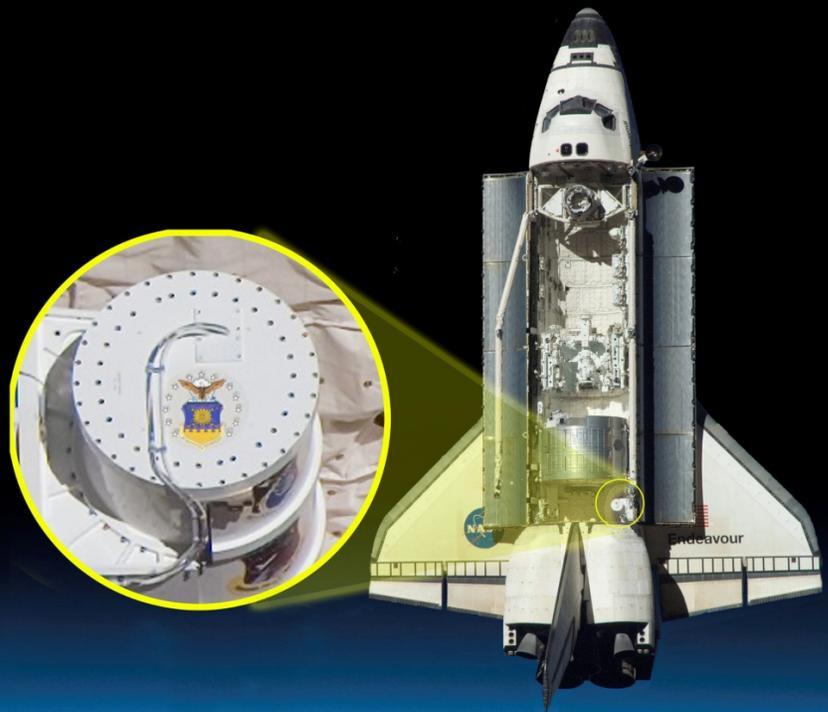
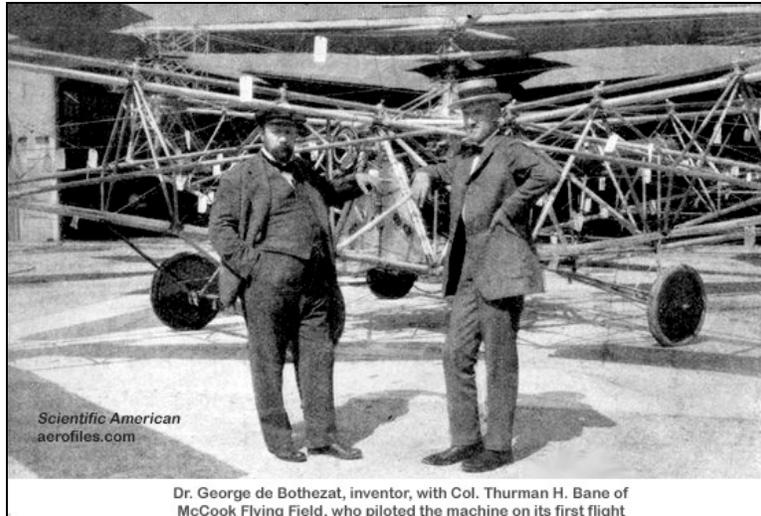


# Air Force Institute of Technology

## *Strategic Guidance*

### 2014-2017





*“No man can efficiently direct work about which he knows nothing”*  
**Thurman H. Bane, Colonel, U.S. Army**  
**AFIT's First Commandant**



*The history of the Air Force Institute of Technology dates back to the fledging days of powered flight, when it became apparent that the progress of military aviation was closely dependent upon the availability of military specialists in aeronautical science and allied technical fields. The Air School of Application was established in November 1919 on McCook Field in Dayton, Ohio, with seven officers enrolled and Colonel Bane as the Commandant. From Colonel Bane’s viewpoint to that of Institute graduates who have walked on the moon, the Institute has progressed far since 1919. What started as a school for officers has grown into a premier educational institution for both officer and enlisted students, international students, Department of Defense civilians, and members of all branches of the armed services. However, some things never change--the Institute continues to stress educational excellence as it accomplishes its mission for the United States Air Force, just as it has done since its inception nearly 100 years ago.*

The Air Force Institute of Technology (AFIT) is a special and unique organization within the Air Force, and makes a critical contribution to the Air Force's mission of *flying, fighting, and winning, in air, space, and cyberspace*. I am releasing this strategic guidance document to articulate my priorities for AFIT during these times of strategic transition and constrained resources. This guidance incorporates strategic direction from the Air Force, Air Education and Training Command, and Air University, best practices from our peer organizations, and inputs from the Deans and Directors of AFIT and our strategic partners.

Our vision is clear:

**Be an internationally-recognized and respected leader for defense-focused technical graduate and continuing education, and related research and consultation.**

Our mission is relevant and achievable:

**Advance air, space, and cyberspace power for the Nation, its partners, and our armed forces by providing relevant defense-focused technical graduate and continuing education, research, and consultation.**

Our priorities, which are aligned with those of Air University, are focused and enduring:

- 1. Support the Air Force Vision by providing high-quality academic and continuing education programs that enable the Air Force to sustain its competitive advantage "*...maintain(ing) the most technically proficient, best-educated, and best-trained air force in the world...*"**
- 2. Support faculty, staff, and students and their families**
- 3. Attract and develop outstanding faculty, staff, and students**
- 4. Develop and maintain strategic partnerships**
- 5. Attain, sustain, and improve education support infrastructure**
- 6. Increase and sustain stakeholder awareness of AFIT's value proposition**

I am proud to lead AFIT's efforts to educate and sustain tomorrow's defense-focused technical leaders, and enhance the Air Force's Science, Technology, Engineering, and Mathematics (STEM) capabilities--I'm convinced the AFIT of today is the Air Force of tomorrow! We are entering a time of great transition for our Armed Services--the fiscal environment may change, and priorities may be adjusted, but our commitment to build the intellectual foundation of the Air Force must remain strong.

TODD I. STEWART, PhD  
Director and Chancellor  
Air Force Institute of Technology

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Strategic planning sets the stage for all other organizational planning, and will guide our actions for the next three to five years. It details our vision for the future, and lays a foundation for assessing AFIT's progress toward achieving that future. It must not be a metrics drill, but rather an enduring process for implementing systematic and continuous progress toward our vision and priorities.

This Strategic Guidance document is focused on providing high-level strategic direction to AFIT's schools and directorates, and will be complemented by a supporting Action Plan. The Action Plan will include supporting actionable objectives and their objective measures, and will enable informed decision making throughout the Planning, Programming, Budgeting, and Execution (PPBE) cycle.

The primary audience for this document includes AFIT senior leaders and other internal and external stakeholders who require an understanding of AFIT's strategic priorities. Leaders at all levels of AFIT should make this plan available to their people and be prepared to explain its contents and principles because everyone in the AFIT family has equity in the plan--it will only be effective if it is read, understood, and "owned" by all members of AFIT.

*"Education and training are the foundation of our airpower advantage. To maintain this advantage in the future, we must safeguard and reinforce that foundation. All Airmen, whether teacher or student, have a role in ensuring that we maintain the most technically proficient, best-educated, and best-trained air force in the world..."*

**Air Force Vision (January 2013)**

*"[The Air Force must] move beyond classroom-based instruction and incorporate leading edge educational concepts."*

**Air Force Vision (January 2013)**

*"In my opinion, AFIT is a force multiplier for not only the Air Force, but for the other Services as well. It provides a curriculum of advanced education and professional certifications in science, technology, engineering and math that is vital to the future of our forces."*

**U.S. Senate Confirmation Hearing (July 2012)**

**Mark A. Welsh III  
General, USAF  
20th Chief of Staff**

*"[We must] guide our actions and decisions toward a future state that is less about teaching and more about learning--a state where there are alternative engaging ways to deliver education and training beyond the typical brick and mortar classroom with an instructor on the platform talking to students; where students have access to content anytime and anywhere..."*

**AETC Vision (28 Feb 2013)**

# STRATEGIC ENVIRONMENT

The 2014 Quadrennial Defense Review (QDR) seeks to adapt, reshape, and rebalance the U.S. military to prepare for the strategic challenges and opportunities our nation faces in the years ahead. Building on the 2012 Defense Strategic Guidance, the QDR prioritizes our strategic priorities, and describes the tough choices our military is making during a period of fiscal austerity to maintain the world's finest fighting forces.

As the first strategic priority, the document states: *"The Joint Force must be prepared to battle increasingly sophisticated adversaries who could employ advanced warfighting capabilities while simultaneously attempting to deny U.S. forces the advantages they currently enjoy in space and cyberspace. We will sustain priority investments in science, technology, research, and development both within the defense sector and beyond. The Department is taking steps to ensure that progress continues in areas most critical to meeting future challenges such as full-spectrum cyberspace capabilities and where the potential for game-changing breakthroughs appears most promising. **We will actively seek innovative approaches to how we fight, how we posture our force, and how we leverage our asymmetric strengths and technological advantages.** Innovation is paramount given the increasingly complex warfighting environment we expect to encounter."*[emphasis added]

AFIT plays a key role in sustaining innovation and the nation's technological advantage by providing defense-focused technical graduate and professional continuing education.

The Air Force Priorities are:

1. Continue to Strengthen the Air Force Nuclear Enterprise
2. Partner with Joint and Coalition Team to Win Today's Fight
3. Develop and Care for Airmen and Their Families
4. Modernize Our Air and Space Inventories, Organizations & Training
5. Recapture Acquisition Excellence

The Air Force Education and Training Command Priorities are:

1. Enhance Mission Effectiveness (Recruit, Train, and Educate Airmen)
2. Support Airmen and Their Families
3. Ensure a Climate of Professionalism and Mutual Respect
4. Foster Comprehensive Airmen Fitness (Resiliency)

The Air University Priorities are:

1. Transform Air Force Education
2. Provide Platforms for Advancing Airpower Thought
3. Enable the Air Force to Maintain its Technological Superiority in Air, Space, and Cyberspace
4. Develop and Enhance Strategic and Local Partnerships and Advocacy Programs
5. Attract and Develop an Outstanding Faculty and Staff
6. Attain, Sustain, and Improve the Education Support Infrastructure with a Cost-Conscious and Mission-Aligned Focus

# VISION, MISSION, & CORE VALUES

## VISION

**Be an internationally-recognized and respected leader for defense-focused technical graduate and continuing education, and related research and consultation.**

The AFIT Vision Statement summarizes what AFIT's senior leaders want the Institute to become. Our vision focuses on ensuring the readiness of the Air Force by providing educated airmen to execute the mission through the utilization of their technical graduate and professional continuing education. Through our time-tested responsiveness to emerging challenges, both domestically and internationally, AFIT continues to produce educational programs, conduct technical research, and provide defense consultation. AFIT strives to attain higher levels of international achievement in these areas through innovative and technologically advanced education programs and curricula to match future Air Force requirements.

## MISSION

**Advance air, space, and cyberspace power for the Nation, its partners, and our armed forces by providing relevant defense-focused technical graduate and continuing education, research, and consultation.**

The Mission Statement identifies and summarizes AFIT's purpose and role in the Air Force mission. We provide the Air Force with its most fundamental of enablers: the educated airmen who form the foundation of air, space, and cyber power. AFIT accomplishes its mission through the Civil Engineer School, the Graduate School of Engineering and Management, and the School of Systems and Logistics. We support our students' learning and professional development by ensuring their mastery of defense-relevant academic content and providing leadership opportunities. Our defense-focused graduate and professional continuing education is indispensable to the defense of our nation through research and consultation in academia, industry, and other government agencies. By providing mission-ready airmen, AFIT enables the warfighters to focus people and resources on mission execution.

## CORE VALUES

We share the Air Force's Core Values of:

- **Integrity first**
- **Service before self**
- **Excellence in all we do**

AFIT's focus on quality educational outcomes for our students and careful attention to relevance of the curriculum to national security is derived from these core values.

## **KEY OUTPUT 1: HIGHLY-QUALIFIED GRADUATES**

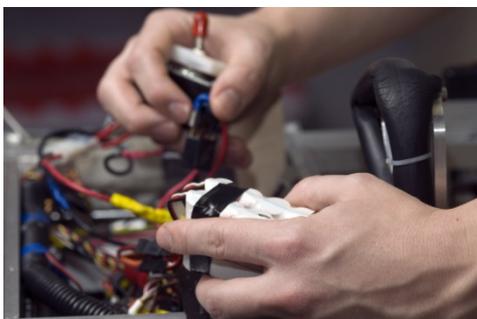
The primary purpose of AFIT is to produce highly-qualified graduates to support Air Force mission requirements. AFIT, through each of its schools, must provide an outstanding defense-focused learning environment to enable students to develop and sustain their skills as technological leaders for tomorrow's military.

## **KEY OUTPUT 2: WORLD-CLASS RESEARCH**

AFIT's defense-focused research programs are a critical element of AFIT's educational environment, and are essential to production of highly-qualified graduates in technical disciplines. Our research programs must both meet the highest academic standards, including professional peer review of research results, and be responsive to the joint operational environment and senior leader priorities. Research directly connects AFIT with external stakeholders, which allows our faculty to maintain the relevance of the curriculum.

## **KEY OUTPUT 3: DEFENSE-FOCUSED TECHNICAL CONSULTING SERVICES**

AFIT also provides defense-focused subject matter expertise to external organizations at their request, to help them achieve their mission objectives. AFIT's major areas of expertise include Acquisition, Civil Engineering, Logistics, Management, and STEM. Consultations are another way for AFIT to engage with stakeholders, and they contribute to both student and faculty development. Types of consultations range from answering a technical question from an in-theater customer, to assisting higher headquarters draft new or revised policy, to developing new processes and tools for the requesting organization.



**PRIORITY 1: Support the Air Force Vision by providing high-quality academic and continuing education programs that enable the Air Force to sustain its competitive advantage "...maintain(ing) the most technically proficient, best-educated, and best-trained air force in the world..."**

Developing and fielding advanced technologies has been and will remain a critical factor for the Air Force to remain dominant in its air, space, and cyberspace operations. Maintaining technological superiority requires well-educated personnel with the right technical and program management skills to lead major research, development, test, evaluation, acquisition, and operational efforts. AFIT must remain the Air Force's center of excellence for defense-focused technical graduate and professional continuing education, research, and consultation services, with effective and accredited academic programs. This priority must also consider the effectiveness and relevance of the learning experience as assessed by our sponsors, our students, and their next supervisors after graduation. This priority corresponds with Air University's Priority #3 and supports Air University's Priority #2.

## Supporting Goals:

- 1.1. Educate the Air Force's technical, engineering, management, acquisition, and logistics workforce
- 1.2. Enhance Air Force and DOD operational capabilities by putting STEM-related and innovative management theory and research into practice



# PRIORITY 2 - SUPPORT

## **PRIORITY 2: Support faculty, staff, and students and their families**

Our faculty, staff, and students do not serve alone, and caring for them must include their families. When family members feel supported and valued, they are better able to contribute to the member's mission readiness and retention. We will champion family support programs for faculty, staff, and students. Additionally, we will fully support the Air Force's Comprehensive Airman Fitness (CAF) initiative, which strives to enhance individual resilience by building and sustaining a community fostering mental, physical, social, and spiritual fitness. Our families are vital to our success, and we will maintain balance between mission accomplishment and family time. This priority corresponds with AETC's Priority #2.

### **Supporting Goals:**

- 2.1. Champion family support programs for faculty, staff, and students
- 2.2. Integrate the four pillars of CAF into AFIT's programs (mental, physical, social, and spiritual)

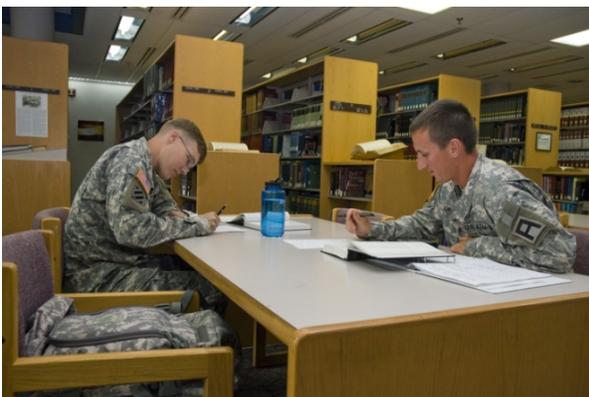


## **PRIORITY 3: Attract and develop outstanding faculty, staff, and students**

The quality of AFIT's academic and research programs, and the Institute's continuing ability to accomplish its mission, depend on successfully recruiting and hiring military and civilian faculty and staff with expert qualifications in relevant fields. Simultaneously, we must provide the tools students need to become great leaders, not only improving their technical skills. Maintaining and retaining outstanding faculty, staff, and students demands development programs, including support for research, skill development programs, feedback, performance assessment, and career progression opportunities. As active members of the Air Force family, we will ensure our members are ready to deploy and fight when tasked. This priority corresponds with Air University's Priority #5.

### **Supporting Goals:**

- 3.1. Provide appropriate faculty, staff, and student professional development opportunities
- 3.2. Maintain a professional, diverse, and welcoming academic climate



# PRIORITY 4 - PARTNERSHIPS

## **PRIORITY 4: Develop and maintain strategic partnerships**

AFIT must reach out and develop solid, working strategic relationships with appropriate strategic partners. These partners include higher headquarters, sister services, Air Force functional communities, peer institutions, coalition air forces, important sponsors like the Air Force Research Laboratory, the local community, and others to create an environment that encourages mutual benefit. AFIT must deliberately share our value and capabilities to other organizations through strategic communication, workforce development opportunities, and collaborative research. This priority corresponds with Air University's Priority #4.

### **Supporting Goals:**

- 4.1. Maintain program quality and relevance by fostering close relationships with stakeholders throughout the national security establishment
- 4.2. Increase student involvement in sponsored research projects as part of their educational experience
- 4.3. Develop and implement programs to maximize utilization of available capacity



## **PRIORITY 5: Attain, sustain, and improve education support infrastructure**

AFIT will use a cost-conscious and mission-aligned approach to provide the education support infrastructure necessary to accomplish our mission. We will find innovative ways to operate and maintain our campus to create an environment that enhances both educational experiences and research requirements. We will partner with faculty, staff, local organizations and our command to implement a corporate approach to Information Technology planning, sustainment, and governance. This priority corresponds with Air University's Priorities #1 and #6.

### **Supporting Goals:**

- 5.1. Provide, support, maintain and share state-of-the-art equipment and facilities for research, residential and distributed learning in order to maximize their utilization (classrooms, distributed learning facilities, labs, telepresence, library resources, classified work spaces and faculty offices)
- 5.2. Implement effective AFIT-wide business processes that maximize quality while minimizing average cost per student.
- 5.3. Provide distance learning opportunities to reach students across the Air Force and world



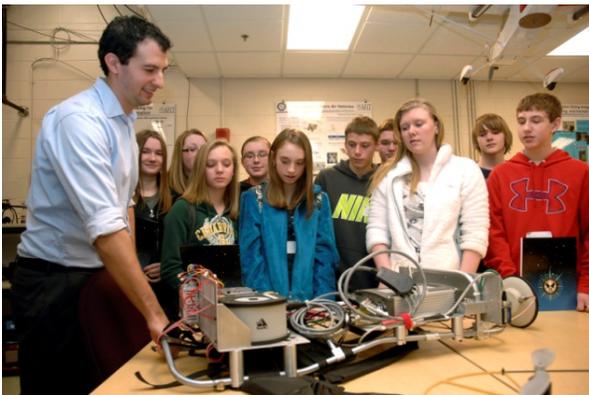
# PRIORITY 6 - AWARENESS

## **PRIORITY 6: Increase and sustain stakeholder awareness of AFIT's value proposition**

AFIT must effectively communicate its value with external audiences in direct support of its mission. This priority seeks to provide a common framework for coordinating and focusing the diverse strategic communications needs of the Institute.

### **Supporting Goals:**

- 6.1. Seek and maximize opportunities to share information about AFIT's value
- 6.2. Collaborate with the AFIT Foundation



**Note:** Details about the governance and structure of the AFIT Strategy Management program are contained in AFIT Instruction 90-101, *Strategy Management*.

## Purpose

The governance process is organized under the AFIT Strategy Council, and demonstrates the AFIT Chancellor's commitment to achieve the strategy outlined in this plan. This process involves scheduled strategy reviews which provide the Chancellor with analytical insight based on the results of strategic objectives, measures, and initiatives in order to enable informed decision making for effective prioritization and allocation of resources. The process also clearly identifies organizational champions for each goal and objective.

## Membership

The principal membership of the Strategy Council consists of:

- AFIT Director and Chancellor (Chair)
- Vice Chancellor (Co-Chair and Process Owner)
- Commander, Air University Detachment 1
- Chief Academic Officer
- Dean of the Civil Engineer School
- Dean of the Graduate School of Engineering and Management
- Dean of the School of Systems and Logistics
- Dean for Research
- Dean of Students
- Senior Student Leader
- Chief, AFRL Strategic Planning and Transformation Division (ex-officio)
- Chief, 88 ABW Plans and Programs Division (ex-officio)
- Other key stakeholders as required (ex-officio)
- Director of Financial Management
- Commander of Force Support
- Director of Communications & Information Systems
- Director of Plans and Programs/Security
- Judge Advocate (Advisor)
- Chief of Safety (Advisor)

## Frequency

The AFIT Strategy Council will conduct quarterly meetings during the months of February, June, September, and December to assess the status of objectives and initiatives. The AFIT Strategy Council will conduct biennial (even year) strategy reviews to validate the Institute's Strategic Guidance (mission, vision, priorities, and goals) to ensure continued alignment with higher headquarters' strategic intent.



**For questions, please contact:**

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