industry partners, civic groups, and legislators to our
continuing campaign for educational excellence across our nation.

We must be mindful that our Association faces serious challenges of its own. Membership continues to
decline. We must do more to connect with today’s Airmen and answer their unique needs if we hope to
engage their interest; we must also develop our own next generation of field leadership to ensure the
vitality of our chapters and field operations. While significant progress has been made in stabilizing and
strengthening the Association’s financial position, sustainment of adequate funding for programs and
emerging opportunities is a continuing concern. Many of our traditional sources of revenue are
threatened by the external environment.

Despite these critical challenges, this is also a time of strategic opportunity for the Air Force Association.
Credible leadership and professional development and support opportunities for our Airmen, Air Force
civilians, and family members, as well as increased outreach to civilian educators, can provide a potential
source of new members. The Doolittle Leadership Center, our vision for a world class, state-of-the-art,
collaboration and professional leadership development facility in which the military, government,
industry, and academia can work together to solve complex challenges and share ideas and concepts, promises to become a premier opportunity for AFA to provide value to both Airmen and our industry partners, enriching relationships through professional and leadership development. Partnering with external AFA organizations at the chapter, state, national, and even international level can extend AFA’s reach even further. Finally, our nonprofit tax status offers us untapped opportunities to obtain resources for our mission through greater emphasis on philanthropic development.

To meet the Association’s Mission and Vision, our AFA staff, under the leadership of our President and Executive Vice President, and in close collaboration with AFA committees, councils, and field organizations, must operate persistently to plan, fund, and execute their activities and work actively together to meet and achieve the strategic objectives established in this Plan.

The mission statement of our Association has never rung more clearly: AFA exists to promote a dominant United States Air Force, a strong national defense, to honor and support Airmen, and to remember and respect our Air Force Heritage. To accomplish this mission, we must focus all our efforts.

Gerald Murray
Chairman,
Air Force Association
INTRODUCTION

The Air Force Association (AFA) is an independent, non-profit, professional military and aerospace education Association. It is organized and operated as a 501c(3) charitable organization under the US Internal Revenue code. The Association’s programs include the Mitchell Institute for Aerospace Studies, CyberPatriot, the annual Air, Space, and Cyber Conference and Air Warfare Symposium, other meetings and events, and Air Force Magazine and associated products.

At the core of everything we do is our Mission Statement: “Our mission is to promote a dominant United States Air Force, a strong national defense, to honor and support Airmen and the Air Force Family, and to remember and respect our Air Force Heritage.” The Association believes the United States Air Force must be the strongest, most capable, and most professional air, space, and cyberspace force on the planet. To achieve this, the Air Force Association has, for over 72 years, stood shoulder-to-shoulder with the Air Force and the American Airman to educate, advocate, and support every aspect of dominant US air, space, and cyberspace power.

The Association has established this Strategic Plan to ensure the mission, vision, and core values of the Association are properly reflected in its actions and programs at all levels of the organization. It is typically reviewed and updated annually, and completely rewritten every three years. The Air Force Association Plan for 2020 updates and builds upon previous planning cycles, and sets the strategic direction for the Association in 2020; a new longer-term strategic plan is still required for future years. All levels of the Association must ensure the AFA Vision is realized and the AFA Mission is accomplished by working to meet the strategic themes, goals, and objectives set forth in this Plan.
BACKGROUND AND HISTORY

The idea of an Air Force Association (AFA) can be traced to Billy Mitchell, who fought long and hard in support of airpower and the need for a strong national defense. Brig Gen Mitchell (Figure 1) foresaw the need for a national civilian society devoted to the concept of airpower as a great national asset, dedicated to national security, the betterment of all mankind, and having deep ‘grass roots’ strength. The men who believed in him and served with him carried on his work; one of these men was Gen Henry H. “Hap” Arnold, commander of World War II Army Air Forces.

In late 1944, Gen Arnold began the process to form an Association of former officers and enlisted members of the Army Air Corps, and to argue the case for military preparedness and the importance of airpower. Gen Arnold’s ultimate goal was a civilian Association, which would advocate for the establishment of an independent Air Force, separate and distinct from any other service.

On Jan. 24, 1946, the formation of the Air Force Association was publicly announced, and on Feb. 4, 1946, AFA was incorporated in the District of Columbia. Then-Lt Gen Jimmy Doolittle was AFA’s first national President; he spent the next year establishing AFA chapters across the country.

Since then, AFA has spanned the air age, the missile era, the conquest of space, the nuclear age, the Cold War, the post-Cold War drawdown, 9/11, and the long war that followed. The Association’s bylaws and policies have changed incrementally over the years, but AFA remains dedicated to its original purposes:

- To preserve and foster a spirit of fellowship;
• To assist in keeping the Air Force adequate, strong, and powerful for the defense of our country;

• To educate its members and the public on airpower;

• To commemorate the memory of those who have given their lives in defense of our country; and

• To perpetuate the traditions of the Air Force.

Figure 3. In 2019 the Air Force Association transferred ownership of the Air Force Memorial Foundation (AFMF) and custodial responsibilities of the Air Force Memorial to the Air Force and the Military District of Washington, D.C. The Chief of Staff of the Air Force (CSAF) has committed that senior USAF leadership will continue to maintain and upgrade the Memorial.
MISSION

Our mission is to promote a dominant United States Air Force, a strong national defense, to honor and support Airmen and the Air Force Family, and to remember and respect our Air Force Heritage.

To accomplish this, we:

EDUCATE the public on the critical need for unmatched aerospace power and a technically superior workforce to ensure US national security.

ADVOCATE for aerospace power and STEM education.

SUPPORT the Total Air Force Family and promote aerospace education.

We educate the American people to create an informed public armed with the knowledge to effectively participate in the national debate over the resources essential to maintaining a dominant Air Force and strong national defense. A strong and growing economy with a technically superior workforce is a critical element in ensuring the United States possesses such a technologically advanced Air Force, as is a world-class education system with rich investment in Science, Technology, Engineering, and Mathematics (STEM) disciplines. An educated public is also aware of the necessity and contribution of aerospace forces and will support and encourage those who volunteer to serve in the United States Air Force, as well as our nation’s other military services. AFA supports public awareness programs to further America’s aerospace excellence, such as publishing Air Force Magazine, AirForceMag.com, and the Air Force Magazine Daily Report to highlight news and developments in aerospace; advancing the Mitchell Institute for Aerospace Studies as a leading think tank and voice promoting aerospace power through open forums, symposia, publications, Air Force Fellowships IDE and SDE programs; and convening conferences such as Air, Space & Cyber and Air Warfare Symposium. The US Air Force encourages the Air Force Association’s assistance to create a better understanding of the 21st century US Air Force roles and missions among the public, elected leadership, Air Force Airmen, and sister services. There is also a growing need to assist the Air Force in forging tighter relationships and understanding between its working-level Airmen and the working-level engineers, developers, and scientists who support them in industry. Our Association plays a crucial role here as the fulcrum across which both sides can leverage greater knowledge and insight. AFA’s current programs are foundational in this regard, but we can and must do more to advance leadership education and professional development linking Airmen with their counterparts in industry. This is the vision for the Doolittle Leadership Center, which will strengthen connections and understanding across a three-way partnership linking our US Air Force, AFA, and the defense industry in a leadership and professional development construct.
We advocate because we live in a nation founded upon the principles of democratic participation. Our country makes its most important decisions in a forum of free and open public debate. The wisdom of our political system is the recognition that a free people will raise their voices to demand those things that will preserve and enhance national security. Our status as an independent, professional source of credible information on aerospace issues allows us to make our case in places and ways that would be inappropriate for our uniformed military leaders. It is our duty as an organization of aerospace professionals, focused on national security, to carry the banners of aerospace power and the need for a strong national defense to every level of our society.

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 national resources to meet these objectives, and to ensure that American aerospace power is effective in the nation’s defense. This entails a dedication to ensuring that the Total Force, now and in the future, has the resources, tools, systems, and training to perform the mission.

Finally, we believe assured national power is the direct result of a national education infrastructure that has cultivated individuals who are capable of developing, operating, and supporting emerging technologies. As we look to the future, it is clear there will be demand for an even higher level of aerospace education and more individuals with aerospace science and technology skills. A new workforce of problem-solvers, innovators, and inventors who are self-reliant and able to think logically is one of the many critical foundations that drive our nation’s economy and our security. The Association advocates for strong, focused, results-driven aerospace education and STEM programs, such as AFA’s own CyberPatriot (Figure 5) and StellarXplorers national youth education programs, among others, to ensure our future workforce is attuned to the Nation’s needs.

We support the Airman, the Total Force, and the Air Force Family because we recognize that aerospace power and a strong national defense rest in the hands of the people who have chosen to serve, whether in uniform, or the private and public sectors. We acknowledge that service in our Armed Forces constitutes the highest form of citizenship, and we honor this service and sacrifice. Without the dedication of those people our nation could not prevail.

Our support includes not only education-related support (scholarships, grants, professional education, youth education, and recognition of excellence in the teaching of STEM subjects), but also through
support for Wounded Airmen, advocacy for appropriate compensation and benefits, and the health of our industrial base. We also support Airmen by recognizing and acknowledging their contributions throughout history at our events, on our websites, and in our publications.
VISION

The Air Force 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 men and women of the United States Air Force.

Our professional nature emphasizes a purpose not associated with individual gain but of service to our society as a whole. We endeavor to be widely recognized as a leading voice for US air, space, and cyberspace dominance; this recognition will further our objectives and enhance our credibility in advocacy, our effectiveness in support, and the quality of our educational message. To execute our Mission, and to attain our Vision, the Association remains dedicated to dominant American air, space, and cyberspace power, a strong national defense, support for the Total Force, and world-class aerospace and STEM education.

A key attribute of our vision is that we will never fail in our support of, and advocacy for, the men and women of the United States Air Force. Fundamental to this vision is the knowledge that our Air Force, no matter how technologically preeminent, is based on people. Gen H. H. "Hap" Arnold (Figure 6) knew this in 1945, when he first promoted the idea of a separate Air Force based on the principle that the people who understand the employment of airpower should be the ones to build and operate that force. The fact that the US Air Force is the premier air, space, and cyber force in the world today is a testament to the validity of that principle. We consider the men and women of the Air Force to be a national treasure, and we believe that advocacy for, and support of, these professionals is a core mission of AFA. Our vision is to be recognized as focused, with laser-like precision, on ensuring that these men and women have every technology, tool, and advantage to bring aerospace and cyber power to bear anywhere in the world, at any time, and prevail against any foe.

Our goal is to be beyond the “best.” Our goal is to be the preeminent professional military and aerospace Association in the US; one that is relevant to its members and others we serve, agile in responding to the changing needs of the Air Force and our constituents, effective advocates for aerospace power, and responsive to the needs of the Nation and the Air Force that we support.
VALUES

The Air Force Association embraces these core values:

INTEGRITY FIRST

Integrity is the foundation of credibility, which is absolutely fundamental to AFA accomplishing its mission and realizing its vision. As with the Air Force professionals we support, AFA members, both individually and as an Association, must conduct themselves according to the highest ethical standards and, in all professional and personal affairs, avoid even the appearance of impropriety.

SERVICE BEFORE SELF

AFA's individual members, and the Association as a whole, are committed to serving the nation and supporting the United States Air Force and the Air Force Family. This commitment to selfless service” is in keeping with the fundamental values and time-honored traditions of military service.

EXCELLENCE IN ALL WE DO

To realize its vision of becoming "the premier professional military and aerospace education Association in the nation," 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. AFA’s effectiveness as an Association depends on its credibility and reputation with all of its stakeholders, based first on integrity, but also on the excellence of all of its programs and activities. Further, members will hold themselves accountable for dutifully carrying out the responsibilities of whatever positions they may accept within the Association.

INDEPENDENCE AND NON-PARTISANSHIP

To effectively accomplish its mission and achieve its vision, AFA must conduct all of its activities in a strictly independent and non-partisan manner.

If it is to maintain its credibility and reputation for objectivity, AFA cannot be perceived as being unduly influenced by, or beholden to, individuals or organizations seeking to promote their self-interests. In particular, AFA must balance its support for the US Air Force with maintaining independent viewpoints on critical national issues.

Likewise, AFA must advocate its views on strategies and capabilities for achieving dominance in air, space, and cyberspace independent of pressures from companies seeking to win competitive advantage in the marketplace for their particular products and services.

Finally, AFA cannot be perceived to be aligned with any political party or political advocacy group.
DIVERSITY AND INCLUSION
The Association seeks to include men and women from every segment of our society who share our sense of purpose. We seek to include a variety of perspectives in conducting the business of the Association. By increasing the diversity of our membership—in both demographics and in views—we ensure that AFA activities are objective, well-informed, and representative of all citizens.

HEART OF AN AIRMAN
In May 1947, the new president of the newly minted Air Force Association, Gen Jimmy Doolittle, recruited Airmen to join by exhorting, “Let’s keep the gang together!” (Figure 7) Doolittle understood creating a new service would require the solidarity and active support from the Airmen who had already sacrificed and served and contributed greatly to the success of the Allies in World War II. From the Association’s very founding, this was more than an alumni club: The principal purpose, fostering and preserving the spirit of fellowship among like-minded Americans, and AFA’s mission was to spread the understanding of the importance of firepower, a strong Air Force, and how the Air Force contributes to our nation’s military might. Doolittle wrote that “The first lesson is that you can’t lose a war if you have command of the air, and you can’t win a war if you haven’t.” Whether or not members were ever Airmen in the traditional

Figure 7. In 1947, Jimmy Doolittle recruited members to AFA using the phrase “Let’s Keep the Gang Together!”
sense, they share the *Heart of an Airman*: common experiences, common values, a core understanding of the critical importance of aerospace power and technologies to our nation’s security, and an appreciation and respect for leadership at all levels. This ensures that the Air Force legacy is known and honored; that Airmen understand the contributions of their predecessors and peers; and that future generations of Airmen understand their privilege and obligation to ensure a strong Air Force exists for the Airmen that follow. The fellowship of AFA membership is fundamentally in service to a higher calling: “The Air Force Association will be the premier professional military and aerospace education Association in the nation, dedicated to the United States’ dominance in air, space, and cyberspace, a strong national defense, and support of the men and women of the United States Air Force.”
STRATEGIC THEMES AND GOALS

Four strategic themes provide the guiding light to this strategic plan to educate, advocate, and support:

1. Leadership Development
2. Leadership Recruitment
3. Membership Growth
4. Increased Revenue

These themes apply equally to both staff and field activities across AFA.

Beyond these themes are 10 strategic goals. It is the specific responsibility of AFA’s president, with appropriate oversight of the Board of Directors, to execute a strategic plan to achieve these goals. As the Constitution states: “The President shall exercise the powers and perform the duties assigned the office by the Constitution and the Operations and Procedures Manual and be responsible to the Chairman and Board of Directors for the competent discharge of duties and for the management and operations of the Association.”

The 10 goals are:

1. Reinforce national defense leadership in driving awareness of air, space, and cyber issues affecting the US Air Force and overall National Defense
2. Develop and launch the Doolittle Leadership Center to strengthen AFA’s effectiveness to advance leadership and professional development, open new avenues for growth and communication across the military, industry, and academic spectrum, and groom the next generation of AFA leaders
3. Reverse AFA’s declining membership by developing an effective membership growth strategy, starting with a value proposition that identifies the products and services needed to attract today’s Airmen and their families
4. Strengthen the Association’s financial security through effective revenue growth, improved strategic fundraising, and prudent financial management
5. Expand and enhance the ability of the Mitchell Institute to articulate crucial issues of air, space, and cyber power in national defense
6. Expand and deepen AFA partnerships with Air Force organizations at all levels, with specific focus on supporting AFA Field Chapters’ engagement with Air Force units and the public
7. Promote and advance Aerospace Education and STEM activities, especially CyberPatriot and StellarXplorers, leveraging AFA’s reach in industry and in the executive and legislative branches of government
8. Enhance strategic communications to improve organizational unity and messaging and encourage public support for air, space, and cyber power
9. Provide undaunted support for Air Force veterans, including the Wounded Airman Program
10. Continue to honor our heritage and share our USAF legacy across multiple communications initiatives and in partnership with worldwide aviation history advocates and counterparts
Summary

We believe that the United States of America must remain the greatest and strongest nation on the planet. To achieve this, we focus our efforts and investment on advancing the public understanding and awareness of pressing issues regarding air, space, and cyber power and the needs and requirements of the US Air Force and its Airmen.

Achieving air, space, and cyber dominance is the core mission of the United States Air Force. AFA is fully committed to ensuring that the United States Air Force has the resources needed to protect the nation and to project US air, space, and cyber power worldwide. We do this through supporting Airmen, their families, and ensuring that we, as a nation, have the most capable and lethal Air Force in the world.

We believe that a strong industrial base is essential to effective aerospace power. We are committed to ensuring that the American industrial base is second to none and to advocate for an American educational system that will provide our future generations with the technical tools, scientific foundations, and mathematical acumen to meet future missions, wherever they may be.

We believe that the Association must ensure that the nation encourage our best and brightest to pursue careers in fields that will support continued US military dominance in the future, whether in uniform, as military civilians, or in industry. We strive to be a nationally recognized advocate for air, space, and cyber excellence through our support of aerospace- and cyber-focused STEM education.

Finally, we believe that we, as a nation, have been the recipients of an unparalleled gift from Airmen who preceded us: a gift of legacy, commitment, innovation, sacrifice, dedication, and honor. The Air Force Association remembers and treasures this gift and is steadfast and unwavering in its commitment to advocate for today’s Airmen, the Total Force, and the Air Force Family, and to ensure their legacies and gifts are passed to generations to come.
APPENDIX: TERMS OF REFERENCE

Throughout this plan, we use several terms to describe the Association’s key stakeholders and audience. To ensure a clear, consistent perspective with this audience, these terms are described as follows. In many cases these definitions draw upon, and closely parallel, Air Force Doctrine.¹

AIRMAN

The term Airman has historically been associated with uniformed members of the US Air Force (officer or enlisted; regular, Reserve, or Guard) regardless of rank, component, or specialty. Today, Department of the Air Force (DAF) civilians are incorporated within the broader meaning of the term when there is a need to communicate to a larger audience within the Service.

TOTAL FORCE

The Total Force consists of the people who make up the Air Force. It is defined as the US Air Force organizations, units, and individuals that provide the capabilities to support the Department of Defense in implementing the National Security Strategy. Total Force includes regular Air Force, Air National Guard of the United States, Air Force Reserve military personnel, US Air Force civilian personnel (appropriated and non-appropriated), and contracted mission-support staffs. For the purposes of this Plan, Total Force does not include US Air Force military retired members, or members of the other branches of the military. The phrases “Total Force” and “Total Air Force” may be used interchangeably.

AIR FORCE FAMILY

In the context of this plan, the Air Force family consists of the entire air force ecosystem, including Airmen, the total force, Air Force family members (spouses, dependents, and parents), veterans and

retirees, cadets, wounded Airmen, the Air Force Association, and like-minded citizens and partners who support the concept of dominant US aerospace power.

AEROSPACE EDUCATION

_Aerospace Education (AE)_ is an umbrella term encompassing all aspects of education, training, and professional development for the Total Force and the Air Force Family. AE consists of education on Air Force issues and doctrine as well as greater aerospace-focused topics such as Air Force and aviation history, leadership training, professional development, flight/technical training, and outreach to non-stakeholder organizations such as school systems and youth organizations. Aerospace Education includes science, technology, engineering, and math (STEM), as well as other disciplines in aerospace and cyber education. It includes education at the K-12 and college levels, but also professional-level education and awareness targeted towards the broader public, community leaders, and other key decision makers.

SCIENCE, TECHNOLOGY, ENGINEERING, AND MATH (STEM) EDUCATION

_STEM Education_ is an interdisciplinary approach to learning where rigorous academic concepts are coupled with real-world lessons as students apply science, technology, engineering, and mathematics in contexts that make connections between school, community, work, and the global enterprise. STEM Education enables the development of STEM literacy, and with it the ability to compete in the new economy. It is a prime focus of AFA’s Education mission, supporting the critical need for rigorous and relevant science and technology education at all levels. STEM Education is in response to the Association’s recognition that a strong national defense can only be achieved with a well-educated and technically competent workforce. In conjunction with Aerospace Education’s higher-level context, STEM Education provides the technical tools and capabilities to provide unmatched aerospace power for the United States into the foreseeable future.

STRATEGIC PARTNER

In the context of this plan, a _Strategic Partner_ is an organization, other than AFA, which joins with our Association to assist and enable achievement of the AFA mission. A Strategic Partner may be another charitable organization, a governmental or military organization, a for-profit company, or even an individual. There are three key characteristics that identify a Strategic Partner:

1. The Partner and AFA mutually agree, in writing, to the objectives and ground rules for the partnership.
2. AFA does not pay for the Partner’s activities or expenses.
3. The Partner’s actions are intended to support AFA’s objectives, and not solely to expand the Partner’s business or non-AFA objectives.
A Strategic Partnership may be managed at any level but is subject to review and approval by AFA leadership. Specific guidance for executing Strategic Partnerships by Field Organizations shall be promulgated by the Field Council.

ELECTED OFFICIALS

This Plan refers to the requirement for additional outreach and education for elected officials, so that they have every opportunity to understand and endorse the mission, vision, and values of the Air Force Association. To achieve this goal, we must reach out to elected officials at all levels: local governments, state, and national legislators. This also includes governmental officials who may not, in all cases, be elected: examples may include school boards, principals, and local governmental officials. This term does not include AFA elected officers and National staff.

PROFESSIONAL DEVELOPMENT

Professional development is “the advancement of skills or expertise to succeed in a particular profession, in particular through continued education.” For AFA, professional development consists of programs and initiatives that are intended to provide participants with a core understanding of major issues surrounding the development, employment, and outcomes of modern aerospace power and national security issues, as well as providing opportunities for individual Airmen and/or AFA members to practice and grow their own leadership skills. AFA professional development programs should augment, complement, and support Air Force training and development programs.