Chancellor’s Intent

AFIT

Strategic Advancement Guidance

August 2017

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Foundational Concepts

Continuous Improvement

Unity of Effort

AFIT: The future of Airpower starts here!
Foundational Concepts

• Centralized, outcome-focused guidance and direction

• Coordinated and controlled, decentralized planning and execution
Foundational Concepts

School & Directorate Excellence Through Continuous Improvement

- Civil Engineer School
- School of Systems & Logistics
- School of Strategic Force Studies
- Civilian Institutions Programs
- Graduate School of Engineering & Management
- Mission Support
- Financial Management
- Comm & Info Tech
- Plans & Programs

AFIT: The future of Airpower starts here!
Foundational Concepts

School & Directorate Excellence Through Continuous Improvement

Institute Excellence Through Coordinated and Integrated Continuous Improvement
AFIT Enterprise Leadership Team

• **Director & Chancellor**

• **Members:**
  - Provost
  - Director of Staff
  - Dean – Civil Engineer School
  - Dean – Graduate School of Engineering and Management
  - Dean – School of Systems and Logistics
  - Dean – School of Strategic Force Studies
  - Director – Civilian Institutions Program
  - Director – Financial Management
  - Director – Mission Support
  - Director – Communications & Information

• **Advisors:**
  - Staff Judge Advocate (Legal)
  - Institutional Advancement
  - Plans & Programs
AFIT Enterprise Leadership Team

Functions of the Enterprise Leadership Team (e.g.):

- Coordinate Operating Plans developed by the schools and directorates, to make systematic, continuous progress in achieving the improvement goals set out in the Institute’s Strategic Advancement Guidance

- Prioritize:
  - Allocation of available resources (authorities, manpower, funding, space, etc.)
  - Requests for additional resources
Strategic Alignment

- Air Force Strategic Guidance & Master Plan
- AETC Strategic Plan
- Air University Strategic Plan
- AFIT Strategic Advancement Guidance & Plans

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Air Force Strategic Priorities (2017)

• **Restore readiness** ... to win any fight, any time.

• **Cost-effectively modernize** ... to increase the lethality of the force.

• **Drive innovation** ... to secure our future.

• **Develop exceptional leaders** ... to lead the world’s most powerful teams.

• **Strengthen our alliances** ... because we are stronger together.
Strategic Advancement Process

- Chancellor provides updated Strategic Advancement Guidance (i.e., mission, vision, and key result areas with associated goals), with input from the Enterprise Leadership Team

- Deans and directors develop updated unit advancement plans for the budget and program years (including objectives, programs, activities, tasks, etc., to be accomplished and linked to the goals in the Strategic Advancement Guidance)
Strategic Advancement Process

- The Enterprise Leadership Team reviews and aligns (coordinates) school and directorate advancement plans; allocates available resources; and prioritizes the allocation of additional resources, should they become available.

- During the execution FY, the Enterprise Leadership Team conducts quarterly reviews of progress in accomplishing planned objectives, programs, activities, tasks, etc.
AFIT Strategic Advancement and the DoD Planning, Programming, Budget & Execution Cycle

- **Budget Year**
  - FY17
  - FY18
  - FY19-23

- **Execution Year**

Plan & Program Years

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Continuous improvement objectives planned for each phase of the PPBE cycle depends on Air Force guidance/priorities and available resources for that phase.
In FY2017, for example, we are:

- Executing the current FY (FY17) Coordinated School and Directorate Advancement Plans

- Updating the budget FY (FY18) Coordinated School and Directorate Advancement Plans

- Developing the Program Years (FY-19-23) Coordinated School and Directorate Advancement Plans
Strategic Management Process

CONTINUOUS IMPROVEMENT & ADVANCEMENT

MISSION & VISION

PLANNING & RESOURCING

CONTROLLED EXECUTION

ASSESSMENT OF IMPROVEMENT OUTCOMES

STRATEGY GUIDANCE

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Strategic Management Process

MISSION & VISION

ASSESSMENT OF IMPROVEMENT OUTCOMES

CONTINUOUS IMPROVEMENT & ADVANCEMENT

CONTROLLED EXECUTION

PLANNING & RESOURCING

STRATEGY GUIDANCE

AFIT: The future of Airpower starts here!
Our Mission – What We Do

We help build America’s airpower, by educating military and civilian Airmen to innovatively accomplish the Air Force’s core missions, in support of joint operations, more effectively, efficiently, sustainably and affordably. We provide unique defense-focused, research-enabled, multi-disciplinary advanced academic education, as well as globally delivering career-long, action-based, functional professional continuing education, over a continuum of learning, on-command and on-demand. Our success is measured by the career-long contributions of our graduates, faculty and staff.
Our aspirational vision for the future …

AFIT is widely known, greatly respected and strongly supported as the Air Force’s premier institution for defense-focused advanced academic education programs and career-long, functional professional continuing education courses.
Our operational vision for the future …

AFIT is making systematic, continuous advancement in strategically-important “Key Result Areas,” and more specifically, in the strategically-important goals that operationally-define each of those Key Result Areas.
Strategic Management Process

1. MISSION & VISION
2. STRATEGY GUIDANCE
3. PLANNING & RESOURCING
4. CONTROLLED EXECUTION
5. ASSESSMENT OF IMPROVEMENT OUTCOMES

CONTINUOUS IMPROVEMENT & ADVANCEMENT
Strategy: Continuous Improvement in Five Interrelated Key Result Areas

- Command, Comm & Control
- Resource Management
- Institutional Advancement
- Personnel Management & Support
- Mission Accomplishment

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Strategy: Continuous Improvement in Five Interrelated Key Result Areas

- Command, Comm & Control
- Resource Management
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- Institutional Advancement
- Personnel Management & Support
KRA #1: Mission Accomplishment

AFIT is systematically and continuously improving its:

• Goal 1.1: Positive impact on (support to) the organizations and functional communities it serves

• Goal 1.2: Student enrollment and the number of organizations and people served

• Goal 1.3: Academic program quality (i.e., inspired teaching, innovative research and visionary thought leadership)

• Goal 1.4: Consulting assistance and other outreach activities, in service to our stakeholders, the community and the nation
Strategy: Continuous Improvement in Five Interrelated Key Result Areas

- **Resource Management**
- **Personnel Management & Support**
- **Institutional Advancement**
- **Mission Accomplishment**
- **Command, Comm & Control**

AFIT: The future of Airpower starts here!
AFIT is systematically and continuously improving its:

- **Goal 2.1**: Determination of resource requirements
- **Goal 2.2**: Protection and security of existing resources (e.g., people, information, infrastructure, etc.)
- **Goal 2.3**: The effective and efficient use of all of its currently-available resources and their allocation to AFIT’s highest-priority requirements
- **Goal 2.4**: The availability of resources, relative to its requirements (resources include, e.g., authorities, manpower, funding, contract support, infrastructure [IT/ET and facilities], time, reputation, etc.)
Strategy: Continuous Improvement in Five Interrelated Key Result Areas

- **COMMAND, COMM & CONTROL**
- **RESOURCE MANAGEMENT**
- **MISSION ACCOMPLISHMENT**
- **INSTITUTIONAL ADVANCEMENT**
- **PERSONNEL MANAGEMENT & SUPPORT**
AFIT is systematically and continuously improving its:

- Goal 3.1: Promotion of the Air Force’s core values, its “wingman” culture and its standards
- Goal 3.2: Staffing/Recruitment (and, as applicable, retention) of excellent students, faculty and staff
- Goal 3.3: Diversity and inclusion (of people and thought)
- Goal 3.4: Professional development and career advancement opportunities for its people
AFIT is systematically and continuously improving its:

- **Goal 3.5:** Performance assessment of both individuals and teams
- **Goal 3.6:** Recognition and reward of individuals and teams (both formally and informally)
- **Goal 3.7:** Encouragement of innovation in teaching, research and outreach
- **Goal 3.8:** Organizational climate, morale and welfare, including support to families
Strategy: Continuous Improvement in Five Interrelated Key Result Areas

- Command, Comm & Control
- Resource Management
- Mission Accomplishment
- Institutional Advancement
- Personnel Management & Support

AFIT: The future of Airpower starts here!
AFIT is systematically and continuously improving its:

- Goal 4.1: Brand recognition, respect and support by key government and non-government stakeholders and influencers (including regional and program accrediting agencies)
- Goal 4.2: Strategic partnerships and key alliances
- Goal 4.3: Legislative liaison
- Goal 4.4: Community relations and support
- Goal 4.5: Alumni relations and support
Strategy: Continuous Improvement in Five Interrelated Key Result Areas

- Command, Comm & Control
- Resource Management
- Institutional Advancement
- Mission Accomplishment
- Personnel Management & Support
AFIT is systematically and continuously improving its:

- **Goal 5.1:** Direction and strategic guidance
- **Goal 5.2:** Self-assessment and identification of requirements and new opportunities
- **Goal 5.3:** Policies and operating instructions
- **Goal 5.4:** Planning and programming
- **Goal 5.5:** Internal and external communications
- **Goal 5.6:** Program/activity improvement oversight and control
Thank You!