



# AFIT STRATEGIC PLAN

Accelerating Superiority  
**2023-2028**

Authored by the AFIT Strategic Planning Committee  
AIR FORCE INSTITUTE OF TECHNOLOGY



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## Letter from the Chancellor

Our nation is entering an age of global competition with near-peer and peer competitors. Our Air and Space Forces need AFIT's cohort of defense-minded leaders and scholars to help shape the future defense and security environment in collaboration with our national and international partners. AFIT's world-class faculty and staff have prepared premiere defense-minded students to meet both current and future challenges for over one hundred years. We must strategically and purposefully build upon this tradition to continuously expand our impact in the years to come.



In July 2022, I organized and tasked the AFIT Strategic Planning Committee to develop a strategy with an executable plan of action to push the boundaries of what we have accomplished so far over the next five years (2023-2028). The council developed this detailed *Accelerating Superiority* strategic plan in an inclusive, collaborative process to effectively guide AFIT's prioritization of time and resources. AFIT provides quality, advanced, multi-disciplinary academic education and technical professional continuing education in support of our great nation. That must continue – while also achieving new heights at an accelerated pace!

During the development of the *Accelerating Superiority* strategic plan, we created six focus areas broken down into strategic drivers and strategic enablers. The strategic drivers are what drives and shapes the vision of what AFIT will be in the future. The strategic enablers allow us to realize that vision. They are presented here briefly.

### Strategic Drivers

- Improving curriculum and delivery
- Expanding research and consultation
- Enhancing student recruitment, experience, and operations

### Strategic Enablers

- Advancing faculty and staff
- Improving strategic communication
- Improving physical and digital infrastructure

I am committed to AFIT's progress as a leading defense-focused education, research, and consultation organization. I ask for your continued support and commitment as we execute this *Accelerating Superiority* strategic plan.

A handwritten signature in black ink that reads "Walter F. Jones".

WALTER F. JONES, AD-28, DAF, Ph.D.  
Director and Chancellor  
Air Force Institute of Technology

## The Need for Strategic Change

The 2022 National Security Strategy<sup>1</sup> (NSS) and subsequent National Defense Strategy<sup>2</sup> (NDS) articulate the changing complex global geopolitical environment, strategic challenges, competition, and need for integrated deterrence. The NSS highlights investing in people, high quality education and training, including science, technology, engineering, and mathematics to build enduring advantages. Additionally, the NDS outlines the importance of maintaining a technological advantage through innovation, partnerships, and research and development. This has led the Secretary of the Air Force to lay out seven Operational Imperatives<sup>3</sup> to stay at pace and seek to gain asymmetrical, technical advantage of adversaries. These changes and strategic documents make it essential for AFIT to adapt to support the needs of the Department of the Air Force in connection with developing our Airmen and Guardians with the competencies needed for future defense operations across the spectrum of competition.

Additionally, the Air Education and Training Command (AETC)<sup>4</sup> recently updated their strategic vision, mission statement, and lines of effort to better align with the strategic shift. In concert with that effort the Air University (AU)<sup>5</sup> also updated their strategic objectives. Although AFIT was already engaged in strategic planning prior to the AETC and AU efforts, these planning efforts of higher echelons have created an enhanced environment for the Air Force Institute of Technology (AFIT) to implement our *Accelerating Superiority* strategic plan. This is due to the consistent intent at all levels to improve agile education and help meet the dynamic needs of tomorrow's military.

## AFIT's Vision and Mission

A central part of AFIT's current strategic planning effort updates the vision for AFIT and the foundational mission statement. These statements were crafted through faculty, staff, and student solicitation and then polished by the AFIT Strategy Council, which consists of key leadership across the various schools and programs. The AFIT Subcommittee of the Air University Board of Visitors reviewed and endorsed the mission and vision statements on 17 May 2023 prior to final approval by the AFIT Chancellor.

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<sup>1</sup> The opening comments of the National Security Strategy layout two strategic challenges summarized as global power competition and shared global challenges; see p.6, <http://org.eis.afit.edu/dept/fm/travel/Citibank/Forms/AllItems.aspx>.

<sup>2</sup> The opening comments in the National Defense Strategy state, "The NDS directs the Department to act urgently to sustain and strengthen U.S. deterrence, with the People's Republic of China (PRC) as the pacing challenge for the Department." See p. III, <https://media.defense.gov/2022/Oct/27/2003103845/-1/-1/2022-NATIONAL-DEFENSE-STRATEGY-NPR-MDR.PDF>.

<sup>3</sup> The "Why" of the 7 Operational Imperatives states, "China is fielding capabilities designed to defeat the United States' ability to project power in the Western Pacific; Russia is attempting the same in Eastern Europe." See [https://www.af.mil/Portals/1/documents/2023SAF/OPERATIONAL\\_IMPARITIVES\\_INFOGRAPHIC.pdf](https://www.af.mil/Portals/1/documents/2023SAF/OPERATIONAL_IMPARITIVES_INFOGRAPHIC.pdf).

<sup>4</sup> AETC's 2022 vision states: "Develop Airmen with the competencies to win the high-end competition." This is supported by six lines of effort associated with education, training, and assessment of knowledge, skills, and competencies. See <https://www.af.mil/News/Article-Display/Article/3230762/aetccommander-announces-rebalanced-mission-vision-focus/>.

<sup>5</sup> AU's 2023 Strategic Action Plan has three relevant facets to include: developing 21st Century Warfighters, enhancing force development delivery, and modernizing the learning environment. See <https://www.airuniversity.af.edu/News/Display/Article/3286854/air-university-commander-releases-strategic-action-plan/>.

## ***AFIT Vision***

*Leading defense-focused education, research, and consultation to accelerate military superiority across all domains.*

## ***AFIT Mission***

*Educate defense professionals to innovatively accomplish the deterrence and warfighting missions of the U.S. Air and Space Forces.*

The mission and vision updates reflect the aspirational goals this strategy seeks to build toward and sets forth the means by which AFIT will accomplish this. AFIT's primary output is the education of tomorrow's warfighter, a resource that will outlast any technological advantage.

## **The Scope of the Strategic Plan**

The AFIT *Accelerating Superiority* strategic plan (2023-2028) is a five-year plan targeted on the six focus areas established by the AFIT Chancellor. The plan consists of multiple goals in each of the key focus areas, supported by action items built using a SMART<sup>6</sup> framework. This strategy document provides a concise summary of the goals and associated action items. However, detailed information is available for all the action items in an Education Plan of Action and Milestones (EdPOAM) document. This concise summary states the title of the goal and details the office of primary responsibility (OPR) for that goal. In addition, this summary lists each action item's title, target completion date, OPR, and offices of common responsibility (OCRs).

Prior to the current strategic planning process, AFIT adopted the Diversity, Equity and Inclusion 2020-2025 Strategic Roadmap. One objective of the roadmap is to "Institutionalize diversity, equity, and inclusion (DEI) to enhance mission success." As part of that objective, a Diversity, Equity, Inclusion and Accessibility (DEIA) Council was chartered at the institutional level in 2022 with four working subcommittees. Another aspect of institutionalization is the hiring of the first DEIA Director,<sup>7</sup> who will lead AFIT's DEIA efforts according to the DEI 2020-2025 Strategic Roadmap.<sup>8</sup>

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<sup>6</sup> SMART stands for Specific, Measurable, Aligned, Relevant, Time-bound, and Responsible. It is used by the Higher Learning Commission (HLC) as a good way to develop strategic goals and action items. See Advancing Strategy, a HLC workshop for more details, <https://www.hlcommission.org/Programs-Events/workshops.html>.

<sup>7</sup> The DEIA Director position has been advertised with a closing date of 6 June 2023 and is pending a selection at the time of adoption of this *Accelerating Superiority* strategic plan.

<sup>8</sup> Once the new DEIA Director has the opportunity to lead our team in developing the next phase of DEIA strategy, the AFIT Strategy Council will then update the *Accelerating Superiority* strategic plan as appropriate to incorporate the updated DEIA goals and action items. In the future, it is expected that DEIA goals will be fully integrated into overall AFIT strategic plans from inception.



## The Strategic Plan Process

The AFIT *Accelerating Superiority* strategic plan follows AFIT Instruction 90-101, *Organizational Strategic Planning*, for the implementation, continual communication regarding, and updates to the plan and the associated EdPOAM.

## AFIT Strategic Plan: Goals and Action Items

| Improving Curriculum and Delivery (C&D)  |   |  |
|--|---|--|
| C&D1 – Advance teaching excellence and student success.  |   | OPR: Chief Academic Officer  |
| C&D1.1 – Create a recurring institutional-level working group with a collaborative event focused on teaching excellence and student success.   | 3Q CY2023 – inaugural event complete                            | OPR: AFIT Academic Council<br><br>OCRs: AFIT/CE, AFIT/EN, AFIT/EX, AFIT/LS                                     |
| C&D1.2 – Implement a teaching excellence program that incorporates two primary emphasis items initially: 1) teaching innovation and 2) higher education pedagogy.  | 4Q CY2024 – first review complete                               | OPR/OCR: AFIT Academic Council   |
| C&D1.3 – Assess and review need for faculty and staff continuing education standardization across schools.   | 4Q CY2023 – assessment complete                                 | OPR: AFIT Academic Council<br><br>OCRs: AFIT/CE, AFIT/EN, AFIT/EX, AFIT/LS                                     |
| C&D1.4 – Create a committee and assess need for an institute-level Office of Institutional Research and Assessment and/or Chief Data Officer charged with generating criteria, collecting data, and assessing student success. | 4Q CY2023 – assessment complete                                 | OPR: AFIT Academic Council<br><br>OCRs: AFIT/CE, AFIT/CI, AFIT/CZ, AFIT/EN, AFIT/EX, AFIT/LS, AFIT/MS, AFIT/SC |
| C&D2 – Provide a suite of defense-focused educational content and delivery options to meet diverse individual and unit needs.  |   | OPR: Chief Academic Officer  |
| C&D2.1 – Evaluate education opportunities across all AFIT portfolios on recurring basis for conversion to distance education or blended education.   | CY3Q – report due   | OPR: AFIT CAO<br><br>OCRs: AFIT/CE, AFIT/EN, AFIT/EX, AFIT/LS  |
| C&D2.2 – Increase value of current/future offerings or sequenced courses through stakeholder-driven development and marketing of micro-credentials based on principles in AFITI 36-2621, <i>Micro-Credentialing</i> .          | CY3Q – report from schools on educational portfolio reviews due | OPR: AFIT CAO<br><br>OCRs: AFIT/CE, AFIT/EN, AFIT/EX, AFIT/LS  |

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| C&D2.3 – Improve educational delivery, student engagement, and course registration by integrating proven commercial software on both classified and unclassified networks. | 3Q CY2023 – roadmap for Student Information System (SIS)/Learning Management System (LMS) support complete | OPR: AFIT CIO<br><br>OCRs: AFIT/CAG, AFIT/CE, AFIT/EN, AFIT/EX, AFIT/LS    |
| C&D2.4 – Review current implementation of competency-based student learning outcomes across AFIT schools to determine potential need for standardization in AFIT policy.   | 4Q CY2024 – review complete  | OPR: AFIT Academic Council<br><br>OCRs: AFIT/CE, AFIT/EN, AFIT/EX, AFIT/LS |

| <b>Expanding Research and Consultation (R&amp;C)</b>   |                                    |  |
|--|------------------------------------|--|
| <b>R&amp;C1 – Enable research through quality support services to include administrative/clerical tasks and IT support.</b>                |                                    | <b>OPR: AFIT/CZ, Dean for Research</b>   |
| R&C1.1 – Develop a baseline and maintain an understanding of administrative workload on faculty and researchers.                           | 4Q CY2023 – baseline determined    | OPR: AFIT/CZ, Dean for Research<br><br>OCRs: AFIT/CE, AFIT/CI, AFIT/EN, AFIT/EX, AFIT/LS |
| R&C1.2 – Incorporate available administrative assistance tasks into future contracts to provide easy access to support.                    | 3Q CY2024 – contracts revised      | OPR: AFIT/CZ, Dean for Research<br><br>OCR: AFIT Contract Officer Representatives        |
| R&C1.3 – Develop data strategies across the institute to enable reporting with minimal impact to faculty and staff.                        | 4Q CY2025 – data strategy complete | OPR: AFIT/CZ, Dean for Research<br><br>OCRs: AFIT/CZ, AFIT/EN                            |
| <b>R&amp;C2 – Prioritize and optimize AFIT laboratories and research space utilization through a systematic process.</b>                   |                                    | <b>OPR: AFIT/EN Dean</b>   |
| R&C2.1 – Develop criteria to prioritize lab space and assess current lab space.  | 4Q CY2023 – space audit complete   | OPR: AFIT/EN Dean<br><br>OCRs: AFIT/EN, AFIT/MS  |
| R&C2.2 – Integrate lab space decisions and standards into Facility Working Groups (FWGs)/Facility Utilization Board (FUB).                 | 4Q CY2024                          | OPR: AFIT/EN Dean<br><br>OCRs: AFIT/EN, AFIT/MS  |
| R&C2.3 – Extend/expand partnerships with University of Dayton, Wright State University, and others for collaborative lab space agreements. | See EdPOAM for additional detail   | OPR: AFIT/CZ<br><br>OCRs: AFIT/EN  |

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| R&C2.4 – Assess model shop infrastructure to include unique computer networks.   | 4Q CY2024 – assessment complete  | OPR: AFIT Academic Council<br><br>OCRs: AFIT/CE, AFIT/EN, AFIT/EX, AFIT/LS |
| <b>R&amp;C3 – Better position AFIT as a research and consultation leader.</b>  |                                  | <b>OPR: AFIT/CZ, Dean for Research</b>                                     |
| R&C3.1 – Develop plan for strategic engagement to promote AFIT research and consultation services.   | See EdPOAM for additional detail | OPR: AFIT/CZ<br><br>OCRs: AFIT/CZ, AFIT/CL, AFIT/CAG                       |
| R&C3.2 – Provide AFIT/CI participants with DAF research strategic preferences/topics and known researcher-topic combinations at civilian universities. | See EdPOAM for additional detail | OPR: AFIT/CZ<br><br>OCRs: AFIT/CE, AFIT/EN, AFIT/EX, AFIT/LS, AFIT/CZ      |
| R&C3.3 – Collaborate with AFIT/EN to ensure strategic hiring in critical research areas.   | See EdPOAM for additional detail | OPR: AFIT/CZ<br><br>OCRs: AFIT/CE, AFIT/EN, AFIT/EX, AFIT/LS, AFIT/MS      |

| <b>Enhancing Student Recruitment, Experience, and Operations (SREO)</b>   |  |   |
|---|--|---|
| <b>SREO1 – Improve in-resident student quality of life services.</b>  |  | <b>OPR: AFIT/EN Assoc. Dean of Students</b>   |
| SREO1.1 – Develop avenues to improve access to appropriate lodging for in-resident temporary duty (TDY) students.             | 4Q CY2023 – exception to policy procedure in-place | OPR: AFIT/CE Assoc. Dean<br><br>OCRs: AFIT/CAG, AFIT/CE, AFIT/EX, AFIT/LS, AFIT/MS                      |
| SREO1.2 – Evaluate need to improve access to transportation needs of in-resident TDY students.                                | 4Q CY2024 – evaluation complete                    | OPR: AFIT/CE Assoc. Dean<br><br>OCRs: AFIT/CAG, AFIT/CE, AFIT/EX, AFIT/LS, AFIT/MS                      |
| SREO1.3 – Evaluate need for and establish improvement plan to access a variety of appropriate dining options.                 | 4Q CY2024 – evaluation complete                    | OPR: AFIT/EN Assoc. Dean of Students<br><br>OCRs: AFIT/CAG, AFIT/CE, AFIT/EN, AFIT/EX, AFIT/LS, AFIT/MS |
| <b>SREO2 – Remove barriers to student recruitment, graduate outplacement, and faculty retention.</b>                          |  | <b>OPR: AFIT/EN Assoc. Dean of Students</b>   |
| SREO2.1 – Coordinate AF interest in adjusting Active Duty Service Commitment payback disparity for advanced academic degrees. | 4Q CY2026  | OPR: AFIT AU Det 1/CC<br><br>OCRs: AFIT/CE, AFIT/CI, AFIT/EN, AFIT/EX, AFIT/LS, AFIT/JA                 |



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| SREO2.2 – Work with Air Force Personnel Center (AFPC) Career Field Managers for strategic outplacement. | See EdPOAM for additional detail | OPR: AFIT/EN Assoc. Dean of Students<br><br>OCRs: AFIT/CAG, AFIT/CZ |
|---|----------------------------------|---|

| <b>Staff and Faculty Advancement (S&amp;FA)</b>   |                                  |   |
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| <b>S&amp;FA1 – Educate about and encourage participation in opportunities and pathways for career development for all AFIT personnel.</b>         |                                  | <b>OPR: Center for Innovation in Education (CIE) Director</b>   |
| S&FA1.1 – Identify a civilian and military subject matter expert (SME) in each school and support directorate to serve as an information conduit. | 3Q CY2023 – SMEs identified      | OPR: CIE Director<br><br>OCRs: AFIT/CE, AFIT/CI, AFIT/CZ, AFIT/EN, AFIT/EX, AFIT/LS, AFIT/MS, AFIT/SC |
| S&FA1.2 – Identify and disseminate internal research and teaching opportunities for collaboration.  | See EdPOAM for additional detail | OPR: CIE Director<br><br>OCR: AFIT Academic Council   |
| S&FA1.3 – Nominate slots for civilian supervisor training at Air Force Materiel Command.  | See EdPOAM for additional detail | OPR: AFIT/MS<br><br>OCRs: AFIT/CE, AFIT/CI, AFIT/CZ, AFIT/EN, AFIT/EX, AFIT/LS, AFIT/MS, AFIT/SC      |
| S&FA1.4 – Promote AFIT personnel opportunities to attend AFIT programs.   | See EdPOAM for additional detail | OPR: CIE Director<br><br>OCRs: AFIT/CE, AFIT/CI, AFIT/CZ, AFIT/EN, AFIT/EX, AFIT/LS, AFIT/MS, AFIT/SC |
| S&FA1.5 – Encourage all faculty and staff to attend or present at workforce development events and conferences relevant to their mission areas.   | See EdPOAM for additional detail | OPR: CIE Director<br><br>OCR: AFIT Academic Council   |
| S&FA1.6 – Explore opportunities for collaboration with other institutions.  | See EdPOAM for additional detail | OPR: CIE Director<br><br>OCR: AFIT/CZ   |
| <b>S&amp;FA2 – Provide faculty and staff force development options.</b>   |                                  | <b>OPR: AFIT/MS Director</b>  |
| S&FA2.1 – Develop mentorship program specific to AFIT needs.  | See EdPOAM for additional detail | OPR: CIE Director<br><br>OCRs: AFIT/CE, AFIT/CI, AFIT/CZ, AFIT/EN, AFIT/EX, AFIT/LS, AFIT/MS, AFIT/SC |
| S&FA2.2 – Provide developmental education sessions on five categories: Professional Military Education (PME), academic, fellowship,               | See EdPOAM for additional detail | OPR: AFIT AU Det 1/CC<br><br>OCRs: AFIT/MS, AEC Committee Representatives                             |

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| experiential assignment program, and leadership.  |                                  |  |
| S&FA2.3 – Promote career development through PME for officers, civilians, and enlisted. | See EdPOAM for additional detail | OPR: AFIT AU Det 1/CC<br><br>OCRs: AFIT/MS Unit Training Manager, ADA, AEC Committee |
| S&F2.4 – Explore access to education at partnering universities.                        | See EdPOAM for additional detail | OPR: CIE Director<br><br>OCRs: AFIT/CL Institutional Advancement, AFIT/CZ            |

| <b>Improving Strategic Communication (StrC)</b>   |                                 |   |
|---|---------------------------------|---|
| <b>StrC1 – Develop and implement an AFIT data governance strategy supporting strategic communication, academic and program through-put reporting and research effort viability.</b> |                                 | <b>OPR: AFIT/CZ, Dean for Research</b>  |
| StrC1.1 – Create a committee to develop options to manage faculty activity reports and contract agreements.   | 4Q CY2025 – assessment complete | OPR: AFIT/CZ<br><br>OCRs: AFIT/CAG, AFIT/CE, AFIT/EN, AFIT/EX, AFIT/LS, AFIT/SC |
| StrC1.2 – Develop and implement an AFIT-level supervisor and graduate survey program to collect information on program/course outcomes and success testimonials.                    | 2Q CY2026 – program implemented | OPR: AFIT/CZ<br><br>OCRs: AFIT/CAG, AFIT/CE, AFIT/EN, AFIT/EX, AFIT/LS, AFIT/SC |
| <b>StrC2 – Establish and appropriately resource an AFIT-level internally-focused communication function.</b>  |                                 | <b>OPR: AFIT CAG</b>  |
| StrC2.1 – Develop and implement a Chancellor’s Interest Item List (CIIL).   | 1Q CY2024 – CIIL disseminated   | OPR: AFIT CAG<br><br>OCRs: AFIT/CZ, AFIT/CE, AFIT/EN, AFIT/EX, AFIT/LS          |
| StrC2.2 – Evaluate and develop a consistent and informative AFIT-level communications process/plan.   | 4Q CY2025 – plan established    | OPR: AFIT/CAG<br><br>OCRs: AFIT/CZ, AFIT/MS                                     |
| StrC2.3 – Revive, update and implement an AFIT-level new employee orientation program.  | 2Q CY2024 – program start       | OPR: AFIT/MS<br><br>OCRs: AFIT/CAG, AFIT/CE, AFIT/EN, AFIT/EX, AFIT/LS          |
| <b>StrC3 – Increase AFIT brand recognition and outreach activities to promote the accomplishments and opportunities across all schools.</b>   |                                 | <b>OPR: AFIT/CZ, Dean for Research</b>  |
| StrC3.1 – Develop and implement an AFIT-level communications and brand strategy tied to the goals and priorities of the AFIT Strategic Plan.  | 4Q CY2024 – plan created        | OPR: AFIT/CAG<br><br>OCR: AFIT/CZ   |

|   |                                 |   |
|---|---------------------------------|---|
| StrC3.2 – Evaluate the need to establish/expand internal website development, graphic design, and videography/photography capabilities to ensure all products are professional, informative, and consistent across all schools. | 1Q CY2025 – evaluation complete | OPR: AFIT/CZ<br><br>OCRs: AFIT/CE, AFIT/EN, AFIT/EX, AFIT/LS, AFIT/SC |
| StrC3.3 – Determine AFIT’s level of support to AF STEM Outreach for K-12 recruitment to DoD STEM career fields.   | 1Q CY2025 – evaluation complete | OPR: AFIT/CZ<br><br>OCR: AFIT/CAG                                     |

| <b>Improving Physical and Digital Infrastructure (P&amp;DI)</b>   |   |  |
|---|---|--|
| <b>P&amp;DI1 – Continue to adopt new and innovative technologies that enhance user experience.</b>  |   | <b>OPR: AFIT Chief Information Officer (CIO)</b>                                 |
| P&DI1.1 – Create plan for phased upgrades utilizing an enterprise solution to further integrate information technology and educational technology (IT/ET) to support options for distance learning, hybrid/remote learning and work.                | 1Q CY2026 – plan created                | OPR: AFIT CIO<br><br>OCRs: AFIT/CAG, AFIT/CE, AFIT/EN, AFIT/EX, AFIT/LS, AFIT/MS |
| P&DI1.2 – Develop and implement plan to systematically upgrade/replace end-of-life or non-functioning IT equipment.   | 1Q CY2028 – plan implemented            | OPR: AFIT CIO<br><br>OCRs: AFIT/CAG, AFIT/CE, AFIT/EN, AFIT/EX, AFIT/LS, AFIT/MS |
| P&DI1.3 – Provide on-boarding and recurring IT/ET training to users.  | 4Q CY2024 – training starts             | OPR: AFIT CIO<br><br>OCRs: AFIT/CAG, AFIT/CE, AFIT/EN, AFIT/EX, AFIT/LS, AFIT/MS |
| <b>P&amp;DI2 – Enable technical agility through software modernization.</b>   |   | <b>OPR: AFIT Chief Information Officer (CIO)</b>                                 |
| P&DI2.1 – Determine need to update software to reflect changes in technology, business/operational needs, or user preferences to include cloud-based, network-based, or other solutions while maintaining a measure of standardization across AFIT. | 2Q CY2025 – plan created                | OPR: AFIT CIO<br><br>OCRs: AFIT/CAG, AFIT/CE, AFIT/EN, AFIT/EX, AFIT/LS          |
| P&DI2.2 – Supplement AFIT’s Air Force Network (AFNET) domain with .edu domain capabilities.   | 3Q CY2023 – transition to AFNET primary | OPR: AFIT CIO<br><br>OCRs: AFIT/CAG, AFIT/CE, AFIT/EN, AFIT/EX, AFIT/LS          |

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| P&DI2.3 – Improve the security of AFIT networks and information from all threats by automating configurations and compliance monitoring on all networks.  | 2Q CY2027 – automation complete               | OPR: AFIT CIO<br><br>OCRs: AFIT/CAG, AFIT/CE, AFIT/EN, AFIT/EX, AFIT/LS                            |
| <b>P&amp;DI3 – Upgrade and modernize AFIT’s physical infrastructure to a digital campus of the future supporting student learning and research.</b>   |   | <b>OPR: AFIT/MS Director</b>   |
| P&DI3.1 – Enhance recurring Facility Working Groups (FWGs) leading to Facility Utilization Board (FUB) meetings by targeting appropriate school representation and targeted discussion based on a schedule aligned with data calls.                         | 3Q CY2023 – calendar published                | OPR: AFIT/MS Director<br><br>OCRs: AFIT/CAG, AFIT/CE, AFIT/EN, AFIT/EX, AFIT/LS, AFIT/MS, AFIT FUB |
| P&DI3.2 – Develop, review, and update a dashboard of prioritized facility upgrades.   | 4Q CY2028 – dashboard created                 | OPR: AFIT/MS Director<br><br>OCRs: AFIT/CZ, AFIT/SC, AFIT FUB                                      |
| P&DI3.3 – Establish recurring training on available funding streams (e.g., AU, AETC, EUL, ESPC, and AFIT UFR processes) and synchronize process across fiscal year calendar to ensure execution on prioritized list of projects in each available category. | 4Q CY2023 – first training and schedule built | OPR: AFIT/MS Director<br><br>OCRs: AFIT/MS, AFIT/FM, AFIT/FUB                                      |
| P&DI3.4 – Ensure all facility-related projects align with principles laid out in 2021 AFIT Academic Environment Study.  | 3Q CY2023 – FUB will include category         | OPR: AFIT/MS Director<br><br>OCR: AFIT FUB   |

## Appendix I: Office Symbols

The following office symbols were used in this Strategic Plan and are explained below. They are listed alphabetically:

| Organizational Symbol | Description   |
|-----------------------|---|
| AFIT CAO              | Chief Academic Officer                                    |
| AFIT CIO              | Chief Information Officer                                 |
| AFIT/CAG              | Commander Action Group for Air University Det 1 Commander |
| AFIT/CE               | The Civil Engineer School                                 |
| AFIT/CI               | Civilian Institution Programs                             |
| AFIT/CL               | Office of the Chancellor                                  |
| AFIT/CZ               | Office of Research and Outreach                           |
| AFIT/EN               | The Graduate School of Engineering and Management         |
| AFIT/EX               | The School of Strategic Force Studies                     |
| AFIT/FM               | Office of Financial Management                            |
| AFIT/LS               | The School of Systems and Logistics                       |
| AFIT/MS               | Office of Mission Support                                 |
| AFIT/SC               | Office of Client Services (Information Technology)        |

## Appendix II: Acronyms

The following acronyms were used in this Strategic Plan and are explained below. They are listed alphabetically:

| Acronym | Description                                     |
|---------|---|
| ADA     | Airmen Development Advisor                      |
| AEC     | AFIT Enlisted Council                           |
| AETC    | Air Education and Training Command              |
| AFIT    | Air Force Institute of Technology               |
| AFNET   | Air Force Network                               |
| AFPC    | Air Force Personnel Center                      |
| AU      | Air University                                  |
| C&D     | Curriculum and Delivery                         |
| CIE     | Center for Innovation in Education              |
| CIIL    | Chancellor's Interest Item List                 |
| CY      | Calendar Year                                   |
| DAF     | Department of the Air Force                     |
| DEI     | Diversity, Equity, and Inclusion                |
| DEIA    | Diversity, Equity, Inclusion, and Accessibility |
| EdPOAM  | Education Plan of Action and Milestones         |
| ESPC    | Energy Savings Performance Contracting          |
| ET      | Educational Technology                          |
| EUL     | Enhanced Use Lease                              |
| FUB     | Facility Utilization Board                      |
| FWG     | Facility Working Groups                         |

|        |  |
|--------|--|
| HLC    | Higher Learning Commission   |
| IT     | Information Technology   |
| LMS    | Learning Management System   |
| NDS    | National Defense Strategy  |
| NSS    | National Security Strategy   |
| OCR    | Office of Common Responsibility                                      |
| OPR    | Office of Primary Responsibility                                     |
| PME    | Professional Military Education                                      |
| P&DI   | Physical and Digital Infrastructure                                  |
| R&C    | Research and Consultation  |
| SIS    | Student Information System   |
| SMARTR | Specific, Measurable, Aligned, Relevant, Time-bound, and Responsible |
| SME    | Subject Matter Expert  |
| SREO   | Student Recruitment, Experience, and Operations                      |
| STEM   | Science, Technology, Engineering, and Mathematics                    |
| StrC   | Strategic Communication  |
| S&FA   | Staff and Faculty Advancement  |
| TDY    | Temporary Duty   |
| UFR    | Unfunded Requirement   |

### Appendix III: AFIT Strategic Planning Committee

The AFIT Strategic Planning Committee consisted of the Strategy Council members or designated representative and the Chancellor's Strategic Action Team. The following lists the individuals supporting this effort in alphabetical order by last name.

- Dr. Darryl Ahner
- Dr. Jared Astin
- Dr. Adedeji Badiru
- Ms. Anna Bucy
- Col James Fee
- Dr. Alice Grimes
- Maj Leleia Hsia
- Col Sarah Isbill
- Maj Olusegun Jegede
- Mr. Marvin Jordan
- Col William Julian
- Col Christopher Landwehr
- Mr. Curtis McGiffin
- Maj Brigham Moore
- Col Craig Punches
- Dr. Heidi Ries
- Lt Col Christopher Rondeau
- Lt Col Don Salvatore
- Ms. Kathleen Scott
- Mr. Matthew Seibert
- Ms. Sandra Stringer
- Ms. Danielle Thomas
- Maj Timothy Wolfe



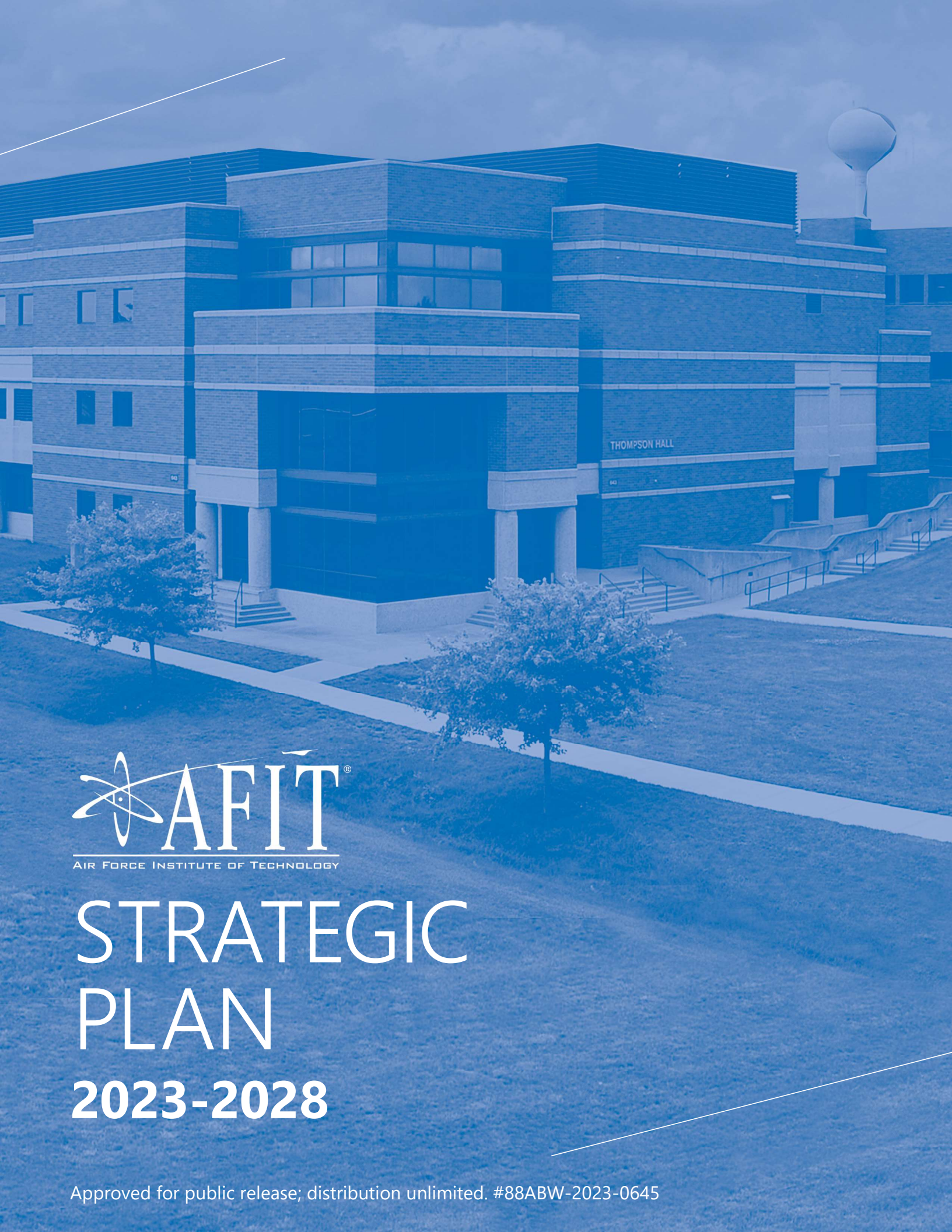


### ***AFIT Vision Statement***

*Leading defense-focused education, research, and  
consultation to accelerate military superiority  
across all domains.*

### ***AFIT Mission Statement***

*Educate defense professionals to innovatively  
accomplish the deterrence and warfighting  
missions of the U.S. Air and Space Forces.*



# STRATEGIC PLAN 2023-2028