



AFCEA International

Strategic Plan

2013-2017

AFCEA Strategic Plan 2013-2017

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AFCEA Strategic Plan 2013–2017

I. PURPOSE

A. This plan establishes the five-year strategic vision for AFCEA International (hereinafter “AFCEA” or the “Association”).

The global security community that the Association serves and the market for its industry members are changing dramatically. Accompanying that change is the application of new policy, processes, governance and technology to new ways of sharing information and applying knowledge. AFCEA must change along with its community as it is an important catalyst in the partnership among government, industry and academia. This plan establishes the goals and objectives for the Association to make necessary changes while providing the highest level of service and remaining financially sound.

B. This strategic plan provides the framework for decision making and investment. It establishes the priorities necessary to sustain AFCEA as a world-class organization. This will be a living document, updated annually to reflect environmental changes. It provides the basis for execution planning and budgeting in the headquarters and in every region and chapter.

C. This is a strategic plan for AFCEA, not AFCEA headquarters. AFCEA is a complex organization with a small, dedicated, full-time staff and a robust set of volunteer leaders at the international, regional and chapter levels. With more than 35,000 members organized in more than 130 chapters and sub-chapters around the world, the Association will use this plan as a unifying force to coordinate the energies of all members, volunteers and staff, providing direction for the AFCEA team at every level.

II. ENVIRONMENTAL REVIEW

This section of the plan examines a snapshot of the change process, including trends that impact AFCEA at every level. The Association will update this environmental assessment annually.

A. Global Security Community Environment.

1. The global economic crisis has put pressure on defense and security budgets around the world. Some nations,

such as the United Kingdom, have already taken significant budget cuts and curtailed new procurements. The U.S. National Debt Reduction Act (NDRA) will bring significant cuts in U.S. budgets starting in 2013, although technology and intelligence efforts may have some relief in the early years. Fiscal policies to address the crisis are introducing an unprecedented level of uncertainty that may continue through the life of this plan.

2. Budget cuts often bring travel and conference restrictions. The depth of the budget reductions in Europe and the United States has caused unusual policy restrictions on travel, training and conference attendance. Most severe are the US restrictions requiring a 30% reduction from 2010 levels on travel and conference expenses for all government agencies. The new policy, issued by the Office of Management and Budget, also imposes new review and approval procedures for conferences which will require longer planning cycles and earlier forecasting to the government. We need to expect and plan for reduced attendance levels globally.

3. Asymmetric warfare, terrorism, the cyber threat and the increasing number of international Humanitarian Assistance/Disaster Relief (HA/DR) missions require increased information sharing and collaboration among government agencies and non-government organizations. In some cases, this collaboration is a new initiative.

4. Nearly all warfare and security activities are becoming joint and coalition as a result of the changing threat and the world economy. This puts a premium on international relationships and cooperative efforts.

5. The nature of the changing threat profile has shifted more responsibility to the security elements of governments globally. In the United States, the Department of Homeland Security is the national lead for cyber security, border and internal security and disaster relief. The department is facing a growing call to run national networks. Other federal agencies, along with state and local organizations, have become integral parts of the homeland security enterprise.

6. Cyber defense has become a priority, and it has transitioned into the joint and inter-agency domain. In the United States, cyber warfare has been moved into the

U.S. Strategic Command. A sub-unified command, the U.S. Cyber Command has been created and tied to the National Security Agency. Other countries have taken similar approaches.

7. The Intelligence Community now finds itself straddling the defense and security communities and attempting to balance requirements.

8. The emphasis on security also extends to critical infrastructure industries and the associated parts of government, including finance, health, transportation, energy and public utilities.

9. Globally, industry and government are in a closer defense and security partnership than ever before. In the United States, Congress has mandated that industry provide public cloud support for the Department of Defense, moving into an independent provision of information technology (IT) infrastructure.

10. The administration and Congress are placing unprecedented pressure toward IT acquisition reform. Similar acquisition reform efforts are underway in the European Union and NATO.

11. Relatively low budgets for research and development will place much of the burden for technology enhancement on industry. In the United States, the defense strategy seems to be moving to a leaner force structure more reliant on technology for agility and lethality. Technology investments will be made early to harvest savings and increase productivity in the out years.

12. Emerging technology implementation is occurring faster in industry than in government. Industry will need to work with government on exploitation of major technology movements, and government will need to make its unique requirements known to industry to avoid industry responding only to consumer demand.

B. Customers

AFCEA is a chapter-centered, member-focused organization with members in governments, industry and academia. AFCEA reaches across the global security community. The Association bridges the defense, homeland security and intelligence communities, with focus on command, control, communications, computers and intelligence (C4I), cyber security and every aspect of information technology.

1. Governments. AFCEA's mission is to promote an ethi-

cal dialogue among government, industry and academia on issues of critical importance in the global security community. The Association supports government customers ranging from senior decision and policy makers to technology providers to the acquisition community.

Asymmetric warfare has changed the threat profile and the definition of the global security community. It now includes the U.S. Department of Defense, ministries of defense, the Intelligence Community, the homeland security enterprise, the other departments and agencies at the national and coalition levels involved in security and counter-terrorism, and agencies at the state, local and tribal level that employ and support first responders.

2. Industry. AFCEA supports small, medium and large business. The sustaining-, large-, and medium-sized corporate members represent the core of industry and provide the majority of information technology products and services in support of governments. The Association needs to draw these large companies into the forums and events that further the dialogue. Government decision makers and acquisition corps look to larger companies as a source of future technology, solutions and insight.

These larger companies also have the resources to provide many of AFCEA's volunteer leaders who support committees and fill essential roles at the regional and chapter level. In addition, larger corporate members are an important source of sponsorships and contributions to the AFCEA core mission areas and the AFCEA Educational Foundation.

While larger companies provide the majority of products and services for government, much of the innovation and local services support comes from small business. Nevertheless, important small business assets are often overlooked because there are too many small businesses for governments to track. Governments have more trouble communicating with small businesses than with larger companies, and small businesses have difficulty gaining access to key government decision makers. AFCEA serves as a catalyst for bringing together these groups, and small businesses often join AFCEA to gain this access. Small business must be comprehensively represented on AFCEA committees and in the leadership at the regional and chapter level. AFCEA can provide a broad set of services to help small businesses that might lack depth of resources in critical areas.

3. Academia. AFCEA runs significant scholarship and grant programs designed to promote science, technology, engineering and mathematics (STEM) and to allow stu-

dents and teachers to pursue education and careers in technical fields that will benefit the community. Scholarships are presented both by the AFCEA headquarters-based AFCEA Educational Foundation and by chapters. Grants are primarily provided through the local chapters to mathematics and science teachers to help enhance their programs at the middle and high school levels. AFCEA also operates a professional development center (PDC) that offers niche education and training. The Association has established many alliances with the academic community to serve academia as well as other customers.

C. Partners

Given the breadth and complexity of the market space, AFCEA forms partnerships for specific activities. Partnerships can include other associations, academic institutions, members, customers and commercial companies with compatible objectives. Decisions on partnerships are driven by what is best for members and other customers.

D. Service Offerings

1. Ethical Forums. AFCEA produces a variety of forums ranging from workshops and roundtables to major conferences and exhibitions. These occur at the international, regional and chapter levels. AFCEA is exploring online forums as well. The dialogue at events includes organizational transformation, emerging policy, changing doctrine, technology evolution, acquisition reform and development methodologies. The Association works across defense, intelligence and homeland security to promote synergy and improved communication.

2. Education and Training

a. Scholarships. The AFCEA Educational Foundation provides scholarships to students pursuing education in mathematics or the sciences leading to technical fields that can support the global security community and to students pursuing a career in STEM teaching. All funds raised through the AFCEA Educational Foundation go to scholarships, which is an important distinction. The AFCEA Educational Foundation covers its administrative costs through non-scholarship activities or through support from AFCEA International. Approximately one-third of the scholarships provided by AFCEA are administered from the AFCEA Educational Foundation. The remaining two-thirds are funded and administered at the chapter level for local scholarships.

b. Grants. The AFCEA Educational Foundation provides limited grants for mathematics and science teachers at

the middle and high school levels. Schools and specific teachers are nominated at the chapter level, approved by the Educational Foundation and receive grants through the local chapters. Some chapters provide additional grants generated at the local level.

c. Professional Development Training. A variety of professional development training is conducted by the AFCEA Educational Foundation. This includes classroom training at AFCEA headquarters, at customer locations and online. These courses are generally in areas related to AFCEA's mission and are not readily available through other sources. The Association adjusts the content of courses to meet the demand of customers. It also conducts or sponsors general training and education in C4I and information technology. This training occurs in the classroom or online, and it may be administered by AFCEA or by an academic institution or commercial training company that is a partner.

3. Content and Knowledge. AFCEA has a responsibility to keep its membership and its other customers as current as possible on evolving policy, governance, processes and technology relevant to C4I and information technology as it impacts the global security community. AFCEA knowledge sharing comprises event and forum offerings, news reporting, social media engagement, collaboration activities and member-to-member communication opportunities. The major distribution resources include:

a. *SIGNAL Magazine*. *SIGNAL* is a monthly publication, available in print and digital format. Through in-depth feature articles, it covers emerging technology and programs. *SIGNAL* is a high-quality publication referred to as the number 1 membership benefit by many members.

b. *SIGNAL Connections*. *SIGNAL Connections* is AFCEA International's newsletter, which is distributed by email once a month. *SIGNAL Connections* features news briefs, online exclusive articles, AFCEA news, blog content, information on member benefits, member personality profiles and event and chapter content targeted to the region of the reader. Many regions and chapters have their own newsletters for items of local interest.

c. AFCEA Online Directories. The AFCEA Online Directories feature profiles of leading information technology organizations worldwide, broken down by topics. The online directories include listing from all qualified companies, including nonmembers. A print version of the full directory of AFCEA members, called the Source Book, appears in *SIGNAL* annually.

d. Web Sites and Portal. AFCEA headquarters (www.afcea.org) and many of the AFCEA regions/chapters operate Web sites that are central to the distribution of content, information about events and activities and provision of services. In addition, AFCEA headquarters runs a portal to provide member-only services. *SIGNAL* Online (www.afcea.org/signal) features content from the *SIGNAL* Magazine as well as Web exclusive articles, breaking news updates, the *SIGNAL* Scape blog, and links to videos, webinars and the online directories.

4. Member Services. AFCEA provides a wide range of services for both corporate and individual members. These services are offered both through AFCEA headquarters and through the regions and chapters. Service offerings are reviewed frequently and adjusted as needed to meet the changing needs of members. AFCEA is responsive to member requests for new services. Benefits include training, finance and tax support, membership services (enrollment, renewal, service desk, data bases, chapter reassignments, etc.), product and services discounts and referrals. AFCEA International also manages award programs and provides technical/functional assistance to support chapter programs.

E. Differentiators/Brand

AFCEA has a strong heritage, serving the C4I community since 1946. Over the years, the Association has consistently proven itself as an ethical and trusted organization. The Association's bylaws prohibit lobbying, which enables AFCEA to facilitate a non-biased dialogue among governments, industry and academia. It has a reputation for delivering quality events and products, and it will not take on a task if it cannot do it well. Government organizations often ask AFCEA to run events because they know the Association will do so to the highest ethical and quality standards. AFCEA is a member-based organization, and AFCEA members hold key positions at every level in government, industry and academia. These strong affiliations add to the trust equation of the Association and make coordination easier.

1. AFCEA Is More Than An Information Technology Association. The Association transcends the global security community. It bridges the defense, homeland security and intelligence communities, with focus on C4I, cyber security and every aspect of IT.

2. Global Reach. The AFCEA regional and chapter structure gives the Association reach around the globe, with

the ability to interface with governments and industry wherever needed. With more than 35,000 members and 132 chapters and sub-chapters, it extends services in all of the chapter locations. This capability is now enhanced with growing online resources that allow the Association to bring an international perspective to the dialogue whenever appropriate.

3. The AFCEA Leadership Team. From the executive committee, to the board of directors, to regional and chapter officers, to committee chairs and members, the volunteer leadership of AFCEA represents the highest levels of governments, industry and academia in the global security community around the world. They believe in AFCEA, and they serve selflessly as the Association's ambassadors, giving tremendous amounts of time to the Association. In addition, to augment and support the volunteer network, AFCEA hires and retains expert full-time leadership and skilled support staff.

4. Education and Training. AFCEA's commitment and investment in education and training are well respected in the community and beyond. Few organizations offer equally successful scholarship programs that direct 100 percent of funds raised to scholarships.

5. Quality Media. AFCEA provides award winning, reliable, relevant and timely content in all formats desired, from online, to digital to print. *SIGNAL* Magazine is well known and highly respected, and that reputation extends to the growing online offerings that complement the magazine and the Association.

6. Recognition. The global security community within which all members and constituents work and serve is a diverse one. Individual contributions, even by the most selfless, are often not recognized. AFCEA recognizes those who make extraordinary contributions to excellence and enhanced security. Nominations are solicited from every region and every chapter to ensure global visibility.

F. Competitive Climate

1. AFCEA does not have many non-profits or associations that are direct competitors, but there is competition in specific locations and functional areas. The Association works in harmony with other defense-related associations (DRA) and meets quarterly with their leadership to determine how the associations can best support the community. AFCEA also works with technical organizations, such as the Institute of Electronics and Electrical Engineers, on mutually supporting efforts.

2. The Association's greatest U.S. competition comes from the commercial environment, where media and event companies attempt to duplicate the types of information exchanges and content delivery that AFCEA offers. Strength of program and quality are the best competitive tools in this space.

3. Internationally, there are organizations in Europe and the Pacific that do compete with AFCEA regionally. The Association stays aware of their efforts and tries to be complementary in community support.

III. VISION, MISSION AND CORE VALUES

A. **Vision:** To be the premier information technology, communications and electronics association for professionals in international governments, industry and academia worldwide.

B. **Mission:** AFCEA is an international organization that serves its members by providing a forum for the ethical exchange of information. AFCEA is dedicated to increasing knowledge through the exploration of issues relevant to its members in information technology, communications and electronics for the defense, homeland security and intelligence communities.

C. Core Values:

- Ethics: Insist on the highest ethics in everything we do.
- Visionary Leadership: Apply visionary leadership in our community and encourage it from our members at every level.
- Commitment: Consistently demonstrate commitment to continuous improvement of the Association and to improvement of service to our members.
- Quality: Provide the highest quality in everything we do.
- Education: Commit to do everything possible to further the education of our members and of the communities we serve.
- Diversity: Encourage, embrace and continually enlist the support and inclusion of all members of our diverse international community.

IV. ENTERPRISE GOALS AND STRATEGIC PRIORITIES

The Strategic Plan will be achieved through the objectives, strategies, actions and measures established in the 13 planning elements. These planning elements are:

Community Engagement

- Chapter Operations
- Defense
- Homeland Security
- Industry
- Intelligence
- International

Customer Support

- Cyber Security
- Marketing and Communications
- Membership Services
- Publications and Media
- Technology Exploitation
- Training and Education
- Young AFCEANs

The Association has determined enterprise goals and strategic priorities, with high-level issues and actions, as a framework for development and execution of the planning elements. Progress against the actions at the enterprise level and within each of the planning elements will be measured and reported annually to support the revision process.

A. Enterprise Goals:

AFCEA will:

- Set the benchmark of excellence for service to the government-industry global security community.
- Strengthen community among government, industry and academia.
- Provide a world-class forum for knowledge exchange and networking.
- Promote world-class education and training that meet the needs of the AFCEA community.

B. Strategic Priority 1: Consistent and Comprehensive Support to Our Constituency (Defense, Intelligence, Homeland Security).

1. Issues:

- Increasing constraints on government engagement.
- Uneven application of resources.
- Lack of clear messaging.
- Inconsistent organization and focus.

2. Actions:

- Establish appropriately focused resources for defense, intelligence, homeland security, industry, chapter operations and international
 - *Defense*: establish customer-facing department; create defense committee.
 - *Intelligence*: fully use the support resources for the

Intelligence Department, extending capacity and reach.

- *Homeland Security*: establish customer-facing department; increase emphasis on government engagement; address the first-responder community through the chapter structure.
- Adjust government engagement to address emerging policy; reconcile guidance; seek new engagement methods.
- Review and revise AFCEA messaging to embrace full scope; ensure consistency in all AFCEA documentation; adjust over time as necessary.

C. Strategic Priority 2: Effective Support to Industry

1. Issues:

- Large and small businesses have different value propositions.
- Declining budgets are changing industry needs.
- Market turbulence is putting a premium on timely information.
- Small business lacks internal depth of resources/services.
- Industry (particularly small) has difficulty obtaining visibility for lines of business/products.

2. Actions:

- Establish a department focused on all aspects of corporate member support.
- Examine all current offerings to provide a more affordable range of options.
- On a regular basis provide timely, actionable business intelligence.
- Add small business services based on priorities established through the small business community.
- Expand the provision of functionally focused business directories.
- Create service packages.

D. Strategic Priority 3: Engagement of the International Community

1. Issues:

- Strategic initiatives, operations and supporting networks, command and control, and support functions are becoming increasingly international.
- NATO and the European Union continue to be the United States' most important partners, but, as engagement in Iraq and Afghanistan winds down, priority is shifting to the Asia-Pacific Region.
- International efforts are important to the supported

nations and to U.S. government and industry.

- National differences in needs, priorities and law/regulation require careful consideration on AFCEA's part.
- Support requirements are different than domestic.
- The tyranny of distance is a time and budget issue.

2. Actions:

- Consolidate the customer-facing support for the international community in the Brussels Office.
- Establish a full-time interface in the headquarters.
- Realign and strengthen the OCONUS regions (attentive to regional needs, language and culture).
- Reinforce regional partnerships (NATO, European Union, other).
- Strengthen collaboration with functional committees (defense, intelligence, homeland security, cyber, etc.).

E. Strategic Priority 4: Training and Education

1. Issues:

- Training and education are increasingly moving to the online environment and customers want an immersion approach where they can continue the education process from any platform through synchronized access.
- Training and education are often early targets in budget reductions.
- Requests are increasing for tailored training, native language courses and cohorts.
- Cyber security is the most in-demand domain. Partnering seems the only cost-effective way to address this rapidly growing demand.
- Increased workload demands to support the facility clearance have led us to partnership with MITRE for classified training.
- Charitable fund raising is more difficult in challenged economic conditions.
- Many corporate members are major contributors to STEM education, but their efforts are not synchronized.

2. Actions:

- More comprehensive and focused communications with the customer base to better forecast requirements. Focus through regions and chapters and formalize the process.
- Continue to pursue partnerships for online training and education; develop alternative business models to support diverse customer requirements.
- Leverage totally redesigned online content manage-

ment infrastructure.

- Make all training and education, including resident training, responsive to the real-time needs of the government and industry; include a comprehensive set of government liaison members of the Education Committee.
- Work with the regions and chapters to harmonize scholarships and grants, including STEM teacher scholarships.
- Work with our industry members to promote synergy among STEM programs; this will allow major movements in this area.

F. Strategic Priority 5: Chapter Operations

1. Issues:

- AFCEA has too many regions, and they are not optimally aligned.
- Focused communications and support to the chapters remain a challenge because of divergent agendas.
- The chapters, domestically and internationally, are not the same; AFCEA needs to understand this better and tailor programs and support more effectively.
- Region and chapter governance remains inconsistent.
- Some chapters are economically challenged and/or lack effective community participation.

2. Actions:

- Consolidate and integrate region and chapter support resources.
- Reduce the number of regions and align better with national relationships, mission, culture; use deputy RVPs as necessary.
- Institutionalize and implement the governance framework (bylaws, policies, and guidelines) from the Governance Committee.
- Establish a process to monitor chapter status quarterly

and make adjustments as necessary.

- Leverage technology to coordinate with and among the regions and chapters more frequently.
- Review and revise chapter awards and incentives.

V. HEADQUARTERS REORGANIZATION

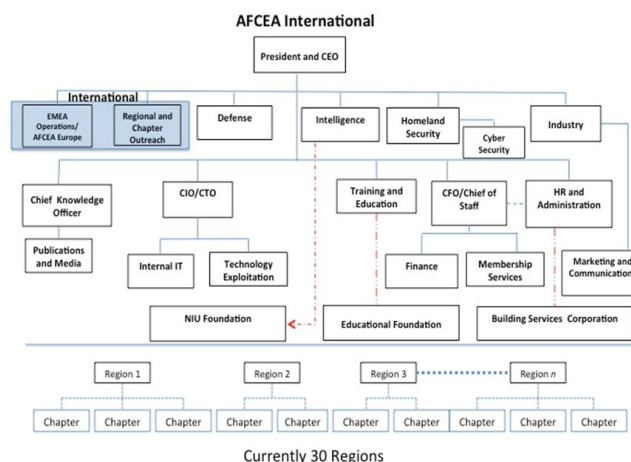
The focus throughout the Strategic Plan on enhanced engagement has prompted us to realign the AFCEA International headquarters staff. Key to this realignment is the creation of the six engagement elements at the top of the chart (below). The Defense, Intelligence, and Homeland Security departments will focus on working with the entire AFCEA structure on engagement of these constituencies globally. The Industry Department will be responsible for managing the life cycle relationships with all AFCEA corporate members globally and engaging with prospective corporate members and participating non-member companies. Regional and Chapter Outreach will coordinate the activities of the Regional Vice Presidents and provide coordination and headquarters support for the chapters worldwide. The Vice President, EMEA Operations, AFCEA International/General Manager, AFCEA Europe remains responsible for overseeing all activities in Europe, with the added potential for the Middle East and Africa. The Vice President, EMEA Operations, AFCEA International/General Manager, AFCEA Europe will coordinate with the Vice President, Regional and Chapter Outreach to ensure a cohesive and consistent approach to international operations. The remaining elements of the headquarters apply to all constituencies and will provide support to all within their areas of responsibility.

VI. COMMUNITY ENGAGEMENT ELEMENT PLANS

Pages 9—32

VII. CUSTOMER SUPPORT ELEMENT PLANS

Pages 33—57



Chapter Operations



DESCRIPTION: AFCEA chapters are the embodiment of the AFCEA International organization with more than 130 chapters and sub-chapters grouped in regions worldwide. The AFCEA chapter network enables AFCEA members and partners to connect and reconnect as they travel the globe. Chapters worldwide support and communicate the AFCEA Mission, Values and Goals to their membership, partners and local communities of interest (government, industry and/or academia). This global reach enables AFCEA to be the catalyst that promotes partnerships among governments, industry and academia to foster an ethical dialogue in support of global security within a fluid environment. Communication between AFCEA headquarters and chapters is vital for continuity and success.

ENVIRONMENTAL SCAN:

Constituents (Market):

AFCEA chapters and members worldwide support and serve their communities of interest and are as individual and diverse as their locations. Members and partners within a chapter can include military/government organizations, industry, academia, institutions, individuals, including those who are retired, and corporations located within the local community or with an interest in the local community.

Competitive Landscape:

AFCEA's chapters operate in a highly competitive environment. They compete with other associations for individual, corporate, government and academia membership, partners and resources.

Gaps/Opportunities:

Chapters are globally located and do not have many opportunities to interact directly with AFCEA International or with each other. This creates a requirement for diverse comprehensive instructional programs for the volunteer chapter leadership. The exchange of information, programs and queries needs to be easily accessible electronically among chapters, regions and AFCEA headquarters.

In the current evolving and growing global security community, some constituencies have limited or no access to AFCEA's ethical forum. The AFCEA organization has the opportunity to identify these areas, reach out to them and provide the framework for participation.

Threats/Mitigation:

The chapter is the strongest link of the AFCEA organization, and it is also the weakest. The majority of AFCEA members and partners only interact with AFCEA through a chapter. How a chapter performs determines how the AFCEA organization as a whole is perceived. These interactions can have either a positive or devastating effect on the local AFCEA chapter and on AFCEA as a whole. It is imperative that the AFCEA Mission, Values and Goals for being the ethical forum for the global security communities are clearly stated and that chapter leaders are provided with the information, instruction and tools to enable positive interactions, programs and views within their local communities of interest.

Available resources such as speakers, participants, attendees and venues for ethical forums can be limited because many organizations are seeking the same. AFCEA chapters and AFCEA International need to coordinate these resources to maximize the potential of events for AFCEA as a whole. The ethical forums that AFCEA promotes across the globe should also be coordinated to support and engage individual and corporate members, industry, governments and academia within the global security community.

The ethical forums are only a portion of the value proposition that AFCEA provides to its members and partners. The value proposition is a determining factor for participation in AFCEA worldwide and should be identified and shared with AFCEA chapters, members and partners. Additionally, the recognition of the outstanding performance by AFCEA chapters and members should be expanded and globally announced or advertised.

Constraints/Obstacles:

The environment surrounding chapters and regions changes over time. Region and chapter composition and location should be monitored and changed when necessary to optimize member support, coordination, collaboration, language, culture and mission.

Newer or smaller chapters may lack the resources to implement programs, professional development and ethical forums. In these situations AFCEA regional offices and headquarters will try to leverage the collective resources of the organization to help the chapter initiate its programs and ethical forums.

Chapter Operations: Objective I

OBJECTIVE STATEMENT: Communication, information sharing and collaboration occur routinely and regularly among chapters, regions and AFCEA International headquarters.

STRATEGY I.1

Establish and maintain diverse and effective collaboration tools for improved communications and information sharing among chapters, regions and AFCEA International headquarters.

Actions/Measures:

I.1.1. Create, utilize and publicize digital media networks for communication, collaboration and information sharing among chapters, regions and AFCEA International headquarters.

Measures

I.1.1a. Headquarters uses the network for information sharing with chapters and regions.

I.1.1b. Chapters use the network for information sharing with other chapters and AFCEA headquarters.

I.1.1c. Regional vice presidents use the network for information sharing with chapters, headquarters and each other.

I.1.2. Develop an event/speaker collaboration tool for use by chapters, regions and AFCEA headquarters to optimize engagement and support of AFCEA members, government and academic institutions within the global security community.

Measures

I.1.2a. Use in a pilot program between AFCEA International headquarters and selected chapters during FY 13.

I.1.2b. Integrate lessons learned during pilot program and fully implement in FY 14.

I.1.3. Develop and publish a statement of the value proposition for each of the member segments (military, other government, industry, Young AFCEANs, students, etc.).

Measures

I.1.3a. Develop, publish and share with chapters and regions by end of FY 13.

I.1.3b. Include applicable statements in headquarters and chapter marketing.

I.1.4. AFCEA staff conduct research to determine possible unserved or under-served constituencies.

Measures

I.1.4a. Conduct research at least annually.

STRATEGY I.2

Identify and reach out to new and non-traditional constituencies and those with limited or no access to AFCEA's forums.

Actions/Measures:

I.2.1. AFCEA headquarters and regional vice presidents assist chapters to identify and reach out to non-traditional communities within the security and critical infrastructure protection arena, such as homeland security, law enforcement, financial and medical.

Measures

I.2.1a. Conduct research at least annually.

I.2.2. Chapters, regional vice presidents and members nominate/recommend under-served constituencies.

Measures

I.2.2a. As identified.

Chapter Operations: Objective II

OBJECTIVE STATEMENT: Chapters, regions and AFCEA headquarters embrace the Association Mission, Vision and Goals and abide by AFCEA bylaws, chapter bylaws and published AFCEA policies.

STRATEGY II.1

Develop and electronically provide diverse training and education programs to instruct and inform chapter leaders on the Mission, Vision, Goals, AFCEA bylaws and AFCEA policies that affect them. Chapter leaders take advantage of this training and education to enable improvement in the operations of their chapters and added value for their members.

Actions/Measures:

II.1.1 Develop comprehensive chapter officer training program comprised of lessons tailored to the respective officer positions. These lessons will be brief and available online.

Measures

II.1.1a. Make FY 13 chapter officer training program available to chapter officers no later than 10/01/2012.

II.1.1b. Encourage completion of the chapter officer training program by chapter presidents as pre-requisite for eligibility for Model Chapter FY 13.

II.1.1c. Maintain availability to chapter leaders of the latest updated version of the *Chapter Officers Handbook*.

II.1.1d. Maintain availability to regional vice presidents (RVPs) of the latest updated version of the *RVP Handbook*.

STRATEGY II.2

Maintain harmony between AFCEA International bylaws and policies, and those at the chapter level globally, subject to deviations based on national laws.

Actions/Measures:

II.2.1. Disseminate AFCEA International bylaws and policy changes to all regions and chapters in a timely manner.

Measures

II.2.1a. All changes will be emailed to regions/chapters within seven days of Board approval.

II.2.1b. RVP's will coordinate with regional chapters within 10 days of receipt.

II.2.2 Chapter bylaws and policies will be modified, if necessary, to comply with AFCEA International changes. Not all changes at AFCEA International will apply at the chapter level. If changes at AFCEA International conflict with national laws in the country within which a chapter operates, the national law will dictate.

Measures

II.2.2a. Changes at the chapter level will be made and reported to AFCEA International within one year of applicable changes at AFCEA International. Exceptions due to national laws will be reported within one year of the change.

STRATEGY II.3

Improve the recognition of outstanding performance by AFCEA members and chapters.

Actions/Measures:

II.3.1. Review and update the AFCEA International awards program.

Measures

III.3.1a. Every even-numbered year, beginning in FY 14.

II.3.2. Hold regional vice presidents accountable for making chapters aware of the existing AFCEA awards and for award nominations submitted by their chapters.

Measures

II.3.2a. As indicated in Regional Vice President's Standards of Performance: "Encourage chapters to submit nominations for awards and other chapter member recognition, averaging at least one award submission for every two chapters in their region per year."

II.3.3. Enhance the prestige of receiving AFCEA recognition.

Measures

III.2.3a. Prominently publicize awards and recipients to the appropriate audiences.

Defense



DESCRIPTION: Defense organizations and defense forces globally are undergoing significant change. Expectations are high for dividends from the application of technology. Movements to enterprise IT infrastructures and common operating environments are expanding information sharing and reducing cost, but significant technology and integration issues remain. Coupled with falling defense budgets, AFCEA can be a significant catalyst for dialogue and issue resolution among governments, industry and academia.

ENVIRONMENTAL SCAN:

Constituents (Market):

Constituents include defense elements in government, industry and academia. Historically, focus has been primarily on those involved in C4I. This constituency is expanding as information sharing has broadened, and cyber security has become an international team sport.

Competitive Landscape:

This is a crowded space. As IT and cyber security have gained visibility in governments and as spending in these areas continues to grow, most associations in the defense space as well as commercial event and media companies are wanting to play here.

Gaps/Opportunities:

The C4I environment in defense organizations is of such scale and complexity that coordination across the full structure, even at the national level, is difficult at best. It becomes even more difficult at the international/coalition level. AFCEA is in a position to bring together the players in governments, industry and academia to help synchronize efforts and bring best practices to change/migration efforts.

Technology insertion is occurring in governments at an unprecedented level and during a period of constrained budgets. Some of the new technologies represent major changes. Communication with industry will be essential. AFCEA is in the best position to help with this.

Threats/Mitigation:

The largest threat is that AFCEA becomes just one voice in a crowd. The Association must differentiate itself in this crowded market. AFCEA has a strong brand, but it will need to be reinforced with every government. The Association's position with governments varies, and AFCEA must evaluate and strengthen where necessary. This will take a cooperative effort at the international, regional and chapter levels. Creation of a strong defense committee and, perhaps, a defense senior advisory group, will help with thought leadership and credibility.

Constraints/Obstacles:

This initiative is being undertaken in a budget-constrained environment. It must be accommodated within current budget trends.

Defense: Objective I

OBJECTIVE STATEMENT: Establish AFCEA as the go-to organization for the defense C4I and IT community.

STRATEGY I.1

Establish a defense-focused staff element to enhance support to the defense community.

Actions/Measures:

I.1.1. Create a defense leadership organization within the AFCEA International staff.

Measures

I.1.1a. Institute the organizational realignment in FY 13.

STRATEGY I.2

Design a mechanism to provide senior counsel and thought leadership and insight into the defense community.

Actions/Measures:

I.2.1. Create a senior-level AFCEA International Defense Committee comprised of government, industry and academia.

Measures

I.2.1a. Establish and charter this new body no later than the first quarter of FY 13.

I.2.2. Encourage regions/chapters to establish similar Defense Committees to support their regional/local government customers. Support to be provided by AFCEA International as required.

Measures

I.2.2a. RVPs report establishment of new regional or chapter committees to AFCEA International.

I.2.3. The unique support requirements for NATO and the European Union will be coordinated by the General Manager, AFCEA Europe, with support from AFCEA International as required.

Measures

I.2.3a. VP EMEA/GM Europe will establish a European Defense Committee by the end of FY 2013.

Defense: Objective II

OBJECTIVE STATEMENT: Enhance and communicate the value proposition for the defense community.

STRATEGY II.1

Baseline the defense-specific AFCEA value proposition.

Actions/Measures:

II.1.1. Headquarters conducts a rigorous assessment of the current defense value proposition.

Measures

II.1.1a. Headquarters assessment completed by September 30, 2013.

II.1.2. Regions and chapters conduct similar assessments at the local level and report to headquarters for consolidation.

Measures

II.1.2a. Regional/chapter assessments will be completed by September 30, 2013.

II.1.3. Develop a global campaign to communicate to AFCEA leadership, governments, industry and academia.

Measures

II.1.3a. Develop and launch global campaign in FY 14.

STRATEGY II.2

Enhance the AFCEA defense value proposition by providing thought leadership and additional support to the defense leadership at every level.

Actions/Measures:

II.2.1. Leverage the Defense Senior Advisory Group (SAG) and the Defense Committee (see Objective I) to strengthen senior defense leadership relationships and solicit needs for support.

Measures

II.2.1a. Each SAG member will introduce AFCEA to at least two senior defense officials per year.

II.2.2. Conduct an annual gathering of top-level defense leadership, with the Defense Senior Advisory Group and the Defense Committee.

Measures

II.2.2a. Inaugural SAG gathering held in FY 13.

II.2.3. Engage AFCEA leadership, industry and academia to apply the best thinking to current defense issues.

Measures

II.2.3a. Reinforce the current annual letter campaign as a communications vehicle for the SAG and to obtain feedback from the defense senior leadership.

II.2.3b. Conduct at least two government-industry Defense-focused roundtables per year on critical topics of government interest.

Defense: Objective III

OBJECTIVE STATEMENT: Strengthen engagement with the Defense Community.

STRATEGY III.1

With the involvement of the Defense SAG, the Defense Committee, the regions and the chapters, design and implement a fully coordinated defense engagement campaign.

Actions/Measures:

III.1.1. Establish a task force of headquarters, committee, regional and chapter representatives to collaborate in the development of the engagement campaign.

III.1.2 Develop and implement AFCEA International initiatives to execute the campaign.

III.1.3. Assist regions and chapters with program development in support of the campaign.

Measures

III.1.3a. Complete development of the campaign plan in FY 13.

III.1.3b. Implement the campaign beginning FY 14.

STRATEGY III.2

Expand the campaign to encompass other government elements (homeland security, intelligence) and the coalition environment.

Actions/Measures:

III.2.1. Bring together the Defense, Homeland Security and Intelligence Committees to address initiatives needed to improve inter-agency collaboration.

Measures

III.2.1a. Complete this initiative in FY 13.

III.2.2. The General Manager AFCEA Global and the VP Regional and Chapter Outreach will lead an international team to develop the AFCEA coalition strategy.

Measures

III.2.2a. Complete this initiative in FY 13.

Homeland Security



DESCRIPTION: The role for the Homeland Security Committee is to strengthen AFCEA's relationships with the homeland security establishment and to position AFCEA as a catalyst for dialogue with industry and the global security community.

ENVIRONMENTAL SCAN:

Constituents (Market):

The homeland security market expanded rapidly in the past decade as a result of the terrorists attack on the United States in 2001. AFCEA's homeland security outreach began immediately following the creation of the White House Office of Homeland Security – the forerunner to the new department. Roughly a decade after the Department of Homeland Security was created, the organization's mission remains the same. However, the department's processes and procedures have changed significantly as virtually every hostile government and organization worldwide is exploring ways of taking the offensive, and foremost among the efforts are operations in cyberspace.

Long-extant organizations and systems continue to be revamped to serve the dynamic homeland security mission, and new technologies are being developed to meet current and potential challenges. From the local police officer on the beat, to emergency responders dealing with regional crises, to intelligence agencies operating on a global scale, to border control, homeland security is the driving force for cultural and technological efforts to network diverse groups to ensure public safety at home and abroad. This provides a very broad and sometimes non-traditional constituent base that is in increasing need of coordination, collaboration and continued education.

Competitive Landscape:

There are more than 100 homeland security related conferences each year put on by various government organizations, associations and academic institutions. Many are small and narrowly focused, but they compete for the same speakers and resources as AFCEA does. Being headquartered in the Washington, D.C. area and its non-profit status make AFCEA uniquely

placed to work at senior levels of government. Much of industry has a headquarters location or large office in the metro-Washington area. The AFCEA chapters are uniquely located to be near many of the state, local and federal regional locations. The additional challenge is the overlap between homeland security, intelligence and law enforcement. The increasing realization of the importance of cyber security in all three areas in an environment where funding is becoming scarce is a driving force in this market. Other industry associations have developed homeland security groups that compete with AFCEA.

Gaps/Opportunities:

The Department of Homeland Security (DHS) was created from 22 disparate agencies merged together. A reorganization of this magnitude presents enormous challenges and opportunities. Less than a decade in existence but charged with this massive objective of protecting our homeland, DHS has had to create brand new offices that never existed before. A lot of culture discussions and mission overlap have resulted in multiple reorganizations as new issues and challenges arise. These issues and challenges require coordination among all the relevant stakeholders in the homeland security markets. AFCEA can fill the gaps in coordination of these stakeholders and communications with DHS executives. AFCEA can provide valuable information to assist DHS in meeting these challenges.

Threats/Mitigation:

As AFCEA seeks to enhance its stature within the national security arena, one of the principal challenges it encounters is the fact that the Association is recognized primarily as an armed forces technical organization (as reflected in its name). The Association attempts to mitigate this disadvantage by emphasizing that, as part of the extended AFCEA International family, AFCEA can take advantage of the fact that it is an

international association with more than 35,000 individual members and more than 2,000 corporate members highlighting command, control, communications and intelligence and their interconnectedness. Coordination of homeland security and homeland defense is critical in protecting the United States. AFCEA has a major advantage in its institutional knowledge and worldwide presence that none of its competitors can match.

Constraints/Obstacles:

With an expanded outreach (domestically and internationally) comes the requirement for additional resources or a reallocation of existing resources. In addition, the Association will find that as it expands its outreach it will end up competing for attention with a host of other events. It is important that AFCEA distinguish itself from other entities competing in this area.

Homeland Security: Objective I

OBJECTIVE STATEMENT: Create a focal point for all homeland security constituents.

STRATEGY I.1

Create a customer-facing homeland security leadership organization on the staff.

Actions/Measures:

I.1.1 Create a Homeland Security Department within AFCEA.

Measures

I.1.1a. Assign a vice president with oversight of all homeland security programs, committee and initiatives, with supporting resources.

Homeland Security: Objective II

OBJECTIVE STATEMENT: Leverage AFCEA's strength and influence to become a trusted advisor to the homeland security community.

STRATEGY II.1

Work with DHS principals to communicate AFCEA's value proposition. Strengthen communications between AFCEA and DHS leadership.

Actions/Measures:

II.1.1. Brief the Office of Public Affairs (including speakers bureau) on AFCEA resources and benefits.

Measures

II.1.1a. Prepare promotional presentation that tells the AFCEA story.

II.1.2. Prepare a list of ways in which AFCEA can assist the homeland security community (scholarship fund, education programs, intelligence, state and local fusion

centers, related charities, U.S. Coast Guard, *SIGNAL* Magazine, global reach).

II.1.3. Develop ongoing feedback loop with DHS (outside of DHS committee meetings).

II.1.4. Meet with DHS CIOs regularly.

Measures

II.1.4a. Quarterly meetings.

II.1.5. Conduct regular meetings between AFCEA leadership and DHS headquarters executives.

Measures

II.1.5a. Focus meetings at tiers 1-3.

Homeland Security: Objective III

OBJECTIVE STATEMENT: Refocus the Homeland Security Committee to be a Homeland Security Global Center of Excellence.

STRATEGY III.1

Strengthen committee membership to include current and former DHS executives.

Actions/Measures:

III.I.1. Target and solicit key members.

Measures

III.I.1a. Restructure the entire committee by the end of the 2nd Quarter, FY2013.

III.I.2. Work with the new committee to identify and prioritize targeted opportunities for support to the homeland security establishment.

Measures

III.I.2a. Complete a fully populated committee charter no later than the end of the 3rd Quarter, FY2013.

III.I.3. Encourage regions/chapters to establish similar Homeland Security Committees to support their regional/local government customers. Support to be provided by AFCEA International as required.

Measures

III.I.3a. RVP's report establishment of new regional or chapter committees to AFCEA International.

III.I.4. The unique support requirements for the European Union with respect to Internal Security will be coordinated by the Vice President, EMEA Operations, AFCEA International/General Manager, AFCEA Europe with support from AFCEA International as required.

Measures

III.I.4a. GM AFCEA Europe will establish a European Internal Security Committee by the end of FY2013.

Homeland Security: Objective IV

OBJECTIVE STATEMENT: Aggressively pursue Association membership from the homeland security community.

STRATEGY IV.1

Conduct a multi-pronged membership campaign targeted at individuals and companies working in homeland security.

Actions/Measures:

IV.1.1. Work with chapters to increase membership from the homeland security arena.

Measures

IV.1.1a. Ten percent increase in AFCEA chapter

homeland security memberships per year.

IV.1.2. Identify and solicit companies working in the homeland security space.

Measures

IV.1.2a. Ten new corporate members focused on homeland security annually.

Industry



DESCRIPTION: Industry constitutes a set of very important members of AFCEA as well as customers of the Association. As such, industry deserves AFCEA's focused attention. The industry membership equation has changed dramatically, with approximately 80 percent of corporate members now coming from small business. As AFCEA positions to serve the full spectrum of industry requirements better, there remains the need to maintain a focus on the burgeoning small business community. AFCEA will provide a fully integrated set of benefits for the private sector. Industry contributions provide the vast majority of AFCEA financial support. Cuts in government budgets will continue to impact industry resources severely, making it more critical than ever that AFCEA strive to provide the best return on investment for industry dollars and participation.

ENVIRONMENTAL SCAN:

Constituents (Market):

Internal: The Industry Department serves all other headquarters departments, to include Membership, Chapter Operations, Homeland Security, Defense and Intelligence. The private sector is an integral player in every aspect of AFCEA because it represents a key part of the dialogue among government, academia and industry, which AFCEA promotes as a first priority.

External: AFCEA members and chapters worldwide and all sizes of industry, government and academia are served by the department.

Competitive Landscape:

AFCEA exists in a highly competitive space, in which many organizations compete for industry dollars and resources, including people, time and talents.

Gaps/Opportunities:

Historically, AFCEA has maintained stronger focus on the traditional U.S. defense community. This leaves significant elements of the global security community (e.g., homeland security, intelligence and international) under-served. Appropriately, small business support has been centered at the chapter level. Coordination and communication among the AFCEA International headquarters, regions and chapters need to be improved to ensure consistent and comprehensive support to small business and increased understanding of opportunities.

Threats/Mitigation:

The greatest threat to AFCEA in the near- and mid-term is budget pressures resulting from the global economic crisis.

AFCEA faces competition from other non-profits catering to industry and must work constantly to provide value-added benefits to the private sector. As the government ethics regulations become increasingly more stringent, providing opportunities for government-industry interaction will become increasingly more difficult. AFCEA's long-standing reputation for ethics and excellence carries significant weight throughout the global security community, ensuring the Association can build and maintain effective relationships among governments, industry and academia.

More than ever, AFCEA needs to promote innovation and global reach/interaction for industry. We must help small and medium business operate internationally if they so desire.

Constraints/Obstacles:

Constrained budget and staff resources limit AFCEA's ability to serve the entire community adequately. Fortunately, the global regional and chapter structure provides a means to extend its reach. Improved communications are needed to realize this potential fully.

Industry: Objective I

OBJECTIVE STATEMENT: Establish a comprehensive management program for industry, which ensures a tangible value proposition throughout the life cycle of industry membership and participation.

STRATEGY I.1

Establish an AFCEA headquarters infrastructure to focus on management of corporate member relationships and service.

Actions/Measures:

I.1.1. Consolidate all industry elements of the headquarters staff into the new Industry department.

Measures

I.1.1a. Budget complete in the new department configuration by August 15, 2012.

I.1.1b. Stand up the new department on October 1, 2012.

I.1.2. Establish a new Innovation Committee with staff oversight by the Industry Department.

Measures

I.1.2a. Committee chartered and founding membership selected by December 31, 2012. Include members of defense, intelligence and security industry, critical infrastructure industries, and innovation drivers like venture capital companies.

I.1.2b. First committee meeting by March 31, 2013.

I.1.3. Maintain the existing Small Business Committee. Establish close coordination between the two committees.

Measures

I.1.3a. Establish the liaison relationship by March 31, 2013.

I.1.4. Coordinate horizontally with the other headquarters engagement elements.

Measures

I.1.4a. Develop the process collaboratively with the other headquarters engagement elements by September 30, 2012.

I.1.4b. Participate in quarterly collaboration meetings under supervision of the AFCEA International Chief of Staff.

I.1.5. Develop and implement an Industry Department

dashboard to achieve greater visibility over corporate participation.

Measures

I.1.5a. Department dashboard online by October 1, 2012.

I.1.5b. Add statistical data by end of FY 13.

STRATEGY I.2

Institute a comprehensive, end-to-end program to optimize support to all corporate members worldwide.

Actions/Measures:

I.2.1. Define concept of operations for all industry relationship management and services.

Measures

I.2.1a. Complete by October 1, 2012.

I.2.2. Institute Account Executive Program.

Measures

I.2.2a. Develop program parameters and techniques by September 30, 2012.

I.2.2b. Assign all account executives their portfolios by September 30, 2012.

I.2.3. Account executives will establish regular communications with all companies in their portfolios.

Measures

I.2.3a. Engage all corporate members to ensure understanding of the Account Executive Program by March 31, 2013.

I.2.4. Establish a positive feedback loop allowing companies globally easy access to the headquarters.

Measures

I.2.4a. Work with the IT Department to add a positive feedback capability to the AFCEA International website by the end of FY 13.

STRATEGY I.3

Fully integrate the regions and chapters into the management of industry relationships.

Industry: Objective I

continued

Actions/Measures:

I.3.1. Assign each account executive a share of the regions and affiliated chapters.

Measures

I.3.1a. Complete by September 30, 2012.

I.3.2 Establish effective communications with the regions and chapters in each portfolio.

Measures

I.3.2a. Complete by March 31, 2013.

I.3.3. Working with AFCEA Global and Chapter Operations, establish procedures to communicate with international chapters and companies where national laws and language are unique.

Measures

I.3.3a. Complete by September 30, 2013.

Industry: Objective II

OBJECTIVE STATEMENT: Increase industry membership across the global AFCEA enterprise.

STRATEGY II.1

Strengthen AFCEA brand recognition globally.

Actions/Measures:

II.1.1. Develop and conduct consistent advertising and brand awareness campaigns around the world, in collaboration with chapters.

Measures

II.1.1a. Coordinate and launch initial campaign by the end of FY 13.

II.1.1b. Review and revise annually.

II.1.2. Expand AFCEA brand awareness in conjunction with AFCEA events at the headquarters, regional and chapter levels.

Measures

II.1.2a. Use information technology and social networking to gain better brand visibility. Coordinate with new publishing initiative. Make available for events by end of FY 14.

STRATEGY II.2

Expand AFCEA corporate membership into non-traditional markets (e.g., critical infrastructure, state and local, first responders).

Actions/Measures:

II.2.1. Enlist Executive Committee/Board and Nominating Committee assistance in identifying areas for

AFCEA growth and penetration.

Measures

II.2.1a. Complete first review by June 30, 2013; review annually.

II.2.1b. Implement in one non-traditional market each year starting FY 14.

II.2.2. Pulse senior government leadership for areas of technology outreach.

Measures

II.2.2a. Leverage the letter sent each year by the CEO to designated senior officials to obtain needed feedback.

II.2.2b. Include senior leader visits by the executive staff.

II.2.3. Expand reach into the global small business community.

Measures

II.2.3a. Participate in at least two non-AFCEA events per year.

Industry: Objective III

OBJECTIVE STATEMENT: Maximize industry engagement in the total AFCEA experience.

STRATEGY III.1

Develop and communicate tailored AFCEA engagement plans for industry of all sizes.

Actions/Measures:

III.1.1 Conduct group and 1x1 interviews with all current corporate members to understand their corporate business strategy and to communicate wide-ranging benefit portfolio personally.

Measures

III.1.1a. Extend invitations to all corporate members to participate by the end of FY 13.

III.1.2 Develop targeted “AFCEA to the Max” marketing campaigns, designed exclusively for small, medium and large companies.

Measures

III.1.2a. Review current corporate marketing efforts by December 30, 2012.

III.1.2b. Develop elevator pitch for each category of member by end of FY 13.

III.1.3 Communicate wide-ranging benefit portfolio.

Measures

III.1.3a. Launch corporate benefit campaign strategy by June 30, 2013.

III.1.4 Recruit new corporate members.

Measures

III.1.4a. Conduct aggressive recruiting campaign to one non-traditional market by end of FY 13.

III.1.5 Reinforce current Strategic Partner program and expand to 30 members by end of FY 13.

Measures

III.1.5a. Conduct annual survey and achieve excellent rating from 100 percent of Strategic Partners.

STRATEGY III.2

Develop the AFCEA corporate incentive program.

Actions/Measures:

III.2.1 Develop and implement a multi-tiered Corporate incentive program for all corporate members.

Measures

III.2.1a. Define program parameters by March 31, 2013, with program launch by June 30, 2013.

III.2.2 Establish awards and recognition at international and chapter levels.

Measures

III.2.2a. Develop the new industry award program by March 31, 2013, in time for the spring awards program.

III.2.2b. Push the program down to the chapter level for implementation by September 30, 2013.

STRATEGY III.3

Make full participation across the breadth and depth of the Association more affordable for small business.

Actions/Measures:

III.3.1 Communicate existing small business discounts.

Measures

III.3.1a. Pulse each current small business by end of FY 13 for feedback on benefit package pricing.

III.3.2. Develop and recommend additional proportionately reduced rates for small business, where appropriate.

Measures

III.3.2a. Conduct competitive analysis to compare AFCEA rates and to identify new discount opportunities.

III.3.2b. Coordinate with Small Business Committee to seek input on new discounts.

III.3.2c. Small business discount incorporated in all AFCEA activities by end of FY 13.

III.3.3 Increase awareness and participation of small business at all levels of AFCEA leadership.

Measures

III.3.3a. Incorporate small business participation goals for all chapters by June 30, 2013.

III.3.4 Maximize IT feedback mechanism to identify ways in which AFCEA can provide greater support and

return on investment to the small business community.

Measures

III.3.4a. Communicate with all small business representatives to encourage use of online input capability.

Intelligence



DESCRIPTION: Since 1981, AFCEA International has had a dedicated outreach to intelligence professionals, organizations and companies. AFCEA Intelligence has led this focus and has endeavored to make AFCEA International the premier intelligence association, providing the structure and interactive forum for networking and sharing ideas to strengthen the public/private partnership and advocate for intelligence in support of improved national security. Organizationally, the majority of this outreach has been orchestrated by the AFCEA Intelligence Committee – a standing committee of AFCEA International, chartered by and responsible to the AFCEA Chairmen of the Board. The Intelligence Committee is comprised of members (currently around 60) from both the public and private sectors. By charter there can be no fewer than 24 and no more than 36 private sector members. There is no restriction on the number of public sector members. Members serve without compensation. Membership for all members is based on four criteria: availability to participate in the activities of the committee; working knowledge of Intelligence Community (IC) procedures, organization, requirements, operations and research and development goals, as evidenced by relevant experience within, in support of, or as a customer of the IC; current AFCEA membership (not required for public sector members, but desirable); and appropriate security clearance and accesses (TS//SI//TK).

ENVIRONMENTAL SCAN:

Constituents (Market):

Historically, AFCEA's intelligence outreach has been limited to the public and private sectors of the U.S. IC. This year marks the 31st consecutive year for the AFCEA Fall and Spring Intelligence Symposia, held at the TS//SI//TK level. Increasingly, however, a growing desire exists within the Association to expand its intelligence outreach beyond Washington, D.C. and to other nations, even if that means in unclassified forums. In addition, appreciation of the nexus between intelligence, law enforcement and homeland security and the globalization of industry is growing. The bottom line is that because of the uncertain international security environment, the importance of intelligence as the first line of defense in both the defense and security communities makes it a growth market, but one tempered by current budget realities.

Competitive Landscape:

More than 25 other intelligence-related associations are based in the Washington D.C. area alone. Most are small and narrowly focused, but many compete for the same speakers and resources AFCEA seeks. Of these associations, the Intelligence and National Security Alliance (INSA) is the most effective. In addition, for the last decade, the IC has been handling a new environment: counter terrorism, the role of the DNI, homeland security, etc. For the next five to ten years,

the challenge will be to handle all of those (plus cyber) in a resource-restricted environment.

Gaps/Opportunities:

For 31 years, AFCEA Intelligence has focused on the U.S. classified IC and geographically in the Washington, D.C. area. For an international association, this has resulted in a myopic approach to intelligence. By expanding the outreach domestically and internationally (and to those without clearances), the potential exists to reach a much broader audience and to provide a greater measure of service. That said, AFCEA Intelligence will continue to offer the only TS//SI//TK conferences in the community on a consistent basis. Others have left this market because of the challenges associated with events held at that classification level.

Threats/Mitigation:

As the Association seeks to enhance its stature within the IC, one of the principal challenges it encounters is the fact that AFCEA is not recognized primarily as an intelligence organization (as reflected in its name). The Association attempts to mitigate this disadvantage by emphasizing that, as part of the extended AFCEA International family, AFCEA Intelligence provides linkage with an international association with more than 35,000 individual members and more than 2,000 corporate members highlighting command, control, communications and intelligence...and their interconnectedness. That is a focus not found in any competitors.

Constraints/Obstacles:

With an expanded outreach (domestically and internationally) comes the requirement for additional resources or a reallocation of existing resources. In addition, AFCEA may find that as it expands its outreach to unclassified audiences domestically and international-

ly, its events lose their specialness and end up competing for attention with a host of other unclassified events. An additional constraint is the lack of readily available cleared event facilities.

Intelligence: Objective I

OBJECTIVE STATEMENT: Provide a focal point within AFCEA for stimulating and coordinating AFCEA's intelligence-related initiatives and activities and reinforce AFCEA Intelligence as a source of community for intelligence professionals.

STRATEGY I.1

Seek to be a resource for all of AFCEA, internally and externally.

Actions/Measures:

I.1.1. AFCEA Intelligence will continue to build a community for intelligence professionals through initiatives like its highly regarded events (both classified and now unclassified), the AFCEA Intelligence website, two blogs (one for the Intelligence Community and one for small businesses), writing contests, scholarships tailored to students seeking careers in intelligence-related fields, quarterly newsletters, *NightWatch* (the executive level intelligence recap distributed to more than 30,000 subscribers in a partnership between AFCEA Intelligence and Kforce Government Solutions (KGS), and white papers.

Measures

I.1.1a. Increased AFCEA intelligence members and increased intelligence content in other AFCEA events/activities. Increased number of writing contest participants, blog readers, scholarship applications, etc.

I.1.2. AFCEA Intelligence will seek to strengthen the intelligence component of other AFCEA International conferences, events and activities.

Measures

I.1.2a. Increased AFCEA intelligence members and increased intelligence content in other AFCEA events/activities. Increased number of writing contest participants, blog readers, scholarship applications, etc.

I.1.3. AFCEA Intelligence will reach out to AFCEA chapters to support and nurture local intelligence programs.

Measures

I.1.3a. Increased AFCEA intelligence members and increased intelligence content in other AFCEA events/activities. Increased number of writing contest participants, blog readers, scholarship applications, etc.

Intelligence: Objective II

OBJECTIVE STATEMENT: Heighten the Association's outreach, service and prestige within the Intelligence Community.

STRATEGY II.1

Enrich the Association's reputation for thought leadership and support of the IC.

Actions/Measures:

II.1.1. As appropriate, AFCEA Intelligence will continue its white paper series and will continue to provide platforms for government and industry to interact.

Measures

II.1.1a. Increased white papers and other acts of service.

II.1.2. The goal of the AFCEA Intelligence Committee will shift slightly from focusing on being a center of thought leadership to one that encourages thought leadership wherever it is found. This shift in emphasis will broaden the Intelligence Committee's perspective and increase the opportunity for those outside the committee to participate in its activities. The result is the potential for greater service.

Measures

II.1.2a. Additional participation beyond the committee.

II.1.3. AFCEA Intelligence will continue to work with the *SIGNAL* Magazine staff to identify intelligence-related subjects and personnel for articles/interviews

and with the PDC staff to identify potential intelligence-related courses.

Measures

II.1.3a. Additional visibility in *SIGNAL* Media and within Professional Development Course offerings.

STRATEGY II.2

Enhance the brand and increase government participation.

Actions/Measures:

II.2.1. Increase the number of government members of the AFCEA Intelligence Committee.

Measures

II.2.1a. More government members.

II.2.2. Use the Intelligence Committee to identify and execute ideas for outreach, service and increased prestige within the Intelligence Community.

Measures

II.2.2a. Expanded brand within the market.

Intelligence: Objective III

OBJECTIVE STATEMENT: Broaden the Association's intelligence footprint.

STRATEGY III.1

Expand AFCEA Intelligence's outreach both domestically and internationally.

Actions/Measures:

III.1.1 Grow the AFCEA Global Intelligence Forum, which are unclassified events designed to broaden the Association's outreach, possibilities for service and support of the Intelligence Community (IC) by educating those without security clearances.

Measures

III.1.1a. The Forum grows into a series supporting national security worldwide, thereby enhancing the Association's service and in the process strengthening AFCEA chapters located where the conferences are held.

III.1.1b. Unclassified domestic and international events meet budget goals.

III.1.2. Partner with other like-minded intelligence organizations as a way of expanding outreach and increasing service.

Measures

III.1.2a. Partnerships expand the AFCEA Intelligence footprint.

STRATEGY III.2

Increase the number of AFCEA members who are intelligence professionals.

Actions/Measures:

III.2.1. Strengthening AFCEA's outreach in the intelligence arena to increase yearly the number of intelligence professionals who are AFCEA members. Do not separate Intelligence from the rest of AFCEA, but showcase how AFCEA plays in the IC and how AFCEA is a resource for intelligence professionals. A tailored intelligence membership campaign might be a part of this action.

Measures

III.2.1a. Increase AFCEA intelligence members annually by at least 10 percent

STRATEGY III.3

Nurture young intelligence professionals and Young AFCEANs.

Actions/Measures:

III.3.1. AFCEA Intelligence will continue to nurture its nascent Emerging Professionals in the IC Committee (EPIC Committee). This group, focused on intelligence professionals under the age of 40, was begun in 2011 because of the challenges for younger intelligence professionals without long employment records to be elected to the AFCEA Intelligence Committee. Both committees, the Intelligence Committee and the EPIC Committee, address separate intelligence professional constituencies but work together.. The chair of the EPIC Committee serves as a member of the AFCEA Intelligence Committee.

Measures

III.3.1a. EPIC Committee attendance and activities increase. Ties between the EPIC Committee and the AFCEA Intelligence Committee are strengthened. Mentoring relationships are established.

STRATEGY III.4

Encourage small business activity in intelligence events and activities.

Actions/Measures:

III.4.1. Continue to offer discounts for small businesses at events, to produce a monthly small business blog, and to hold an annual Intelligence Small Business Forum focused on educating small businesses that want to enter the IC market. Where appropriate, mentoring arrangements are established.

Measures

III.4.1a. Small business involvement in intelligence-related activities expands.

STRATEGY III.5

Expand government engagement.

Actions/Measures:

III.5.1. The committee will continue to engage with the government. In 2012, the following events, requested by the Air Force, the Navy and National Geospatial-Intelligence Agency (NGA), offer opportunities for government engagement. AFCEA has been contacted by the National Intelligence University to consider establishing and running a National Intelligence University Foundation. This will present AFCEA Intelligence with additional opportunities to serve and to strengthen engagement across the government.

Measures

III.5.1a. Events and activities stress/encourage/facilitate public/private interactions and partnerships.

International



DESCRIPTION: Provide comprehensive support to the global security community, focused on C4I and IT. Achieve consistency in collaboration with and service to allied and coalition governments.

ENVIRONMENTAL SCAN:

Constituents (Market):

Twenty-five percent of the AFCEA International population is outside the United States. AFCEA has a long history of support to NATO and the strongest presence in Europe, with at least one chapter in every NATO member nation. The Pacific has had the second most activity with chapters in Australia, Japan, Korea (3), Guam, Okinawa and Taiwan. In support of the theater in South West Asia, AFCEA has established chapters in Iraq, Afghanistan and Kuwait. The Association also has a chapter in Argentina.

Competitive Landscape:

Competition is local or national in most international locations. The regions and chapters are best equipped to understand and address this competition. Additional competition comes primarily from commercial companies that can be very effective in marketing. The AFCEA competitive advantage comes primarily from our non-profit status and close relationships with governments in many countries.

Gaps/Opportunities:

There are many gaps in international coverage, which create opportunities for growth.

Threats/Mitigation:

International chapters are more difficult to establish and often more expensive because of factors such as distance, language, customs and national laws. Support and sustainment of international chapters are more difficult, for the same reasons. The mitigation of these risks is to embark on a new international chapter only when both government and industry support and involvement are strong.

Constraints/Obstacles:

The constraints are budget and staff capacity to provide support to international chapters. This demands that the Association establishes clear priorities and only implements new international chapters when government and industry demand exist.

International: Objective I

OBJECTIVE STATEMENT: Solidify the base and achieve controlled growth of international operations.

STRATEGY I.1

The Vice President EMEA Operations AFCEA International/General Manager, AFCEA Europe, has the opportunity to expand into the Middle East and Africa.

Actions/Measures:

I.1.1. Restructure the regions in Europe to improve span of control and embrace underserved countries in Europe.

Measures

I.1.1a. Complete regional realignment plan and gain approval by October 2012.

I.1.1.b. Complete the realignment by the end of FY2013.

I.1.2. Reactivate faltering chapters or start new chapters in Europe to fill current coverage gaps.

Measures

I.1.2a. Develop a plan with the new RVPs by the end of the 2nd Quarter, FY2013.

I.1.2b. Reactivate or start a new chapter in each region each year starting 2014.

I.1.3. Expand with careful deliberation into the Middle

East and Africa. New chapters require AFCEA International Board approval.

Measures

I.1.3a. Develop a plan with the new RVPs by the end of FY2013.

STRATEGY I.2

Designate the Vice President, Regional and Chapter Outreach, as the principal lead for international operations in the AFCEA International Headquarters. The VP, Regional and Chapter Outreach will be responsible for oversight of international regions and chapters in the Asia-Pacific area and in the Americas. The VP, Regional and Chapter Outreach will coordinate with the VP EMEA/GM, AFCEA Europe, to promote a consistent approach to international operations and will provide support to the VP EMEA/GM, AFCEA Europe as requested.

Actions/Measures:

I.2.1. Establish the VP, Regional and Chapter Outreach 1 October 2012.

Measures

I.2.1a. Charter to include headquarters advocacy for international and oversight of Asia-Pacific and the Americas.

STRATEGY I.3

Establish strategic direction and priorities, consistent with alliance/national needs.

Actions/Measures:

I.3.1. Under the supervision of the VP EMEA/GM, AFCEA Europe, and VP Regional and Chapter Outreach (for Asia-Pacific and the Americas), work with the international regional vice presidents to tailor AFCEA programs to optimize value at the alliance and national levels. Review and adjust quarterly.

Measures

I.3.1a. General Manager, AFCEA Europe, and VP, Chapter and Regional Outreach, in conjunction with international regional vice presidents, assess quarterly the value of internationally tailored programs.

I.3.2. Develop a common message for international operations, adapted in each global region. Ensure consistency with AFCEA International messaging.

Measures

I.3.2a. Survey a sampling of international government and industry entities during 4Q FY 13 to determine value of international messaging of AFCEA.

STRATEGY I.4

Improve communications and enhance relationships at the regional and chapter level.

Actions/Measures:

I.4.1. Ensure reach of the AFCEA online infrastructure globally.

Measures

I.4.1a. Achieve online reach with 80 percent of international chapters by 4Q FY 13.

I.4.2. Enhance international content in all print and online publications, including customized regional publications and use of national languages.

Measures

I.4.2a. Achieve international content within 80 percent of *SIGNAL* Magazine in FY 13.

I.4.2b. Customize three regional publications internationally, two of which are in national language in FY 13.

International: Objective II

OBJECTIVE STATEMENT: Define and communicate the value proposition in the international context.

STRATEGY II.1

Encourage governments to seek support from AFCEA.

Actions/Measures:

II.1.1. Work with the international chapters to localize value proposition to meet the needs of each national government.

II.1.2. Provide materials to international AFCEA leaders that articulate the value proposition as adapted at the national level. Translate to national languages as necessary.

Measures

II.1.2a. Provide international RVPs with template/framework and materials for their use in working with chapters in their regions by 4Q FY 13.

STRATEGY II.2

Incent industry to engage fully with AFCEA in order to optimize return on investment.

Actions/Measures:

II.2.1. Survey and communicate with international industry to understand what will incent them to participate in AFCEA events and initiatives. Motivation will differ from country to country.

Measures

II.2.1a. Send out survey in 4Q FY 13, obtaining and analyzing results in 1Q FY 14.

II.2.2. Create regional committees similar to those at the AFCEA International level that understand regional culture and markets.

Measures

II.2.2a. Establish at least two regional international committees in Europe and Pacific by 3Q FY 13.

II.2.3. Create events that promote teaming and relationships among both U.S. and international large and small business.

Measures

II.2.3a. Create one event in Europe and one in Pacific between local chapters and AFCEA International by 1Q FY 14.

STRATEGY II.3

Solicit expertise from academia.

Actions/Measures:

II.3.1. Add more academic representatives to AFCEA leadership at the regional and chapter level.

Measures

II.3.1a. Include academic representative at each International regional vice president level by 4Q FY 13.

II.3.2. Include academia in regional committees.

Measures

II.3.2a. Include one academic representative on two international committees by 4Q FY 13

International: Objective III

OBJECTIVE STATEMENT: Facilitate the sharing of expertise and best practices among governments, industry and academia across all area/national boundaries.

STRATEGY III.1

Leverage the expanded AFCEA Global focus for information sharing and collaboration.

Actions/Measures:

III.1.1. Create and manage content by region. Tailor to meet regional needs. Add language translation.

Measures

III.1.1a. Add language translation by 3Q FY 14.

III.1.2. Manage content development and distribution through the regional committees, ensuring relevance.

Measures

III.1.2a. Create and manage information sharing through regional committees with regional vice presidents determining relevance by 4Q FY13. Add language translation by 3Q FY 14.

III.1.3. Provide a collaborative environment in each region.

III.1.4. Expand AFCEA video teleconferencing capability and tie to the collaborative environment.

Measures

III.1.4a. Expand video teleconferencing capability internationally to two regions by 3Q FY 13.

III.1.5. Establish a process in each region to share best practices and experiences and link to the AFCEA International level.

Measures

III.1.5a. International regional vice presidents share best practices online with AFCEA International Headquarters by 4Q FY 13.

STRATEGY III.2

Reinforce chapters and regions to provide support at the national level.

Actions/Measures:

III.2.1. Enhance the capability at AFCEA International to provide tailored support to regions and chapters, including national language translation.

III.2.2. Explore more flexible licensing options to provide content, including training and education, tailored for national requirements and presentable at the local level on an economical basis.

Measures

III.2.2a. Working with AFCEA Educational Foundation, have international regional vice presidents provide at least two COAs for licensing options and training and education, tailored to national needs by 4Q FY 13.

III.2.3. Adjust the missions and procedures of AFCEA International committees to be responsive to the needs of regions and chapters globally.

Measures

III.2.3a. Incorporate international needs in AFCEA International committee mission statements by 2Q FY 13.

Cybersecurity



DESCRIPTION: Cyber is the most rapidly evolving field in the global security community. AFCEA provides a critical linkage between government, industry and academia, pulling together the insights, skills and requirements of its membership. The Cyber Committee will not only advance the state of the Association's membership's knowledge but also provide avenues for cooperation and collaboration. The demand in the community for this expertise and guidance is skyrocketing, and AFCEA seeks to become a hub for facilitating exchange and disseminating information about this critical specialty.

The AFCEA International Cyber Committee is a standing committee, chartered by and responsible to the President and CEO of AFCEA International and to AFCEA's Board of Directors. The purpose of the committee is to coordinate and enhance AFCEA's outreach to the cyber community, to cultivate a spirit of partnership among the public and private sectors that serve it, to serve as a forum to develop new ideas regarding cyber challenges and capabilities and to act as AFCEA International's principal cyber resource in support of AFCEA chapters and members worldwide through the provision of various forums and other information exchange services.

Working group issue topics for the committee as agreed to in May 2011 in order of the committee-determined priority are: cloud computing, supply chain integrity issues, security risks of not migrating to IPv6, assured identity, smart grid/critical infrastructure, situational awareness. The standing sub-committees are: Education, Government Speaker Program, and Elections.

At the regional and local level, AFCEA chapters worldwide will support their government and industry members in the cyber arena, leveraging the expertise of the AFCEA International Cyber Committee as necessary. Chapters will establish their own cyber committee or working groups as necessary. The Vice President, EMEA Operations, AFCEA International/General Manager, AFCEA Europe will consider establishing a European Cyber Committee.

ENVIRONMENTAL SCAN:

Constituents (Market):

AFCEA facilitates information sharing among government, industry and academia on cyber-related issues. The Cyber Committee has been established as a destination point for industry, private sector and academia to identify and offer timely awareness and possible mitigation strategies for a variety of cyber and cyber related issues. There is significant participation by senior government executives on this privileged committee and this format allows for a very candid exchange beneficial to all parties. With more than 35,000 AFCEA members and more than 2,000 industry partners globally, AFCEA has chapters near most of the key installations that make up the national cyber ecosystem.

Competitive Landscape:

The committee facilitates information sharing among

government, industry and academia on cyber-related issues. On the broader perspective, organizations such as the Association of the United States Army, Association of Old Crows, National Defense Industrial Association, the University of Maryland and George Mason University sponsor many cyber related activities. AFCEA partners with some of them at times, but the opportunity exists to do much more. This unique committee has been established as a destination point for industry, private sector and academia to identify and offer timely awareness and possible mitigation strategies for a variety of cyber and cyber related issues.

Gaps/Opportunities:

- Information sharing among key professionals in government, industry or academia.
- Information sharing among AFCEA chapters and key International organizations.
- Need for qualified and skilled workforce is a top pri-

ority of every agency.

- Need for professional training programs to generate qualified cyber warriors to protect the nation.
- Gap in complete cycle for cyber professional development series from education to employment.
- Opportunities to excite youth about math/science/technology/innovation.
- Gap/opportunity in working with other professional organizations and academia to clarify further and solve intractable cyber issues.

Threats/Mitigation:

An ongoing and ever present cyber threat applies to all sectors. These threats change daily and cannot be underestimated. This standing committee is agile and broadly staffed with executive representatives of all high technology companies and a broad variety of agencies. This committee is able to react quickly and decisively if needed and can focus its agenda based on the moving target of the cyber threat. The committee is mitigating these threats by offering a forum for this dialogue and directly/indirectly enhancing the critical exchange between government and the private sector. It is creating a great tal-

ent pool within AFCEA membership and committing to creating results that have security impact and global benefits.

Constraints/Obstacles:

Time, resources (workload) that is needed by the community and the shared commitment to produce meaningful results. One of the important means to manage these time issues is the critical commitment all executive participants make to the committee. First there is a rigorous peer nomination process that assures the right executive talent is on the committee. Once accepted by the committee, executives accept the three strikes and you are out, meaning you are not allowed to miss more than three consecutive meetings. Executives are actively moved off the committee for not following this rule. Finally committee members have to take an active role on one of the committee issues. These rules assure active and meaningful participation. There are also constraints on the government key personnel to participate in other professional organizations. They only have so much time and resources to support the many offerings from industry, academia and the other professional organizations.

Cybersecurity: Objective I

OBJECTIVE STATEMENT: .Strengthen the cyber eco-system through awareness and advocacy via AFCEA's global community of experts in government, industry and academia.

STRATEGY I.1

Coordinate and enhance AFCEA's outreach to the cyber community by establishing working groups around priority cyber issues. Working groups will include subject matter experts (SMEs) from government, industry and academia. Selected issues will result in meaningful deliverables.

Actions/Measures:

I.1.1. Determine working group priority issues and create master plan that will result in a deliverable or suite of deliverables that would be completed 30-60 days after the priority issue is discussed. The deliverable(s) will reflect a working group consensus and provide broad perspective.

Measures

I.1.1a. Produce at least two working group deliver-

ables per quarter.

I.1.2. Create an AFCEA cyber community of Interest (COI) portal for knowledge sharing.

Measures

I.1.2a. COI ready late 2012.

I.1.3. Build relationship with the international cyber community by working with AFCEA International chapters to collect best practices in cyber education used by other nations, with a goal to define international perspectives on solutions for securing cyberspace as a common domain.

Measures

I.1.3a. Complete an International cyber strategic action plan in 2012 that will support AFCEA International for 2012 - 2015.

STRATEGY I.2

Act as AFCEA International's principal cyber resource by preparing, reviewing, approving and/or making recommendations on cyber content for events, publications (online and print), workshops and for use in training programs. Coordinate with the chapter and promote chapter collaboration.

Actions/Measures:

I.2.1. Use existing liaisons with other functional committees to provide cyber SMEs in support of AFCEA International events.

Measures

I.2.1a. Cyber is considered a foundational element in all AFCEA Events by 2012.

I.2.1b. Increase the availability of cyber training at events and chapters worldwide.

I.2.2. Initiate cyber strategic relationships with other world class cyber advocacy programs (e.g., Cyber Challenge) and with international bodies (NATO, European Union, IEEE).

Measures

I.2.2a. One new strategic relationship that results in

significant cyber awareness activities by 2012.

STRATEGY I.3

Coordinate and enhance AFCEA's outreach to the cyber community by supporting a series of Cyber Challenges and supporting existing wargames with a cyber portion.

Actions/Measures:

I.3.1. Build AFCEA's relationship with the defense, intelligence and cyber community by supporting CyberCommand and Homeland Security in active cyber experiments.

Measures

I.3.1a. Support /partner an annual Cyber Challenge beginning in 2013.

I.3.2. Build relationship with the defense, intelligence, homeland security and cyber community by supporting CyberCommand, the services and homeland security communities and creating a forum for cyber wargames.

Measures

I.3.2a. Support one annual wargame in 2013 and each year beyond.

Cybersecurity: Objective II

OBJECTIVE STATEMENT: Promote world class education and training on cyber in conjunction with the AFCEA Educational Foundation to include the Professional Development Center (PDC), the scholarship program and academic and government partners.

STRATEGY II.1

Extend the work force development program for cyber using scholarships and internships.

Actions/Measures:

II.1.1. Grow emphasis on cyber within current scholarship programs (emphasis at chapter level) and grow emphasis on cyber via AFCEA Educational Foundation.

Measures

II.1.1a. Yearly increase in number of applicant and recipients for cyber.

II.1.2 Grow cyber internship opportunities from the college level applicant pool.

Measures

II.1.2a. Yearly increase in number of universities and number of applicants for cyber.

II.1.3. Develop corporate sponsorship program.

Measures

II.1.3a. Gain at least two new corporations for cyber internship program in 2012 and increasing corporate participation year over year.

STRATEGY II.2

Influence cyber professional development by working with stakeholders and PDC to understand program needs, gaps and potential courses.

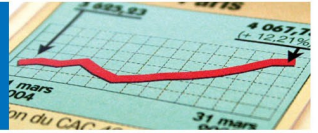
Actions/Measures:

II.2.1. Work with Professional Development Center to determine present state and verify with SMEs across stakeholder groups where gaps are that AFCEA PDC can address.

Measures

II.2.1a. Create at least one new course that fills a priority cyber security professional development gap in 2012.

Marketing and Public Relations



DESCRIPTION: AFCEA Marketing and Public Relations is responsible for developing and implementing the Association's comprehensive promotion, public affairs and media programs across the organization. This includes coordination of all communication for AFCEA headquarters-sponsored events and activities, membership, AFCEA Educational Foundation and *SIGNAL* Media. This department also provides assistance to chapters for marketing and public relations activities.

To be successful, AFCEA Marketing and Public Relations needs to be innovative to move to a whole new level of communications. Success lies in understanding how people learn, share, attend, do business and are most productive. The Association must communicate information anywhere, any time and on any platform or device.

ENVIRONMENTAL SCAN:

Constituents (Market):

Constituents include Membership, chapters, regional vice presidents (RVPs), AFCEA headquarters, AFCEA Educational Foundation, Association participants and partners such as media, affiliates and preferred providers.

Competitive Landscape:

Competition includes numerous other associations and event organizations, as well as competition between and among chapters and headquarters, especially in the National Capital Region, in scheduling and speaker/industry fatigue. In addition, other organizations seem to be able to adapt more quickly to changing requirements.

Gaps/Opportunities:

Marketing gaps include the need to distinguish the Association and its events from the competition. Government engagement is a discriminator, and AFCEA must increase its footprint in this critical area. Social media provides an opportunity to reach a broader audience and to improve speed of communications with members and attendees. Additional opportunities include capitalizing on AFCEA loyalty and thought leadership.

Threats/Mitigation:

AFCEA's inconsistent messaging is a real-time threat that is currently being addressed by the Executive Committee and the senior staff. Additional threats include a dependence on print and web, decline in quality of printed/online marketing media because of the increased pace of operations, compressed lead-time for events, increase in the number of events causing a dilution of effectiveness/brand of each and budget constraints. Although social media represents a marketing opportunity, its threats include engaging an aging audience base and being responsive to the inconsistent smart phone access and capabilities among government personnel.

Constraints/Obstacles:

Obstacles include the rising cost of postage, email overload and a growing list of those who opt-out of email communications. Internally, the increased number of event requirements reduces the Marketing department's focus on its internal customer base, especially Membership, Chapter Operations and the Educational Foundation. Across the enterprise, AFCEA needs to identify and reach out to new audiences, especially younger generation and military/government.

Marketing and Public Relations: Objective I

OBJECTIVE STATEMENT: Build AFCEA loyalty and brand awareness through marketing programs that drive increased interest, consideration and differentiation.

STRATEGY I.1

Create Marketing and Public Relations Committee.

Actions/Measures:

I.1.1. Meet with committee on regular basis to develop comprehensive marketing plan.

STRATEGY I.2

Develop comprehensive integrated marketing plan that spans the AFCEA global enterprise.

Actions/Measures:

I.2.1. Develop consistent message across AFCEA enterprise (unification of brand).

STRATEGY I.3

Establish marketing infrastructure.

Actions/Measures:

I.3.1. Work with all planning element partners to identify, create and consolidate individual marketing plans across the enterprise to create a comprehensive plan.

STRATEGY I.4

Implement marketing plan to be more effective in marketing across entire AFCEA enterprise.

Actions/Measures:

I.4.1. Identify and provide quick solutions for chapter/RVP/committee/headquarter staff needs (flyers, PowerPoints, etc.).

I.4.2 Create materials targeted to government audience to increase government engagement.

Marketing and Public Relations: Objective II

OBJECTIVE STATEMENT: Develop an integrated digital media program across AFCEA global enterprise.

STRATEGY II.1

Coordinate with IT and *SIGNAL* Media.

Actions/Measures:

II.1.1. Analyze most effective use of social media among AFCEA's multiple constituent base.

Marketing and Public Relations: Objective III

OBJECTIVE STATEMENT: Coordinate with AFCEA regions, chapters and headquarters to promote AFCEA to target markets.

STRATEGY III.1

Create tailored programs to build AFCEA brand awareness.

Actions/Measures:

III.1.1. Meet with Marketing and Public Relations Committee on regular basis to develop comprehensive marketing plan and identify new ways to reach target audiences.

III.1.2 Capture and use testimonials.

STRATEGY III.2

Develop targeted outbound communications programs.

Actions/Measures:

III.2.1 Include information on all AFCEA offerings – For

example, if cyber event email is going out, it should include information on cyber committee white papers, cyber Professional Development courses, cyber-related scholarships, etc.

III.2.2. Service Center/IT work to develop ways to track members' and attendees' interest areas and capture demographic information for targeted marketing.

STRATEGY III.3

Promote thought leadership

Actions/Measures:

III.3.1. Development and maintenance of a list of experts who are accessible to media.

III.3.2. Promotion of white papers .

Membership Services



DESCRIPTION: Membership is the single most crucial issue for AFCEA International. As an organization, AFCEA must satisfy and retain current members, recruit new members and recognize and adapt to the changing demographics affecting the Association and its future. The responsibility for Membership starts with the President and the CEO and the staff of AFCEA International. The President/CEO and staff are assisted by the Membership Committee and those membership efforts and initiatives at the chapter level. The Membership Committee is a standing committee of the Association that recommends policies and programs to strengthen the growth of the Association. It is paramount that the expectations of the individual and corporate members of the Association be met and that initiatives are in place that have appeal and application to both domestic and international members and potential members. Issues relating to government membership, age, gender and ethnicity must continue to be addressed.

ENVIRONMENTAL SCAN:

Constituents (Market):

AFCEA's primary constituency is communications, IT, intelligence and global security professionals serving in the military, government, industry and academia.

Competitive Landscape:

The National Defense Industrial Association (NDIA) is probably the closest competitor, but AFCEA is distinguished from this and other similar organizations by its independence (no lobbying), international reach and C4I/homeland security functional orientation. The American Council for Technology—Industry Advisory Council (ACT-IAC) is encroaching on the Association's footprint by attempting to provide a forum for government and industry to interact. There are no individual ACT-IAC memberships, and currently only two chapters exist outside the D.C. area, one in San Diego and one in Denver.

Gaps/Opportunities:

Government relationships are focused primarily at national level so the Association should leverage national relationships to reinforce and expand local relationships.

Large number of members are not located near a chapter, so the Association needs online communities that will enable participation by all members.

Out of approximately 60,000 U.S. small businesses in AFCEA's footprint, only about 1,300 are members. The opportunity exists to expand the reach of AFCEA within the small business community falling into the Association's footprint.

Members are not privy to events at other chapters, and this can be addressed by developing inter-chapter information sharing processes and technologies.

Threats/Mitigation:

From 1990 to 2010, government membership has declined by more than 50% (see below), Make government employees more aware of AFCEA and the benefits of membership (for example, to enhance government awareness, provide free memberships to government attendees at AFCEA events).

Membership is aging out. AFCEA needs to spark Young AFCEAN interest using chapters with successful programs.

Females may be under-represented. One or more Communities of Interest could be created specifically around women.

Expansion is needed of limited corporate member benefits.

Membership data

	1990	1995	2000	2005	2007	2010
Active Military	9,690	6,810	4,560	3,900	3,800	3,025
Gov't Civilian	3,653	3,751	2,872	2,615	2,834	3,118

Membership Services: Objective I

OBJECTIVE STATEMENT: Grow membership in AFCEA International.

STRATEGY I.1

Increase the number and engagement of members eligible to be Young AFCEANs (under 40 years of age.)

Actions/Measures:

I.1.1. Acquire year of birth data for all members.

Measures

I.1.1a. Increase the number of members whose year of birth is recorded in the database by 10 percent each year from FY 12 through FY 16.

I.1.2. Determine age distribution of potential AFCEA members within industry and government footprint.

Measures

I.1.2a. Collect data from 100 AFCEA corporate members and the five services.

I.1.3. Improve value proposition. Develop and implement programs/benefits/activities attractive to various levels of Young AFCEANs to include those in early career or mid-career positions.

Measures

I.1.3a. Annually review value proposition at AFCEA West.

I.1.4. Create headquarters staff position dedicated to Young AFCEAN program development/support.

Measures

I.1.4a. Position funded and filled.

STRATEGY I.2

Increase the number and engagement of female members of AFCEA International.

Actions/Measures:

I.2.1. Acquire gender data for all members.

Measures

I.2.1a. The percentage of members whose gender is recorded in the database is increased by 10 percent each year from FY 12 through FY 14.

I.2.2. Determine gender distribution of existing and potential AFCEA members within industry and government footprint.

Measures

I.2.2a. Collect data from 100 AFCEA corporate members and the five services.

I.2.3. Improve value proposition. Develop and implement programs/benefits/activities attractive to existing and potential female AFCEA members.

STRATEGY I.3

Increase the number and engagement of members among government employees, including active duty military, National Guard/Reserve and government civilians.

Actions/Measures:

I.3.1. Determine number of existing and potential AFCEA members within government footprint.

Measures

I.3.1a. Collect data on those in the appropriate occupational specialties from the five services, Department of Defense, the Guard and Reserves and other appropriate agencies (for example, Homeland Security).

I.3.2. Identify appropriate market segments within active duty services, National Guard/Reserves and other appropriate agencies (e.g., occupational specialty, junior/senior enlisted, officer, civilian.)

Measures

I.3.2a. Set goals by segment once established.

I.3.3. Improve value proposition. Develop and implement programs/benefits/activities attractive to existing and potential AFCEA members who are government employees.

STRATEGY I.4

Increase the number and engagement of corporate members.

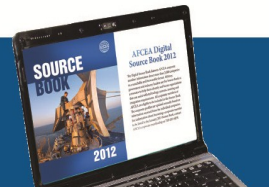
Actions/Measures:

I.4.1. Improve value proposition; develop and implement programs/benefits/activities attractive to existing and potential corporate members. Address by segment: Sustaining, regular corporate members, small business members and those in other federally recognized business categories.

Measures

I.4.1a. Develop and implement new member benefits for existing and potential Sustaining Corporate members in FY 12.

Publications and Media



DESCRIPTION: *SIGNAL* Magazine and its associated media are the voice of AFCEA, and they serve as a media conduit for the AFCEA community to consume news, to collaborate and to network. The purpose of *SIGNAL* Media is to meet the information needs of decision makers and operators in the global defense, security and intelligence communities by providing highly targeted, unbiased and relevant editorial content. Areas of focus include C4ISR, cyber technologies and programs, information systems, intelligence, electronics, science and technology and homeland security throughout all government, military and industry arenas.

ENVIRONMENTAL SCAN:

Constituents (Market):

SIGNAL Media serves all elements of AFCEA to include individual members, chapters, subscribers, advertisers, industry, colleges and universities, libraries, government, military and academia.

Environment:

While AFCEA is unique in its broad reach, numerous other associations are competitors because of the ubiquitous nature of information technology. *SIGNAL* and its media compete with association publications as well as commercial brands. The commercial publications often use their membership and connection with AFCEA as a mechanism to gain credibility. The Internet is also a competitor. Information that individuals previously sought from associations and publications is now conveniently accessible online through search engines. Social media has offered an option for collaboration and networking that also is competitive to the association business. Mobile platforms and apps are the opportunities that offer the most promise to enhancing AFCEA media. Mobile delivery of content is easier to facilitate. Apps however are a new market, and there has not been a convergence of the platforms or technology yet. With the decline in print revenue, this is a growth opportunity AFCEA must understand and begin to participate in despite the complication of multi-platforms and lack of a large user base so far.

Competitive Landscape:

SIGNAL Media has competition in every area it reaches: associations focused on specific areas, which include the National Defense Industrial Association

(NDIA), Old Crows, INSA; Broad based IT organizations, which include ISACA, ASIS, Computer Security Institute, ISSA; other publications with the same advertising customers, which include JED, C4ISR Journal, Defense Info Systems, Defense Systems, MIT, National Defense, Sea Power; free publications that claim higher military distribution numbers; niche publications and non-niche publications; publications with the same editorial focus, which include *C4ISR Journal*, *Defense Info Systems*, *Defense Systems*, *MIT*; publications approaching the same people for interviews whom *SIGNAL* approaches; the Internet, including Google, social media, sites that reuse content, Apps. Other areas that compete with *SIGNAL* Media for attention include the amount of time people have to consume information, other technologies, current military operations and commands and other organizations that feature news on their sites.

Gaps/Opportunities:

Apps; mobile computing; *SIGNAL* brand protection. Cross marketing and repositioning of media products could increase revenue. A soft printing market could result in significant savings and efficiencies.

Threats/Mitigation:

Abundance of opportunities. Our challenge is to focus on the high value low investment options first, followed by the high value, high investment opportunities.

Constraints/Obstacles:

Budget, small market for apps currently, multi-platform requirements, association needs, staff re-

Publications and Media: Objective I

OBJECTIVE STATEMENT: Deliver timely, relevant and sought after content that is available in all formats at all times.

STRATEGY I.1

Explore expansion of product offerings to optimize online distribution and collaboration using all current technologies, media and platforms. Factor in the limits of government and global access and ensure products are offered to meet all needs.

Actions/Measures:

I.1.1. Develop a prioritized approach to integrate new products. These include mobile, apps, new social media tools, RSS feeds and podcasts.

Measures

I.1.1a. Expansion of mobile and digital offerings that maintain and expand the high quality and integrity of AFCEA and *SIGNAL* Media brands.

I.1.2. Make sure government and military personnel as well as the international audience can access content in an easy to read format.

Measures

I.1.2a. Use analytics to track users and growth in circulation in all areas.

Publications and Media: Objective II

OBJECTIVE STATEMENT: Structure the *SIGNAL* Media staff to be highly efficient and responsive to the Association's growing online, social media and print needs.

STRATEGY II.1

Automate processes that include content management system development, digital asset management services and work flow revision.

Actions/Measures:

II.1.1. Integrated content management, digital asset management and work flow optimization into creative and production efforts in support of product expansion through *SIGNAL* Media.

Measures

II.1.1a. Gain efficiencies in staff work flow that will eliminate the need for staff expansion to support new products.

II.1.2. Integrate automation established for *SIGNAL* Media throughout the Association.

Measures

II.1.2a. Enhanced services to members through improved accuracy and delivery methods of online products Association wide.

Publications and Media: Objective III

OBJECTIVE STATEMENT: Manage publication finances to optimize both revenue growth and expense avoidance.

<p>STRATEGY III.1</p> <p>Look at all <i>SIGNAL</i> Media for untapped revenue potential and renegotiate contracts for savings on a frequent basis.</p> <p>Actions/Measures</p> <p>III.1.1. Evaluate free versus paid content and pricing. Keep content available but move more valuable assets behind portal.</p> <p><i>Measures</i></p> <p>III.1.1a. Increased subscription or member revenue.</p>	<p>III.1.2. Identify new sponsorship or advertising products and market them along with print advertising.</p> <p><i>Measures</i></p> <p>III.1.2a. New product sales help offset decline in advertising sales.</p> <p>III.1.3. Develop a request for proposal (RFP) and seek input from at least three printers.</p> <p><i>Measures</i></p> <p>III.1.3.1a. Find at least five percent cost savings over services.</p>
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Technology Exploitation



DESCRIPTION: AFCEA is a leading-edge technical resource that supports organizations using and promoting advanced technology globally, including government agencies, commercial companies and academic institutions. The Association provides a fair and ethical forum for the exchange of information and knowledge and strives to generate technical guidance and procedures to further the mission and goals of its constituents.

Communications and information technologies provide the foundation upon which AFCEA is built. The AFCEA Technology Committee identifies the most relevant technologies to its constituents to educate and assist the global security community. By facilitating communications regarding emerging technologies, the committee helps government members improve effectiveness and efficiency. By establishing a network of technology based resources, the committee facilitates improved knowledge across government, industry and academia of both technology issues and other AFCEA related topics at the local and global levels.

The AFCEA Technology Committee and other functional committees provide a variety of outreach offerings that can be used as a model for servicing the needs of the AFCEA technical community. These offerings vary in scale and include such activities as white papers, online/virtual technical exchanges, advisory panels and large technical conferences. The committees also serve the internal AFCEA community by providing technology thought leadership in key areas including identifying technology trends and helping with conference content, Professional Development Center curriculum and *SIGNAL* Magazine articles.

ENVIRONMENTAL SCAN:

Constituents (Market):

AFCEA has conduits to a variety of government and industry organizations and can leverage this network to champion and communicate forward looking technology trends. The Association enjoys strong ties with various service and agency senior executives (including a breadth of operational mission leaders and enterprise CIOs) that help focus its efforts toward relevant technology initiatives. It also has strong ties to several academic institutions and research centers including the National Defense University, the Georgia Tech Research Institute and the George Mason University C4I Center.

AFCEA can increase engagement with targeted technology working groups and/or committees at the global, national and regional levels (e.g Federal CIO Council) and with industry members to identify emerging technology trends of significant value to the global security community. The association can facilitate further the use of emerging technology to provide more virtual opportunities to participate in the AFCEA community. Examples may include distance learning or virtual event participation. It also can leverage relationships with academic institutions to promote education and re-

search in technology related disciplines. It can also examine non-traditional AFCEA markets that share common technology challenges. Examples of these include health IT, local/state governments and civilian agencies such as Department of Energy/Department of Commerce.

Competitive Landscape:

For-profit companies also offer core AFCEA functions such as event management to include niche news organizations positioning themselves as conduits for information exchange. Traditional non-profit or not-for-profit organizations are expanding into AFCEA's space (IEEE, NDIA and other associations).

Gaps/Opportunities:

Position AFCEA as key player for maximizing shrinking budgets. Technology can enable cost savings and should be seen as an area of investment for long term efficiency.

Identify ways to utilize technology better to expand AFCEA's brand awareness and community engagement.

Address challenges and identify opportunities created by the U.S. military, NATO and other pending re-alignments.

Strive to assume the lead for or merge content with existing events with a current market share/audience (e.g., Department of Defense Intelligence Information Systems (DoDIIS)).

Position AFCEA as key player for maximizing shrinking budgets. Technology can enable cost savings and should be seen as an area of investment for long term efficiency.

Threats/Mitigation:

Additional competitors in the government IT space in both the United States and internationally make it difficult for the AFCEA voice to be heard. This includes many for-profit companies in addition to traditional non-profit and not-for-profit entities. AFCEA needs to focus on key discriminators such as commitment to education/scholarships and long history of support to the community to raise awareness of distinctions.

While AFCEA has a broad base of members with strong ties and extensive expertise, AFCEA needs to leverage relationships and expertise better among the AFCEA community.

AFCEA is very dependent on volunteer efforts. There’s a limit to what can be expected on a volunteer basis. Corporate economic environment may also be limiting to volunteer participation. Increase focus on broadening and diversifying the volunteer base as a key to maintaining volunteer productivity.

Constraints/Obstacles:

Tighter ethics reviews cause delays when AFCEA engages new constituents. A legal resources library/repository should be made available to help provide clarity around what is possible.

The difficult economic environment is expected to cause a downturn in marketing/business development spending.

AFCEA volunteers include members from various private sector companies. At times IP or contract sensitivities may limit the freedom of such members to support an activity.

Technology Exploitation: Objective I

OBJECTIVE STATEMENT: Raise AFCEA’s profile among government seniors as a leader in identification and implementation of technology trends.

<p>STRATEGY I.1</p> <p>Identify a core set of large and small scale technically focused offerings that can be easily explained and leveraged by a specific organization when needed. These offerings might include traditional fare such as conferences and events, and they might also incorporate more targeted efforts such as workshops, white papers or technology matchmaking events.</p> <p>Actions/Measures:</p> <p>I.1.1. Create and distribute a document and/or presentation outlining offerings in a simple easy-to-understand manner. This material could be used in initial kickoff meetings with potential partners and should be used as</p>	<p>a baseline for any such engagement discussions.</p> <p>STRATEGY I.2</p> <p>Be an ongoing champion for IT efficiencies such as cloud computing.</p> <p>Actions/Measures:</p> <p>I.2.1. Establish a technology blog with rotating authors to further discussion on IT related focus areas.</p> <p>STRATEGY I.3</p> <p>Ensure AFCEA is positioned to advocate for and improve the awareness of interoperable operating environments such as Service Oriented Architectures and information sharing capabilities.</p>
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Technology Exploitation: Objective I

continued

Actions/Measures:

I.3.1. Sponsor technology webinars for quick-hit education on targeted technology topics.

STRATEGY I.4

Engage with existing government and industry groups that drive trends in technology related areas.

Actions/Measures:

I.4.1. Conduct forums that improve the awareness across the global security community of relevant technologies from industry that can improve IT efficiency and efficacy.

Technology Exploitation: Objective II

OBJECTIVE STATEMENT: Improve technology support to the entire AFCEA community to include individual and corporate members, chapters, headquarters committees, headquarters staff and government agencies.

STRATEGY II.1

Leverage online tools to create further technology awareness and facilitate remote engagement in AFCEA activities. Allow online participation as often as possible for broadest reach.

Actions/Measures:

II.1.1 Select and deploy online broadcasting tool(s) for use by AFCEA staff/volunteers and member community.

STRATEGY II.2

Leverage functional committees to provide the global AFCEA community with an accurate perspective on evolving technology trends.

Actions/Measures:

II.2.1 Publish and maintain a public technology trends working/living document.

STRATEGY II.3

Focus on ways to encourage cross pollination among corporate members. Support efforts of technology incubator organizations/communities that foster technology start-up companies. Help raise awareness of small business capabilities to large corporations and government.

Actions/Measures:

II.3.1 Conduct incubation/matchmaking event(s) with government agencies, small business and/or other committees to further new technology awareness.

Training and Education



DESCRIPTION: Education is an AFCEA core value. The Association, in partnership with the AFCEA Educational Foundation, chapters and members worldwide, presents more than \$2 million annually in scholarships, grants and awards in six categories: 1) college students with science, technology, engineering and mathematics (STEM) majors, 2) current and future teachers of STEM subjects in U.S. middle and high schools, 3) under-served/minority college students studying STEM fields, 4) students in fields related to global security such as intelligence, cyber and homeland security, 5) ROTC cadets/midshipmen and military personnel to include War on Terrorism Veterans and Disabled/wounded veterans, and 6) students attending the five service academies and other military educational institutions.

The AFCEA Professional Development Center (PDC) complements the Association's educational efforts by providing a wide-ranging program of continuing education, leadership development and technical training courses using several delivery methods: 1) hosting more than 40 courses at AFCEA headquarters and AFCEA events, 2) delivering courses on-site for government and industry clients, 3) offering courses online, and 4) establishing agreements with preferred providers who will offer discounted education and training benefits to AFCEA members.

AFCEA International and the Foundation need to work together to increase AFCEA's investment in education and training that contributes to the long-term future of the nation and AFCEA. AFCEA International and the Foundation also need to better market these investments in education and training to increase the awareness of all AFCEA constituents. This level of commitment distinguishes AFCEA from its competition.

ENVIRONMENTAL SCAN:

Constituents (Market):

AFCEA Education and Training is an AFCEA global partnership that positively impacts a range of constituents around the world, as reflected in the initiative categories:

A. Scholarships, Awards, and Grants, which has constituents including AFCEA International's government, corporate and civilian members and supporters, AFCEA chapters, STEM teachers, college students, universities.

B. Professional Development, which has constituents including government employees/members and non-members, large and small business employees/members and non-members, chapters and their members.

Competitive Landscape:

The worldwide economic downturn that started in 2008 has created an increased competitive environment among academic institutions and training establishments to provide greater value for students as the institutions and training establishments seek to sustain and increase enrollments.

The downturn also presents an opportunity to invest in human capital to address the need for a growing STEM educated and trained workforce. This is essential for innovation, which requires a broad set of skills. AFCEA is positioned with a number of initiatives to continue to make significant contributions in the area of education and training for its members and other AFCEA constituents.

A. Scholarships, Awards and Grants

The Foundation traditionally has supported STEM education as a long-term investment to produce the qualified workforce that constitutes AFCEA International's members and constituents.

In 2010, the Foundation launched its STEM Teacher Scholarship Program to increase AFCEA's long-term contribution to address the international communities' shortages of technically educated individuals. This program has the potential to position AFCEA and its chapters on the international STEM map. In addition to scholarships to current and aspiring teachers of STEM subjects, this program tracks scholarship winners and supports those now teaching with Science Teaching Tool Grants. In ideal situations, local AFCEA chapters

will adopt the schools where AFCEA STEM teachers are inspiring and educating tomorrow's technically educated professionals.

The Foundation works closely with AFCEA chapters on multiple levels to support their local educational programs. The Foundation also supports and recognizes ROTC and other students in military academies and schools.

B. Professional Development

The Foundation's Professional Development Center (PDC) delivers courses in-house, on-site, online and through preferred providers. The competition in this space is intense. Because of the small size of the PDC's operations and its dependency on outside instructors, it is difficult to remain competitive with commercial operations in range of offerings, flexibility of schedules and educational delivery options. In addition, the downturn in the economy and series of continuing resolutions for government funding have adversely affected PDC enrollments.

The Education Committee for Professional Development, recently reenergized, is making contributions in helping the PDC identify gaps and opportunities. The PDC recently launched a voucher program that makes it much easier for governmental agencies and corporations to purchase PDC courses.

Gaps/Opportunities:

AFCEA International and the Foundation need to work together to increase AFCEA's investment in education and training that contribute to the long-term future of AFCEA and its members and constituents. AFCEA International and the Foundation also need to better market these investments in education and training to increase the awareness of all AFCEA constituents. This level of commitment distinguishes AFCEA from other professional membership organizations.

A. Scholarships, Awards and Grants. The Foundation launched its STEM Teacher Scholarship Program to increase AFCEA's long-term contribution to address the international communities' shortages of technically educated individuals. This program has the potential to position AFCEA and its chapters to contribute significantly to international STEM initiatives/programs.

B. Professional Development. The PDC traditionally provided niche technical courses that addressed training gaps identified primarily by the Defense Information Systems Agency (DISA) and the services. AFCEA committees have the potential to identify the gaps and develop and market the future niche classes for the PDC.

Threats/Mitigation:

A. Scholarships, Awards and Grants. Without a successful annual fund drive and some sustainable and reliable way to cover the overhead for scholarships, awards and grants, the current programs cannot grow and may need to be reduced.

B. Professional Development. The competition in training and education space is intense. Because of the small size of the PDC's operations and its dependency on outside instructors, it is difficult to remain competitive with commercial operations in range of offerings, flexibility of schedules and educational delivery options.

Constraints/Obstacles:

A. Scholarships, Awards and Grants. The two most significant constraints to the Foundation's Scholarships, Awards and Grants programs are funding and staffing. The demand for the educational programs and the Foundation's overhead exceed the contributions raised and the net generated by the PDC. The other major constraint for the Foundation is staffing. Currently, two full-time employees, one intern and one part-time fundraising consultant are dedicated to run these educational programs. The volunteers of the Education Committee for Scholarships make it possible for the Foundation to run the programs it does.

B. Professional Development. The major constraints on the PDC are its small staff and tight operating budget. Currently, one full time, two professionals job-sharing the registrar's position, and one intern are dedicated to run this program. The volunteers of the Education Committee for Professional Development make it possible for the PDC to deliver the range of training it does. Further complicating the PDC's funding challenge is the Foundation's business model that expects the PDC to generate net revenues to cover the PDC's overhead and most of the cost of the Foundation's overhead.

Training and Education: Objective A.I

OBJECTIVE STATEMENT A.I (Scholarships, Awards and Grants):

Grow the STEM Teacher Scholarship Program to award 100 \$5,000 scholarships/year in FY 16 and to have this program be the Team AFCEA effort that (chapters, AFCEA International and Foundation) establishes AFCEA on the STEM map and becomes recognized in the United States and internationally.

STRATEGY A.I.1

Expand partnerships and alliances with chapters and universities to grow the STEM Teacher Scholarship program.

Actions/Measures:

A.I.1.1. Match and recruit chapter STEM scholarships.

Measures

A.I.1.1a. Reach 20 chapter scholarships/year by FY 16.

A.I.1.2. Renew current sponsors.

Measures

A.I.1.2a. Renew Booz Allen Hamilton/Terremark for 3-year sponsorships of this program.

A.I.1.3. Recruit corporate sponsors.

Measures

A.I.1.3a. add two new signature sponsors by FY 15 for this program.

Training and Education: Objective A.II

OBJECTIVE STATEMENT A.II (Scholarships, Awards and Grants): Develop and launch a branding and marketing campaign to attract additional funding/ sponsorships as a part of a larger effort that addresses professional development and advances the Foundation and the roles it plays for AFCEA International .

STRATEGY A.II.1

Reorganize and right size the Foundation's legacy scholarships, grants and awards programs to make them more accessible to the Foundation's constituents and more efficiently administered by the staff.

Actions/Measures:

A.II.1.1. Reduce the numbers of scholarship options.

Measures

A.II.1.1a. Transition from 25 to 6 scholarship categories while not reducing the numbers of scholarships, grants and awards awarded.

A.II.1.2. Negotiate sponsorships with universities and other Foundations. Use process as repeatable model for chapters to employ with their local universities and colleges.

Measures

A.II.1.2a. Obtain two new \$50,000 sponsorships by end of 2013.

A.II.1.3. Develop a branding and marketing campaign.

Measures

A.II.1.3a. Recruit a Tiger Team to complete the campaign in FY 12.

A.II.1.4. Increase sponsorships of existing scholarships.

Measures

A.II.1.4a. Increase retained scholarship sponsorships by five no later than FY 16.

A.II.1.5. Renew existing sponsorships or recruit replacements for any non-renewing sponsors.

Measures

A.II.1.5a. Renew all 13 sponsorships or recruit replacements for any non-renewing sponsors.

STRATEGY A.II.2

Support AFCEA International with regard to university/ college sub-chapters/clubs.

Actions/Measures:

A.II.2.1. Recruit additional university sponsors.

Measures

A.II.2.1a. Reach recruitment of two \$50,000/year and six at \$25,000/year by FY 16.

A.II.2.2. Support AFCEA International with regard to university/college sub-chapters/clubs.

Measures

A.II.2.2a. Assist in establishment of five new university/college subchapter/clubs by end of FY 12. Execute five subchapter/club scholarships/ year beginning in FY 12.

STRATEGY A.II.3

Support AFCEA International committees' scholarship programs.

Actions/Measures:

A.II.3.1. Support AFCEA International committee-driven scholarship programs.

Measures

A.II.3.1a. Meet scholarship goals, market and brand successes through leverage of Marketing and Communications Planning Elements.

STRATEGY A.II.4

Expand the size of and roles of the Education Committee for Scholarships, Awards and Grants and make participation more fun and rewarding.

Actions/Measures:

A.II.4.1. Expand involvement of Education Committee.

Measures

A.II.4.1a. Recruit three new members/year and add an award to recognize outstanding service on the committee by 2013.

Training and Education: Objective B.I

OBJECTIVE STATEMENT B.I (Professional Development):

Improve the PDC's profitability to produce net revenues of \$200,000/year by FY 16 to become self sustaining.

STRATEGY B.I.1

Develop and launch branding and marketing campaign to increase PDC's appeal to industry, government and chapters as a part of a larger effort that addresses scholarships, awards and grants and advances the Foundation and the roles it plays for AFCEA International.

Actions/Measures:

B.I.1.1. Develop and launch branding and marketing campaign.

Measures

B.I.1.1a. Begin implementation of branding and marketing campaign plan in FY 12.

B.I.1.2. Increase PDC options to constituents.

Measures

B.I.1.2a. Add three new high-demand courses/year through FY 16.

B.I.1.3. Conduct annual audit of existing courses for value/appeal.

Measures

B.I.1.3a. Drop three most poorly producing courses/year through FY 16.

B.I.1.4. Secure and sustain fund-raising support/sponsors.

Measures

B.I.1.4a. Obtain \$20,000/year through FY 16.

STRATEGY B.I.2

Broker relationships with all AFCEA's major content-generation committees to identify gaps in training; identify potential course developers/instructors; participate in marketing and adoption of these courses.

Actions/Measures:

B.I.2.1. Establish formal relationships and proposed course developers/instructors and contribute to marketing efforts.

Measures

B.I.2.1a. Review of existing and proposed course lists by each appropriate committee on a semi-annual basis. Meet with each AFCEA committee to address course requirements and potential.

STRATEGY B.I.3

Broker with preferred providers partnerships and alliances to deliver domain-specific portfolios of course offerings.

Actions/Measures:

B.I.3.1. Negotiate and increase value and contracts with preferred providers.

Measures

B.I.3.1a. Increase preferred provider contracts by five or more by FY 16.

STRATEGY B.I.4

Transition more of the PDC course offerings to distance learning options.

Actions/Measures:

B.I.4.1. Increase distance-learning options/offerings.

Measures

B.I.4.1a. Have at least 50 percent of PDC courses offered via distance-learning by FY 16.

STRATEGY B.I.5

Offer continuing education units (CEUs).

Actions/Measures:

B.I.5.1. Increase educational options.

Measures

BI.5.1a. Begin offering CEUs and/or PDUs by FY 12.

Training and Education: Objective B.I

continued

STRATEGY B.I.6

Identify professional development opportunities for chapters, including delivery of PDC courses at chapter locations.

Actions/Measures:

B.I.6.1. Coordinate with chapters to offer courses relevant to their members at their location.

Measures

B.I.6.1a. Deliver 10 onsite courses/year for PDC courses to include chapter offerings.

B.I.6.2. Offer incentives for chapters to include professional development as part of their educational portfolios.

Measures

B.I.6.2a. Increase number of chapters submitting for Model Chapter Award that have included professional development as well as scholarships in their educational programs with the goal of 100 percent of chapters.

Training and Education: Objective B.II

OBJECTIVE STATEMENT B.II Professional Development:

Increase offerings that generate certifications and/or university credits

STRATEGY B.II.1

Position the PDC's course offerings to have the PDC recognized in AFCEA International's space by FY 16 as a leader in technical training, continuing education and leadership development.

Actions/Measures:

B.II.1.1. Ensure PDC is recognized in AFCEA International space for technical, continuing education/training.

Measures

B.II.1.1a. At least 20 percent of PDC offerings generate CEUs/PDUs, certifications and/or university credits by FY 16.

STRATEGY B.II.2

Increase marketing of onsite PDC courses to government, industry and chapters.

Actions/Measures:

B.II.2.1. Expand marketing of PDC course.

Measures

B.II.2.1a. Increase numbers of students registering for PDC courses (using FY 11 as baseline) by seven percent/year through FY 16.

STRATEGY B.II.3

Expand the size of and roles of the Education Committee for Professional Development and make participation more fun and rewarding.

Actions/Measures:

B.II.3.1. Expand involvement of Education Committee.

Measures

B.II.3.1a. Recruit three new members/year and add an award to recognize outstanding performance on the committee by 2013.

Young AFCEANs



DESCRIPTION: To identify more closely with the needs and interests of its younger members, AFCEA International designated Young AFCEANs (YACs) as a distinct unit within the AFCEA organization. The YACs are composed of AFCEA members under the age of 40. The group is represented on the local AFCEA chapter board of directors (Vice President for Young AFCEAN Affairs) and at AFCEA International by the Young AFCEA Advisory Council (YAAC).

YACs work to make a unique impact on the local community by:

- Engaging in numerous activities as a means to develop their leadership skills.
- Engaging with and learning from their respective market's senior leadership in military, government, academia and industry.
- Assisting growing local STEM initiatives in various education institutions.
- Meeting and mentoring peers.
- Participating and championing other causes relevant to the industry (For example, Wounded Warriors).
- Identifying and developing attractive topics and events for this specific membership group.

The YACs partake in activities in parallel with their local chapters, regions and headquarters to continue professional development, promote membership growth and qualify engagement in increased responsibilities to their respective local chapters, regions and at the International level.

ENVIRONMENTAL SCAN:

Constituents (Market):

The 40 and under demographic represented by the YACs is one of the smallest by participation in the Association. These future leaders of AFCEA and industry need the guidance of the senior leaders and their peers to utilize their skill and talents effectively to benefit AFCEA. This demographic varies widely, from fresh graduates new to the industry to seasoned professionals with 15 or more years of experience. As an organization, AFCEA needs to provide value to this whole demographic.

Competitive Landscape:

The YACs are uniquely positioned in their respective geographic regions based on their associated chapter orientation, supported by AFCEA International. In each designated demographic area, the YACs continue to promote a brand that revolves around the growth of STEM, mentoring, volunteerism, collaboration and socialization. Depending of the specific chapter location, each YAC chapter and region promotes a tailored balance of activities and opportunities to remain the in-

dustry driver in their respective market, relevant to the needs of the aforementioned categories.

Gaps/Opportunities:

Opportunities exist in areas of continued identification of YAC needs based on their respective career level. AFCEA International will equally be faced with responding to the workforce turnover of senior leadership and will need to continue their investment in leadership opportunities for YACs, as well as seeking organizational changes. It is vital to respond and create a better structure to enable the continuation of AFCEA's market dominance and to be responsive to market changes from leadership turnover and from changing membership demands and representation.

Threats/Mitigation:

As a result of identifying those gaps and threats manifesting via market changes, the Young AFCEAN Advisory Council (YAAC) must create a more definitive structure of communication, collaboration and representation. The YAAC officers will establish a system that supports the YAC strategy and assures consistency of communication to enable a stronger voice championing

the growth of the AFCEA organization via its YAC membership.

Constraints/Obstacles:

The major obstacle in the YAC community lies in the success of consistency in education and implementation of

the changes. AFCEA leadership must support the growth of the YACs as both a sponsor and key contributor as they seek to establish a structure within the AFCEA International framework.

Young AFCEANs: Objective I

OBJECTIVE STATEMENT: Establish regional meetings and increase networking opportunities across local, regional and international chapters, as well as with constituent organizations offering niche value complementing those of AFCEA.

STRATEGY I.1

Promote and develop collaboration and communication lines to share lessons learned, provide increased opportunities and increase membership and chapter success.

Actions/Measures:

I.1.1. YAAC to formalize role of regional YACs and monitor progress of quarterly regional YAC meetings.

Measures

I.1.1a. Quarterly regional YAC communication report on new and ongoing collaboration forums, events or communications.

I.1.2. Engage with and learn from leadership in military, government academia and industry.

STRATEGY I.2

Develop relationships with local and/or international groups with defined focus areas to generate new membership; offer increased value to the associated chapter(s) based on new opportunities and improve market positions.

Actions/Measures:

I.2.1. Perform outreach to local chapters of groups with defined focuses that complement the local YAC programs to drive membership and increase member value via niche partnerships. Particular focus and/or emphasis will be put on historical military, government and education populated member organizations.

Measures

I.2.1a. Quarterly regional YAC communication report on new and ongoing established relationships and collaboration events developed and/or participated in.

Young AFCEANs: Objective II

OBJECTIVE STATEMENT: Operate within a structured YAAC organization. This will include AFCEA International committee representation and will promote a consistent vision, strategy and action plan flowing up from chapter, regional and international YAC inputs.

STRATEGY II.1

Provide a consistent message and action plan supported by YAAC representation in all AFCEA International committees.

Actions/Measures:

II.1.1. Work with all AFCEA International committees to be sure a YAAC representative is part of the membership. Should no such individual be available or interested in responsibility, work with the associated leadership to place a new YAAC representative within the committee.

Measures

II.1.1a. YAAC committee chair keeps a repository of committee representation, communications. Manage as appropriate based on AFCEA International and YAAC committee needs.

II.1.2. Use AFCEA West as a yearly venue to socialize, develop and promote initiatives.

Measures

II.1.2a. Tracking AFCEA West action plan to execution, to include reporting on past year's progress and upcoming scheduled activity.

STRATEGY II.2

Assure AFCEA International utilizes the proper official of the YAAC to execute various initiatives.

Actions/Measures:

II.2.1. Provide AFCEA International with an updated organizational chart mapping YAAC officers, responsibilities and matrix.

Measures

II.2.1a. Yearly reviews of YAAC officers addressing lessons learned to include successes, issues and opportunities in the communication plan(s) and associated organizational structure(s).

STRATEGY II.3

Create additional methods to identify and grow YAC leadership via AFCEA International venues.

Actions/Measures:

II.3.1. Use YAAC committee representation to promote new tracks within established conferences, events or other venues run by AFCEA International and/or local AFCEA chapters.

Measures

II.3.1a. YAAC tracking and identification of potential venues and outcomes of attempted/successful implementation.

Young AFCEANs: Objective III

OBJECTIVE STATEMENT: Identify and provide new and ongoing benefits to YAC membership via the associated career position of those YACs.

STRATEGY III.1

Provide value added events and education to YACs based on their current career status. The needs of entry level professionals are different from those of YACs experienced or at the midpoint in their careers. AFCEA will provide tailored events, communications and benefits focused on specific needs versus a generalized approach encapsulating all YAC needs and desires.

Actions/Measures:

III.1.1. Provide inputs to the Membership Committee to help with the distribution of career categorization.

Measures

III.1.1a. Yearly reviews of appropriate categorization and assurance of YAAC inputs.

III.1.2. Support the various committees with recommendations or feedback needed to tailor new communications and programs associated with demographic representation or initiatives.

Measures

III.1.2a. Track outreach to the YAAC for inputs and outputs to support growth of the strategy and implementation.

III.1.3. Develop a YAC career path and identify means of support to each of those levels.

Measures

III.1.3a. Document created in conjunction with AFCEA International and the YAAC to identify best methods of supporting YACs.