



LEVY

strategic plan 2008-2013

UNITED STATES
AIR FORCE ACADEMY



COVER IMAGE:

Cadet First Class Ian Helms, class of 2008

Cadet Helms, an Astronautical Engineering major and the Fall Semester Cadet Wing Commander, was awarded the Alberta Bart Holaday Scholarship to study at Exeter College, Oxford University, England.

Cadet First Class Hila Levy, class of 2008

Cadet Levy, a Biology major, is USAFA's 35th recipient of the Rhodes Scholarship to study at Oxford University in England. She is the first resident of Puerto Rico selected for this prestigious scholarship.



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Our Mission

The mission of the United States Air Force Academy (USAFA) is to educate, train, and inspire men and women to become **officers of character** motivated to lead the United States Air Force in service to our Nation.

The Air Force Academy staff, faculty, support personnel, and cadets directly and collectively fuel this crucial endeavor. Our institution offers a broad spectrum of academic, athletic, aviation, and military training opportunities. We believe that the young men and women who boldly reach for these opportunities and dedicate themselves fully to their achievement will become leaders of character for our Nation. This Strategic Plan charts a thoughtful and deliberate path to develop such leaders.

First and foremost, our future leaders must have the qualities necessary to meet the Air Force's operational needs: they must be intelligent, innovative, principled in discipline, and fit-to-fight. We expect that this military academy will foster in its climate, and, therefore help inculcate in its graduates, the Air Force's Core Values: *Integrity First, Service Before Self, and Excellence in All We Do*.

From these core values we derive our three key cadet development outcomes centered on commissioning leaders of character who embody the Air Force core values. Appendix D expands these three main outcomes for leaders of character who are:

... committed to **Societal, Professional, and Individual Responsibilities**

... empowered by **integrated Intellectual and Warrior Skills**

... grounded in **essential Knowledge of the Profession of Arms and the Human & Physical Worlds**

Yes, we ask a lot of our future leaders and, in many ways, we ask even more of those who are focused on developing and instilling character and leadership in our graduates.

Ours is a challenging task and a noble calling. We prepare cadets for the expectations of military service as we can envision those expectations now and for what those expectations might be decades from now. Why? Because the results of our efforts are not only determined at graduation but over decades of service to the Nation. The United States Air Force Academy already has a proud heritage of developing leaders of character for the Air Force and the Nation; now, we honor and preserve that heritage by strategically planning for and investing in the future.

“Strategy is the great work of the organization. In situations of life or death, it is the Tao of survival or extinction. Its study cannot be neglected.”

—Sun Tzu, *The Art of War*



Our Strategy

“Strategy is about choices – what we choose to prioritize, our actions in support of our priorities, the order in which we take them, and how we allocate resources against our priorities to support the Nation’s Objectives” (Air Force 2006 Strategic Plan). USAFA’s Strategic Plan directly supports the Air Force Strategic Plan and is comprised of two volumes. The core document, Volume 1, identifies our strategic goals, objectives and measures and outlines our strategic planning process. Volume 2, the Initiatives, describes USAFA initiatives undertaken by the mission elements to achieve our strategic goals and objectives.

We began the strategic planning process with the following assumptions and guiding principles:

We will remain aligned with higher-level doctrine and guidance on the continuum of learning and officer competencies.

Air Force Doctrine and relevant publications provide direction for military needs and service. Our developmental efforts will align with the needs identified in such documents and directly support their goals.

We will act as an integrated team—always.

Integration and efficiency are critical for today's Air Force and the Academy. We will integrate our cadet development activities by ensuring that they are structured intentionally to be mutually reinforcing in order to maximize accomplishing our outcomes with the resources on hand.

We must remain fiscally vigilant to recapitalize and modernize USAFA.

Limited taxpayer and sponsor dollars highlight the need for thoughtful spending and better predict future financial demands. For example, despite recent increases in Air Force level support, maintaining and modernizing our 50-year old infrastructure will remain a key challenge. We also know that our information technology infrastructure needs immediate attention—both to adjust to ever-increasing Department of Defense (DoD) security and standardization requirements and to support USAFA's needs for leading edge Information Technology (IT) capabilities. Money also buys us positions, which are opportunities to recapitalize and modernize our personnel force. We know that the Academy must competitively recruit and retain exemplary cadets, faculty and staff in order to provide the broad educational experiences essential to produce leaders of character for an increasingly diverse and challenging world.

We must become more efficient—smarter about what we set out to do, how we do it, and how we assess its effectiveness.

We will ensure that all of our programs have focused objectives aimed at achieving USAFA's outcomes. For example, we need to be efficient in how we carry out our mission in order to increase our competitive advantage in recruiting and producing future leaders.

We will communicate—clearly, often, and at all levels of the organization.

We will focus and communicate the precepts of our strategy so that all members of USAFA's team understand, appreciate, and can articulate their roles in accomplishing USAFA's mission. In addition to communicating how our people support this plan, we will also improve our ability to share our successes and explain how we address our challenges.



Our Vision

The vision of the US Air Force Academy is to be the Air Force's premier institution for **developing leaders of character**.

The umbrella program that integrates activities across all mission elements and affects all dimensions of personal development is called the Officer Development System (ODS). The Academy uses ODS to focus all of its development activities on accomplishing the 19 institutional character-based outcomes (Appendix D). These outcomes ground everything we do in Responsibilities, Skills, and Knowledge—collectively these USAFA outcomes outline a commitment to the core values; strong personal, interpersonal, team and organizational leadership abilities; and, a foundation of knowledge and experiences that support further development at the operational and strategic leadership levels.

Air Force Mission and Strategic Goals

The mission of the US Air Force is to deliver sovereign options for the defense of the United States of America and its global interests—to fly and fight in Air, Space, and Cyberspace.

In late 2006, the Air Force identified three priorities to judge the choices it makes:

Winning the war on terror ... while preparing for the next war

Developing and caring for Airmen and their families...
to maintain our competitive advantage

Recapitalizing and modernizing our aircraft, satellites and equipment ...to optimize the military utility of our systems and to better meet 21st Century challenges



In order to provide Joint Force Commanders the air, space, and cyberspace capabilities they need to conduct integrated interdependent combat operations, the Air Force published the following seven strategic goals:

1. FOSTER MUTUAL RESPECT AND INTEGRITY. Our core values, *"Integrity First, Service Before Self, and Excellence in All We Do,"* underpin all our actions.

2. SUSTAIN AIR, SPACE AND CYBERSPACE CAPABILITIES. Sustaining these capabilities is the foundation of the "force sharpening" that is the uncompromising key to success in all our priorities and across the spectrum of conflict.

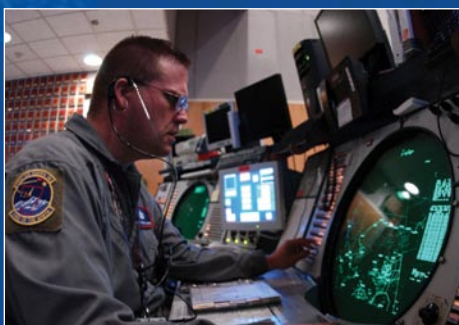
3. PROVIDE PERSISTENT SITUATION AWARENESS. Persistent situational awareness comes from the integrated application of sensors, intelligence collection, exploitation, fusion, analysis and production, dissemination systems, and other Air Force air, space, and cyberspace systems.

4. DEVELOP JOINT AND BATTLE READY TRAINED AIRMEN. Our source of strength is our people, and their commitment to the Air Force and to joint operations.

5. IMPROVE THE TOTAL FORCE QUALITY OF LIFE. The cornerstone of the Air Force of today and tomorrow is each Airman's awareness of the respect we have for them, respect for the high standards our airmen meet, and respect for the value of their contributions.

6. IMPLEMENT OPEN, TRANSPARENT BUSINESS PRACTICES AND ACHIEVE A CLEAN AUDIT. Our core values demand that we always remain good stewards of the resources entrusted to us. While maintaining our warrior focus, we must appreciate that organizations at all levels of the Air Force have responsibilities to execute efficient, business-like operations.

7. FOSTER AIR FORCE SMART OPERATIONS ACROSS THE TOTAL AIR FORCE. Efficient processes are critical for us to recapitalize and modernize our combat force.





Our Strategic Goals

The Air Force 2006 strategic plan states, “we must execute efficient, business-like operations” and develop and implement processes that take advantage of shared information in an open and transparent decision making environment. The Academy published this plan as part of a renewed strategic planning process to support and improve how we achieve our given mission.

In October 2007 the Superintendent approved seven Academy strategic goals that reflect the Superintendent’s vision and are linked to the Air Force’s 2006 strategic goals and objectives (Figure 1). These goals are broad focus areas that, when achieved, will better enable the Academy to achieve its outcomes and accomplish its mission. Performance measures for these goals are located in Appendix B.



- 1. FOCUS ON CHARACTER AND LEADERSHIP DEVELOPMENT.** All cadet activities and institutional assessments will elevate and integrate character and leadership development. Our Air Force core values, "Integrity First, Service Before Self, and Excellence in All We Do," are the foundation of character. We will redouble our efforts to blend character and leadership development into all aspects of the cadet experience and implement a cohesive program to assess cadet character transformation.
- 2. STRENGTHEN OUR COMMUNICATIONS AND REPUTATION.** Strengthen the Academy's strategic communications and enhance our reputation. Communicate USAFA's reputation as a proud symbol of the Air Force to the American people. Maintaining and improving our communications processes will support our integration efforts.
- 3. PRODUCE HIGHLY EDUCATED AND TRAINED OFFICERS.** In an institutionally-integrated manner, develop officers of character with in depth academic, technical and military skills and competencies for leadership in air, space and cyberspace in Air Force and Joint operations. We will expand our unique opportunities to prepare our graduates to excel in support and operational roles across the spectrum of conflict.
- 4. ENHANCE FACULTY, STAFF AND CADET DIVERSITY.** Ensure we have the faculty, staff, and cadet diversity to broaden the cadet learning environment and prepare USAFA graduates to lead in a global expeditionary Air Force. We will use our total force expertise to expose our cadets to new ideas, beliefs, and experiences while emphasizing language and culture to enhance their worldview.
- 5. INTEGRATE INSTITUTIONAL PROCESSES.** Integrate the Academy's strategic planning, business and program development processes and ensure our programs have defined outcomes and measures. We will make processes transparent and share information to make timely and accurate decisions. We will implement AF Smart Operations to better use resources and create flexibility to increase capability to execute our mission.
- 6. PREPARE AND MOTIVATE THE WORKFORCE.** Provide a well-prepared and motivated workforce focused on the mission. We will develop and implement a force development program to attract, develop, retain and support our people and focus on their professional contributions so they can better use their talents in new and innovative ways.
- 7. SECURE AND MANAGE RESOURCES.** Obtain and manage resources for our mission activities by maintaining effective institutional investment strategies and management processes. We will work to successfully define and present program proposals that garner corporate and sponsor support for our new and ongoing initiatives to better achieve our mission.

The following figure outlines how the Academy's strategic goals are aligned with the Air Force's strategic goals along with examples of how some of our strategic initiatives support our goals.

USAFA Strategic Plan

Mission
Vision
Outcomes

Strategic Goals



Figure 1 – Air Force and Academy Strategic Goal Links

Objectives Supporting Our Strategic Goals

Goal 1

Focus on character and leadership development. All cadet activities and institutional assessments will elevate and integrate character and leadership development.

OBJECTIVE 1.1: Develop an integrated Curriculum and Course of Instruction across all USAFA Mission Elements to develop the USAFA Outcomes in our cadets

OBJECTIVE 1.2: Develop and implement programmatic and institutional methods for assessing how cadets adopt and exhibit the Core Values and USAFA Outcomes.

OBJECTIVE 1.3: Ensure and maintain proper balance between curricular, exposure/role modeling, and experiential opportunities for character and leadership development.

Goal 2

Strengthen our communications and reputation. Strengthen the Academy's strategic communications and enhance our reputation.

OBJECTIVE 2.1: Enhance the effectiveness and scope of our strategic communications capabilities to maintain a positive institutional image and share how we address our challenges and setbacks.

OBJECTIVE 2.2: Support the Academy's overall integration efforts by enhancing communication across all USAFA mission elements.

OBJECTIVE 2.3: Promote awareness of Air Force and Academy programs and opportunities.

OBJECTIVE 2.4: Enhance USAFA's reputation as a valuable national resource/treasure, a good neighbor, and a respected academic institution focused on developing leaders of character.

Goal 3

Produce highly educated and trained officers. In an institutionally-integrated manner, develop officers of character with in depth academic, technical and military skills and competencies for leadership in air, space and cyberspace in Air Force and Joint operations.

OBJECTIVE 3.1: Create integrated Learning Experiences across all USAFA Mission Elements to develop and assess the USAFA Outcomes in cadets.

OBJECTIVE 3.2: Continue to expose all cadets to an active and operational Air Force environment; to develop air power, space power and cyberspace power education, programs and leadership laboratory opportunities and foster active duty service in these core USAF mission activities.

Objectives Supporting Our Strategic Goals

Goal 4

Enhance faculty, staff and cadet diversity. Ensure we have the faculty, staff, and cadet diversity to broaden the cadet learning environment and prepare USAFA graduates to lead in a global expeditionary Air Force.

OBJECTIVE 4.1: Proactively support and encourage diversity efforts throughout USAFA.

OBJECTIVE 4.2: Determine and provide optimal blend of total force expertise.

OBJECTIVE 4.3: Support outreach efforts and foster strategic partnerships to expose diverse populations throughout the US to USAFA opportunities.

Goal 5

Integrate institutional processes. Integrate the Academy's strategic planning, business and program development processes and ensure our programs have defined outcomes and measures.

OBJECTIVE 5.1: Integrate USAFA and Mission Element assessment, evaluate institutional strategies and progress toward goal achievement, and plan/ implement refinements.

OBJECTIVE 5.2: Instill a culture of learning and performance-based improvement in all organizations at USAFA to enhance institutional effectiveness.

OBJECTIVE 5.3: Implement transparent, timely and efficient business processes.

Goal 6

Prepare and motivate the workforce. Provide a well-prepared and motivated workforce focused on the mission.

OBJECTIVE 6.1: Expand exposure and involvement of faculty and staff in developing the USAFA outcomes in our cadets.

OBJECTIVE 6.2: Expand USAFA permanent party education on USAFA mission during in-processing and throughout their USAFA tour.

OBJECTIVE 6.3: Provide experiences, challenges, education and training to produce and maintain faculty and staff who possess requisite skills, knowledge, experience, and motivation to lead and execute USAFA's mission.

Goal 7

Secure and manage resources. Obtain and manage resources for our mission activities by maintaining effective institutional investment strategies and management processes.

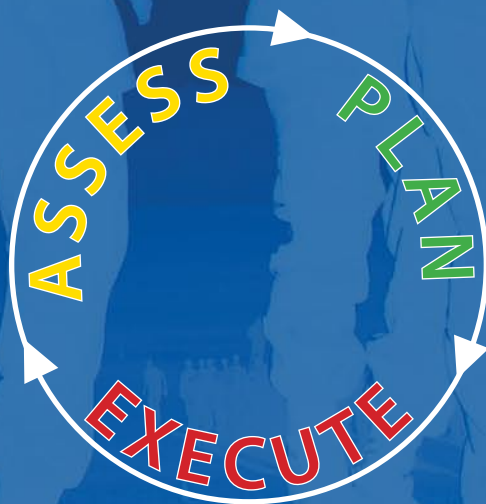
OBJECTIVE 7.1: Secure resources through the AF corporate process and streamline donor foundations to fully execute USAFA programs.

OBJECTIVE 7.2: Build defensible and sustainable program initiatives and evaluate mission and support investments and alternatives to improve USAFA's infrastructure.

OBJECTIVE 7.3: Develop an enterprise architecture to manage, forecast and deliver USAFA's infostructure capabilities.

Appendix A: Strategic Planning Processes and Governance

Our strategic planning process (Figure 1) is centered on the three key activities: assess, plan, and execute. We will use strategic performance measures (Appendix B) to track our success in implementing this plan. USAFA's Institutional Effectiveness Program (IEP) will assess the effectiveness of our strategic goals and objectives and will also help highlight gaps to be addressed in future strategic plans. The strategic plan will drive the Academy's POM submission and serve as a guide in responding to current-year budget cuts and internal resource changes and realignments. The body of initiatives our Mission Elements develop to achieve our strategic objectives will serve as the Academy's five year "campaign plan" (see Volume 2).



Annual Assessment

- Institutional Effectiveness Program
- Institutional Assessment (Outcomes, DoDAAR, AFI 36-3502, Strategic Effectiveness)
- Program Eval (ME Programs)
- IE Reports

Biennial Plan Revision

- Set priorities for next 3-5 years
- Resource sustainment plans
- Drives POM build
- Guides execution-year fund cuts
- ME plans & initiatives
- Strategic Performance
- Curriculum and Course of Instruction changes

"Campaign Plan"

- Five year roadmap
- Program Execution

Appendix A, Figure 1 – Academy Strategic Planning Process

The Academy strategic planning oversight model (Figure 2) is based in part on the HQ Air Force process outlined in the 2006 AF Strategic Plan.

Implementation Governance & Assessment



Appendix A, Figure 2 – Strategic Planning Oversight Model

I. The Senior Staff comprises the Strategic Steering Group (SSG) responsible for overall management oversight of the strategic plan including prioritization, sponsoring initiatives, and approving changes to the Strategic Plan. On behalf of the Superintendent, the Vice Superintendent is charged with the effective implementation of the Strategic Plan to ensure mission elements are executing their supporting initiatives in a timely manner.

II. Select Mission Element Vice Commanders/ Deputy Directors will comprise the Monitoring and Implementation Team (MIT) with responsibility to monitor the overall attainment of the Strategic Priorities, Goals, and Objectives. They will meet periodically with the Superintendent and Senior Staff to review progress and to discuss any significant changes to the Goals or Objectives.

The semiannual meetings will also offer the opportunity to recommend changes in order to continuously align the strategic

Goals and Objectives with changing Academy, Air Force and DoD demands. Specific MIT responsibilities include:

- Meeting to confirm direction and modify Objectives to meet emerging requirements
- Recommending resources for new initiatives (POM inputs and/or current-year fund reallocations)
- Monitoring progress in achieving Goals and associated Objectives
- Reviewing semiannual performance reports on the strategic objectives

The MIT will strive to adequately balance the costs associated with implementing the Objectives against current obligations and will advocate for future funding to pursue implementation as necessary.





Appendix B: Our Strategic Measures

We will use performance measures to track our progress in implementing our strategic plan. The following measures serve as our strategic plan performance baseline. At this time, the baseline has several near-term milestones, which focus on publishing foundational documents for key developmental programs. Once these milestones are achieved, there will be periodic updates to define future measures. Volume 2 of our Strategic Plan, *The Initiatives*, will identify strategic mission element initiatives designed to achieve our strategic goals and objectives. Volume 2 will also contain additional qualitative and quantitative measures for these objectives and their supporting strategic initiatives.

Objective	Measure
<p>OBJECTIVE 1.1: Develop an integrated Curriculum and Course of Instruction across all USAFA Mission Elements to develop the USAFA Outcomes in our cadets.</p>	<p>2008: Publish an integrated Curriculum and Course of Instruction focused on developing our Outcomes.</p>
<p>OBJECTIVE 1.2: Develop and implement programmatic and institutional methods for assessing how cadets adopt and exhibit the Core Values and USAFA Outcomes.</p>	<p>2008: Publish the Curriculum and Outcome Alignment Plan (COAP) explaining how it supports all of the USAFA cadet outcomes.</p>
<p>OBJECTIVE 1.3: Ensure and maintain proper balance between curricular, exposure/role modeling, and experiential character and leadership development methods.</p>	<p>2008: Character and Leadership Chair work with appropriate MEs to perform a study to baseline current level of effort in each area. 2009: Enact any needed balance adjustment recommendations from the 2008 study.</p>
<p>OBJECTIVE 2.1: Enhance the effectiveness and scope of our strategic communications capabilities to maintain a positive institutional image and share how we address our challenges and setbacks.</p>	<p>2008: Execute the strategies and tactics in the USAFA Strategic Communications Plan and assess progress in producing and maintaining a positive image of the Academy with target audiences.</p>
<p>OBJECTIVE 2.2: Support the Academy's overall integration efforts by enhancing inter-mission element communication.</p>	<p>2008: Focus commander attention on improving command-wide communications processes such as staff coordination, news and information. 2008: Execute strategies and tactics in the USAFA Strategic Communications Plan and assess progress in improving inter-mission communication.</p>
<p>OBJECTIVE 2.3: Promote awareness of Air Force and Academy programs and opportunities.</p>	<p>2008: Execute strategies and tactics in the USAFA Strategic Communications Plan and assess progress in promoting awareness of the Academy in target audiences.</p>
<p>OBJECTIVE 2.4: Enhance USAFA's reputation as a valuable national resource/treasure, a good neighbor, and a respected academic institution focused on developing leaders of character.</p>	<p>2008: Execute the strategies and tactics in the USAFA Strategic Communications Plan and assess progress in producing and maintaining a positive image of the Academy with target audiences.</p>

Objective	Measure
<p>OBJECTIVE 3.1: Create integrated Learning Experiences across all USAFA Mission Elements to develop and assess the USAFA Outcomes in cadets.</p>	<p>2008: Publish the COAP explaining how it supports all of the USAFA cadet outcomes.</p> <p>2008: Publish a document describing the process and resources required to assess the USAFA Outcomes in our cadets.</p> <p>2009: Publish and begin implementing results from our cadet outcomes assessment.</p>
<p>OBJECTIVE 3.2: Continue to expose all cadets to an active and operational Air Force environment; to develop air power, space power and cyberspace power education, programs and leadership laboratory opportunities and foster active duty service in these core USAF mission activities..</p>	<p>2008: Publish a consolidated report cataloging current efforts and any shortfalls in each of these areas including targeted outcomes, program measures, and resources.</p> <p>2009: Begin adjusting key documents such as our Curriculum and Course of Instruction and the COAP to meet any shortfalls identified in 2008. (Target completion 2011).</p>
<p>OBJECTIVE 4.1: Proactively support and encourage diversity efforts throughout USAFA.</p>	<p>2008: Develop, publish and resource an Academy diversity program.</p> <p>USAFA Diversity Steering Group meets at least semi-annually to assess current status and progress on Cadet Wing Diversity Plan initiatives.</p>
<p>OBJECTIVE 4.2: Determine and provide optimal blend of total force expertise.</p>	<p>2008: Publish a faculty sustainment plan.</p> <p>Work with corporate AF and advocate to optimize sourcing and selection of international cadets.</p> <p>2009: Work with corporate AF and advocate for implementation of the Faculty Sustainment Plan.</p> <p>2010: Assess faculty pipeline and civilian-military and senior-junior military levels for optimal total force blend and adjust Faculty Sustainment Plan as needed.</p>

Objective	Measure
<p>OBJECTIVE 4.3: Support outreach efforts and foster strategic partnerships to expose diverse populations throughout the US to USAFA opportunities.</p>	<p>2008: Recent Academy graduates conduct recruiting trips to high minority concentration and disadvantaged population centers to represent the diverse Air Force community.</p> <p>2008: Increase partnerships with National and Regional Youth Organizations throughout the US to educate organizational constituents about USAFA.</p> <p>2008: Continue to target historically low nomination/high diversity districts by conducting Congressional workshops in low nomination districts and Congressional Staffer Orientations at USAFA.</p>
<p>OBJECTIVE 5.1: Integrate USAFA and Mission Element assessment, evaluate institutional strategies and progress toward goal achievement, and plan/implement refinements.</p>	<p>2008: Publish and implement a USAFA instruction and implement a strategic planning process.</p>
<p>OBJECTIVE 5.2: Instill a culture of learning and performance-based improvement in all organizations at USAFA to enhance institutional effectiveness.</p>	<p>2008: Publish and implement USAFAI 36-3502, Institutional Effectiveness Program (IEP).</p> <p>2008: Assess extent to which permanent party and cadets are aware of and apply learning-focused and data-driven improvement practices.</p>
<p>OBJECTIVE 5.3: Implement transparent, timely and efficient business processes.</p>	<p>Improve our processes by closing open items from previous audits and meeting the estimated completion dates of future audit findings.</p> <p>Execute rigorous self-inspection programs that support continuous improvement of our internal processes.</p> <p>Ensure USAFA DRU and Mission Element financial operations follow governing directives while expanding revenue opportunities from external sources.</p> <p>2008: Conduct a study of the Academy's committees and boards to assess effectiveness, efficiency, and alignment with our chain of command.</p> <p>2009: Apply any study findings to replace applicable committees and boards with sustainable, integrated strategic and operational committees and processes tied to the chain of command and formally codified in instructions.</p>

Objective	Measure
<p>OBJECTIVE 6.1: Expand exposure and involvement of faculty and staff in developing the USAFA outcomes in our cadets.</p>	<p>Develop and implement initiatives to increase faculty and staff exposure to our cadet outcomes.</p> <p>Sustain and develop Outcomes education in our permanent party through the duration of their Academy assignment.</p>
<p>OBJECTIVE 6.2: Expand USAFA permanent party education on USAFA mission during in-processing and throughout their USAFA tour.</p>	<p>Ensure that permanent party in-processing helps new personnel identify their role in achieving the mission.</p>
<p>OBJECTIVE 6.3: Provide experiences, challenges, education and training to produce and maintain faculty and staff who possess requisite skills, knowledge, experience, and motivation to lead and execute USAFA's mission..</p>	<p>Implement sustained professional development activities to educate permanent party.</p> <p>Support operational Air Force requirements such as deployments, attached flight instructors, faculty exchanges, and training.</p> <p>Expand and increase advertisement of faculty and staff opportunities such as Forensic judges, Associate AOC, PME Instructor, cadet club OIC, or adjunct instructor.</p>
<p>OBJECTIVE 7.1: Secure resources through the AF corporate process and streamline donor foundations to fully execute USAFA programs.</p>	<p>Align USAFA IT Capitol Investment Report initiatives with DoD and SAF IT Portfolio Management strategic objectives, Enterprise Architecture (EA) standards, and Best Practice acquisition strategies.</p>
<p>OBJECTIVE 7.2: Build defensible and sustainable program initiatives and evaluate mission and support investments and alternatives to improve USAFA's infrastructure..</p>	<p>2008: Publish and implement a USAFA Strategic Planning instruction.</p> <p>2008: Publish Strategic Plan Volume 2 – The Initiatives, that includes appropriate strategic initiatives with measures and projected POM resource requirements.</p>
<p>OBJECTIVE 7.3: Develop an enterprise architecture to manage, forecast, and deliver USAFA's infostructure capabilities.</p>	<p>2009: Document USAFA's enterprise architecture IAW DoD and industry standards.</p> <p>2008: Publish and implement a USAFA instruction for Information Technology governance.</p> <p>2008: Publish an Academy IT strategic plan that forecasts USAFA's infostructure capabilities.</p>

Appendix C:

Terms and Definitions

The following definitions were derived from multiple sources*, shaped to apply specifically to strategic planning, and help describe some of the key words and terms used throughout this plan.

Term	Definition
AOC	In reference to the Academy, each cadet squadron and group is supervised by a specially selected active duty officer called an Air Officer Commanding (AOC). In the case of a cadet squadron, the AOC is normally an active duty Air Force major
Assessment	The process or procedure to determine the right blend of plans, people, equipment and activity to optimize the capacity to accomplish our mission. Determination of the progress toward accomplishing a task, creating an effect, or achieving an objective.
Capability	The organization's capacity or ability to successfully integrate sets of organizational resources and deploy these resources to achieve outcomes. The ability to execute a specified course of action.
Character	One's moral compass; the sum of those qualities of moral excellence, which move a person to do the right thing despite pressures to the contrary
COAP	Curriculum and Outcome Alignment Plan
Diversity	Broadly defined to include but not be limited to racial, ethnic and gender consideration as well as socio-economic, geographic, strategic language ability and prior enlisted service.
Enterprise Architecture	The description of the current and/or future structure and behavior of an organization's processes, information systems, personnel and organizational sub-units, aligned with the organization's core goals and strategic direction. Although often associated strictly with information technology, it relates more broadly to the practice of business optimization in that it addresses business architecture, performance management, organizational structure and process architecture as well.
Equipment	In logistics, all nonexpendable items needed to outfit or equip an individual or organization.
Goal	Broadly defined strategic positions or conditions, which the organization desires to reach. Goals close the gap between the organization's preferred vision and its current situation. Goals should usually be results oriented. See Objective.
Infostructure	Information assets that comprise the information base of the organization, including hardware, software, networks, infrastructure, information, and applications.

Term	Definition
Initiative	The programs, projects, plans or activities, prioritized annually, which must be accomplished in order to achieve a stated goal or objective. Individuals or groups are the sponsors of initiatives and responsible for their advancement. A program or activity intended to enable a capability to produce an outcome.
Integrated	Usually refers to Academy cadet development activities. Integrating means we ensure that these activities are intentionally structured to be mutually reinforcing in order to maximize accomplishing our outcomes using resources on hand. To join with something else; unite. To make part of a larger unit.
Material	All items (including ships, tanks, self-propelled weapons, aircraft, etc., and related spares, repair parts, and support equipment, but excluding real property, installations, and utilities) necessary to equip, operate, maintain, and support military activities without distinction as to its application for administrative or combat purposes. See equipment.
Measure	Something measurable that tells us how we are achieving some outcome or objective, initiative, or task.
Mission Element	At the Academy, a unit charged with fulfilling a particular mission (Director of Athletics [AD], Commandant of Cadets [CW], Dean of the Faculty [DF], Preparatory School [PL], and 10th Air Base Wing [10ABW]).
Objective	Specific, measurable results an organization intends to achieve – often within one year or less. Measurable statements of achievement that lead to the accomplishment of a goal (as in “Clear goals and objectives”). The specific target of the action taken. Objectives are achieved through initiatives. Initiatives delineate who will do what by when, and include measurements of success or desired outcomes, called measures or success indicators. The best objectives are SMART – Specific, Measurable, Agreed upon, Reasonable, and Time-limited.
Officer Development System (ODS)	Defines character-based officership and the desired outcomes toward which all developmental activities are focused. ODS is founded on the idea that professional commitments can be fostered through deliberate connections to the principles of professional military service. It is a four-year doctrinal framework intended to guide officer development activities.
Outcome	A desired effect or result. Outcomes are desired changes in attitude, knowledge, behavior or skills sought in a person or group of people. Typical reference: an attribute or behavior we want to instill in our graduates (i.e. the 19 USAFA outcomes).
PME	Professional Military Education is designed to help airmen acquire the technical, management and leadership skills they will need to be successful in their careers.

Term	Definition
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POM	Program Objective Memorandum. A document produced in the PPBS budget programming process where the Services define their total program requirements for the year and identify major issues that must be resolved during the year prior to creating the President's budget.
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PPBS	The Planning, Programming, and Budgeting System (PPBS) is the DoD Resources Management System, controlled by the SecDef, and used to establish, maintain, and revise the Future Years Defense Plan (FYDP) and the DoD portion of the President's Budget.
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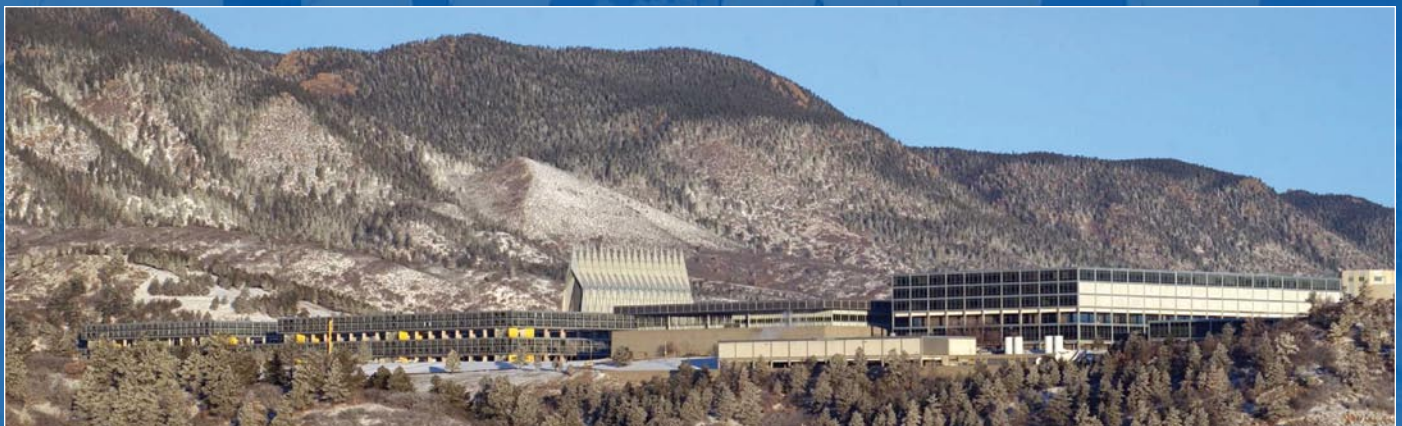
Portfolio Management (PfM)	The processes, practices and specific activities to perform continuous and consistent evaluation, prioritization, budgeting, and finally selection of investments that provide the greatest value and contribution to the strategic interest of the organization. Through portfolio management, the organization can explicitly assess the tradeoffs among competing investment opportunities in terms of their benefit, costs, and risks. Investment decisions can then be made based on a better understanding of what will be gained or lost through the inclusion or exclusion of certain investments.
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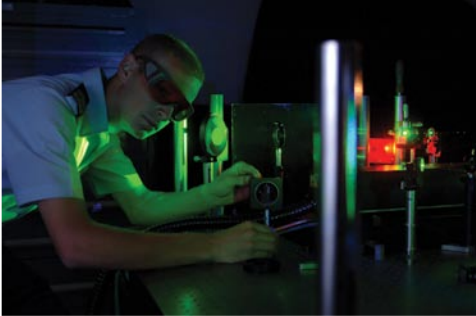
Resources	The forces, materiel and other assets or capabilities apportioned or allocated to the commander of a unified or specified command.
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SAF	Secretary of the Air Force.
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Total Force	Active Duty, Civilian, National Guard, Reserve and select Contractors represent the total force.
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* *Air Force Vision document, 28 Feb 06*
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Appendix D: USAFA Outcomes

The Academy's Officer Development System (ODS) defines character-based officership and the desired outcomes toward which all developmental activities are focused. ODS is founded on the idea that professional commitments can be fostered through deliberate connections to the principles of professional military service. It is a four-year doctrinal framework intended to guide officer development activities. These developmental activities involve all Academy mission elements and encompass every dimension of a cadet's life. The ODS is theoretically based, goal-oriented, and continuously assessed. It is designed to organize cadet experiences so that USAFA achieves its institutional goals, accomplishes its assigned mission, and realizes its strategic vision. Above all else, it focuses on character-based officership and prepares cadets for a career of continual professional development in service to the Air Force and the Nation. The three-fold purpose of the ODS is to:

Develop each cadet's appreciation that being an officer is a noble way of life

Foster a commitment to character-based officership

Develop competencies and values essential to this identity of character-based officership to support officers in their service careers and beyond

In the Fall of 2006 the Academy published a revised set of institutional outcomes describing the responsibilities, skills and knowledge required of a newly commissioned officer. These outcomes are based on USAF Officer Competencies together with results from a several-year effort by the Association of American Colleges and Universities (AAC&U) to "turn a spotlight on the kinds of knowledge, skills, and values that are needed to prepare today's students for an era of greater expectations in every sphere of life" (AAC&U, 2005).

Our three main and 19 supporting outcomes are centered on commissioning leaders of character who embody the Air Force core values; these outcomes are:

... committed to Societal, Professional, and Individual Responsibilities

- Ethical Reasoning and Action
- Respect for Human Dignity
- Service to the Nation
- Lifelong Development and Contributions
- Intercultural Competence and Involvement

... empowered by integrated Intellectual and Warrior Skills

- Quantitative and Information Literacy
- Oral and Written Communication
- Critical Thinking
- Decision Making
- Stamina
- Courage
- Discipline
- Teamwork

... grounded in essential Knowledge of the Profession of Arms and the Human & Physical Worlds

- Heritage and Application of Air, Space, and Cyberspace Power
- National Security and Full Spectrum of Joint and Coalition Warfare
- Civic, Cultural and International Environments
- Ethics and the Foundations of Character
- Principles of Science and the Scientific Method
- Principles of Engineering and the Application of Technology

These outcomes can be viewed as benchmarks or quality standards against which we evaluate our cadets and programs. Focusing on these outcomes also integrates the efforts of all of our mission elements in producing leaders of character. These outcomes are broken down into more specific levels of skills and behaviors that identify specific measures that we can assess in our cadets and programs.





Integrity First
Service Before Self
Excellence in All We Do