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# ***VANGUARD***

***John Hasson***  
***23 October 2010***

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*Educate*

*Advocate*

*Support*



# BACKGROUND



No surprise, the facts were:

- Declining Membership
- Declining YOUNGER membership
- Declining “Blue-Suit” involvement

**More of the same was not solving the problem.  
We needed (and still need) to address:**

- Quest for relevancy within today’s younger context
- The answer(s) to the question “What’s in it for me?”
- Differing challenges / Interests
- Impacts of technology on communication styles



# EVOLUTION

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- **Concept built on “Young AFCEA”**
- **“YOUNG AFA”**
- **Vanguard**



# WHAT VANGUARD IS

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- **The collective under-35 membership of AFA**
- **A conceptual framework**
- **A philosophy**
- **A challenge to our current younger members to step up**
- **A challenge to our older members to let them**



# WHAT VANGUARD IS NOT

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- **A canned, one-size-fits-all process**
- **A kids' table at Thanksgiving**



# USE THE OODA LOOP

OBSERVE

SELF-ASSESSMENT

CHAPTER TRIBAL KNOWLEDGE

BRAINBOOK

DECIDE

ACT

ORIENT

*Educate*

*Advocate*

*Support*



# BRAINBOOK – MODEL 1

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- **Develop a charter to guide implementation**
- **Develop a business plan for financial implementation**
- **Identify current members 35 or under**
- **Set up initial meeting with Vanguard-eligible members**
- **Identify Vanguard leadership**
- **Establish a formal chapter Vanguard committee**
- **Ensure integration of Vanguard into chapter programs**



# BRAINBOOK – MODEL 2

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- **Within traditional chapter structure**
- **Assess current membership 35 or under**
- **Identify potentially attractive chapter activities**
- **Identify sustainable programs and leadership**



# BRAINBOOK – MODEL 3

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- **YOU TELL ME**
- **WHATEVER FITS YOUR CHAPTER REALITY**
- **THIS IS YOUR PAGE NEXT YEAR**



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# ***Strategic Planning Report***

## ***Internal Factors***

***John Hasson***  
***23 October 2010***



# Agenda



- Planning Process
- Internal Factors Recommendations
- Strategic Plan 2011-15



# Strategic Planning



Strategic Planning Element	Year 1 (2011)	Year 2 (2009)	Year 3 (2010)
Strategic Dialogue	<u>Yes</u>	Optional	Optional
Review Mission, Vision, Values	<u>Full Review</u>	BoD	BoD
Analyze Key Internal & External Factors	Internal & External Factors	External Factors only	Internal Factors only
Establish Strategic Themes	Yes	No	No
Develop Strategic Objectives	Review/Adjust	No	No
Review & Approval	SOC, EXCOM, BoD (Revised StratPlan)	SOC, EXCOM Review (Revised StratPlan by exception)	SOC, EXCOM Review (Revised StratPlan by exception)
Communicate Plans	BoD, Delegates, RP Mtg	BoD, Delegates, RP Mtg	BoD, Delegates, RP Mtg
Review Plan Performance	EXCOM, BoD	EXCOM, BoD	EXCOM, BoD
Strategic Measurement Review (Measures/Performance)	EXCOM/BoD	EXCOM, BoD	EXCOM, BoD

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# *Internal Factors*



- Factors that effect AFA's ability to achieve our strategic objectives and which we have some measure of control
- Recommendations were organized under six general areas
  - Chapter Health and Leadership
  - AE activities and Programs
  - Reverse Declining Membership
  - AFA Volunteer Structure
  - Grow our Financial Resources
  - Increase Grassroots Effectiveness



# *Internal Factors*



- Thirty recommendations were approved by the EXCOM
  - OPRs for each were assigned (Staff, Field Ops, AE)
  - Strat Planning Committee will track
- The intent is to focus on value-added actions to improve the Association
- These will additionally help inform the review of the Strategic Plan next year



# *Internal Factors*



- Factors that effect AFA's ability to achieve our strategic objectives and which we have some measure of control
- Only "Recommendations" for each of the focus areas will be presented here
  - EXCOM approved the recommendations and OPRs 19 Aug
  - Board approved recommendations/OPRs 11 Sep



# *Internal Factors*



## *1. Chapter Health and Leadership*

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1. Launch a Communications Task Force to develop a communications strategy for chapters to attract younger members (OPR: FC)
2. RPs conduct regional leadership forums for AFA field leaders (OPR: FC/RPs)
3. Market what we do for the force (OPR: HQ/Field)
4. Introduce AFA in USAF Tech schools along with AFSA (OPR: HQ, FC and Local Chap)
5. States and Chapters expand the market – Tap into American’s sense of patriotism, focus on new E/O-1s’ families. (OPR: Membership Comm)



# *Internal Factors*



## *2. Increase the depth and breadth of our Aerospace Education activities and programs*

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1. Encourage Chapters to take advantage of *CyberPatriot* to connect with their local school districts (OPR: VCOB-FO, AEC, Field)
2. Team with AAS/SW squadrons/chapter in Chapter areas on their ESO Program (OPR: RP/SP)
3. Gain membership on the House STEM caucus steering group and on the appropriate steering group in the Senate (VCOB-AE, HQ)



# *Internal Factors*

## *3. Reverse Declining Membership*



1. The Membership Committee should update the Membership Strategy and consider incorporating the following recommendations and OPRs:
  - a) More effectively distribute/field Membership Committee initiatives. (OPR:VCOB-FO, Membership Comm, RPs)
  - b) For chapters near bases, implement a “Recruit the Leaders” campaign. Encourage “participation”, not just membership. (OPR: Chapters)
  - c) More aggressively recruit Jr/Sr ROTC and CAP Cadets and Cadre. Give them a voice in the chapter. (OPR: Chapters)
  - d) Engage Maxwell JAG school to recruit them and to gain their support for all professional organizations when they join the AF (OPR:VCAE)
  - e) Survey AF personnel and other target audiences about attitudes towards AFA to better understand how to attract them (OPR: HQ/Field)
  - f) Benchmark other organizations (e.g., A/TA) to determine how they are able to grow and attract younger Air Force members. Adapt appropriate measures. (OPR: HQ)
  - g) Explore how to tap into *CyberPatriot* for new members.



# *Internal Factors*

## *4. AFA Volunteer Structure*



1. Support/encourage FC Vanguard initiatives  
(OPR:Chap/States)
2. Drive active staffing of Leadership Development VP positions at Chapter/State/Region Levels.  
(OPR:FC/RP)
3. Focus on identifying individual Field leaders who can inspire and reinvigorate struggling chapters and states  
(OPR: FC/RP)
4. Continue to work hard to increase delegate attendance at the National Convention (by minimizing costs, etc)  
(OPR:HQ)



# *Internal Factors*

## *5. Grow the Association's Financial Resources*



1. Increase Website advertising (OPR: HQ)
2. Continue to evolve a more broadly-viewed/used dynamic AFA website (OPR: HQ)
3. Create additional symposia and/or conferences across the country. Partner with local industry, chapters, bases and educational institutions to execute, with profit-sharing incentives (OPR: HQ/Chapters)
  - a. Leverage Mitchell Institute panels, speakers at venues across the country (OPR: HQ/Chapters)
4. AFA needs to study its business development efforts and make recommendations on how to best promote additional revenue growth. (OPR: VCOB-AE/FO, HQ)
5. Explore the broad impacts and organizational requirements to seek and accept significant Federal funding. (OPR: HQ)



# *Internal Factors*



## *6. Increase Grassroots effectiveness*

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1. Support/financially augment existing base family activities programs for families of deployed/wounded Airmen (OPR: Field )
2. Create new tools for the field to use to educate and advocate (OPR: HQ)
3. Increase education of chapters on what resources are available to them on AFA's website, eg the Communications Toolkit (OPR: VCOB-FO, HQ)
4. Chapters recruit and appoint Air Power Advocate representatives (OPR: Field)
5. Increase focus on penetrating non-choir audience in chapter AORs (OPR: Field)
6. Survey the membership in its entirety to determine who the influencers are among us: Judges, state/local elected and appointed officials, univ. presidents, etc; then engage them to support AFA (OPR: HQ)

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*Educate*

*Advocate*

*Support*



# Strategic Plan 2011-15



- BoD Added one Strategic Focus area in Feb 2010
  - *Increase AFA effectiveness at the grass roots level*
- BoD Removed Two Strategic Focus Items:
  - *Increase AFA efforts in educating the public and the nation's policymakers of the criticality and uniqueness of aerospace power as a crucial enabler and asymmetric strength to US National Defense.*
  - *Become a more effective and active advocate for the 21<sup>st</sup> Century Air Force, its capabilities and its members by telling the Air Force Story better, both nationally and at the grassroots, especially where the Air Force cannot.*
- One format change: strategic objectives were numbered for easier reference



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# ***Chapter Reclassification***

**AFA State and Region  
Presidents Meeting  
23 October 2010**

**Tim Brock  
National Director**



# Issue



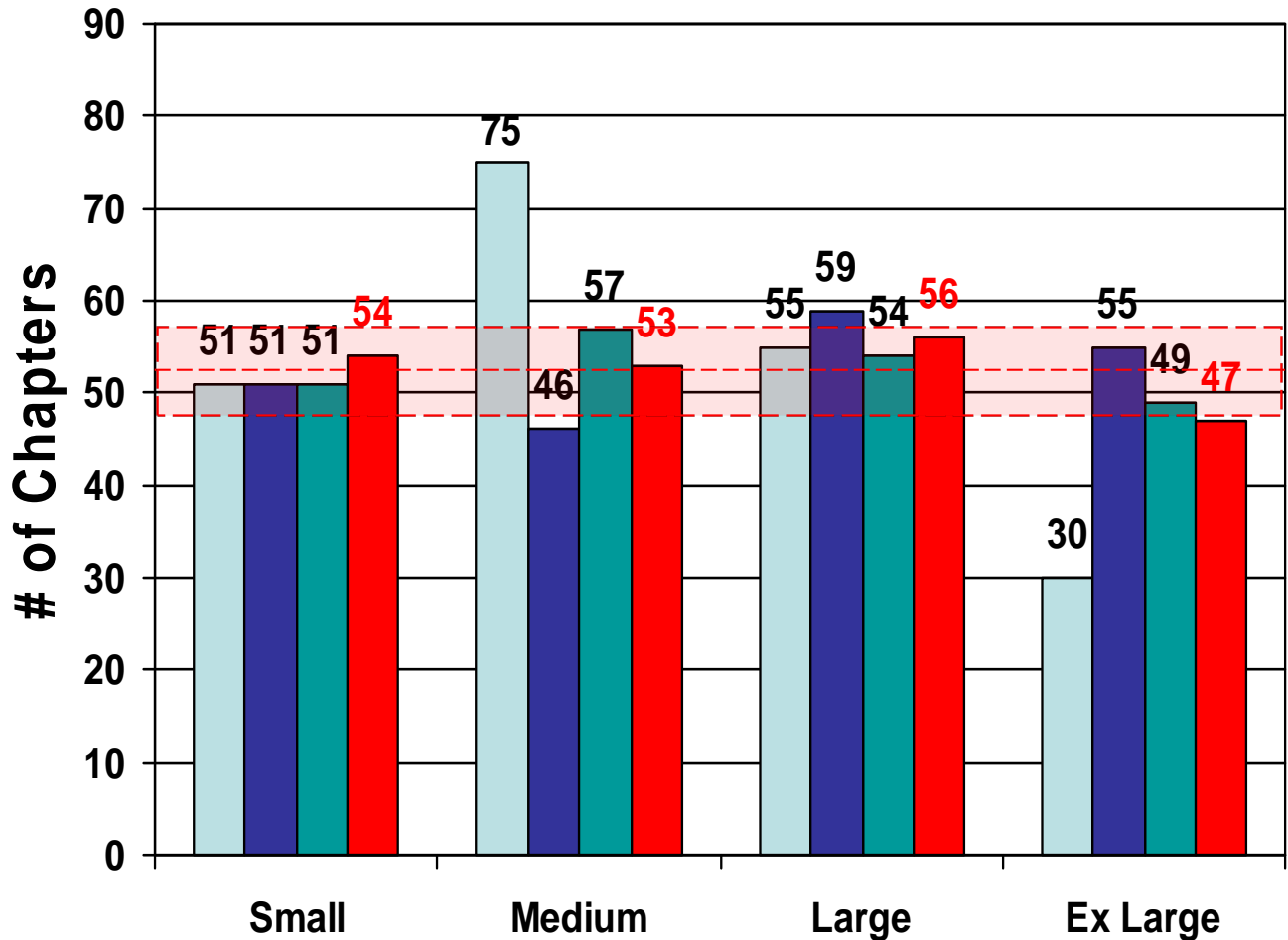
- The loss of membership has resulted in many chapters being closed or merged with other chapters. This created an imbalance in the number of Small, Medium, Large and Extra Large Chapters.
- Consider redefining the criteria for chapter size categories to bring the number of chapters in each back into balance.



# Chapter Classification



Based on January 2010 Membership Numbers



## CURRENT

Sm 20 – 200  
 Med 201 – 400  
 Lg 401 – 900  
 Ex Lg +901

## OPT #1

Sm 20 – 200  
 Med 201 – 300  
 Lg 301 – 600  
 Ex Lg +601

## OPT #2

Sm 20 – 200  
 Med 201 – 350  
 Lg 351 – 650  
 Ex Lg +651

Based on August 2010 Numbers

*Educate*

*Advocate*

*Support*



# Small Chapters (54)

(20 – 200)

No Change



CHARLEMAGNE CHAPTER

SPANGDAHLEM CHAPTER

DOLOMITI CHAPTER

DANVILLE CHAPTER

EAGLE CHAPTER

NEWPORT BLUE & GOLD CHAPTER

TOKYO CHAPTER

GENERAL PETE EVEREST CHAPTER

CHAUTAUQUA CHAPTER

ALTOONA CHAPTER

KEYSTONE CHAPTER

KITTY HAWK CHAPTER

FORT DODGE CHAPTER

MIFFLIN COUNTY CHAPTER

UNITED KINGDOM CHAPTER

CHARLES HUDSON CHAPTER

BATTLE CREEK CHAPTER

MIG ALLEY CHAPTER

SNAKE RIVER VALLEY CHAPTER

COLUMBUS-BAKALAR CHAPTER

LTC B.D. "BUZZ" WAGNER CHAPTER

RED RIVER VALLEY CHAPTER

HIGHPOINT CHAPTER

HANGAR ONE CHAPTER

GEN ROBERT E HUYSER CHAPTER

BGEN BILL SPRUANCE CHAPTER

BG FREDERICK W CASTLE CHAPTER

JOE WALKER-MON VALLEY CHAPTER

COCHISE CHAPTER

DEL RIO CHAPTER

IRON GATE CHAPTER

CHATTANOOGA CHAPTER

LAKE SUPERIOR NORTHLAND CHAPTER

MEL HARMON CHAPTER

HAPPY HOOLIGAN CHAPTER

RICHARD D KISLING CHAPTER

LLANO ESTACADO CHAPTER

TOTAL FORCE CHAPTER

WORCESTER CHAPTER

STEEL VALLEY CHAPTER

LEIGH WADE CHAPTER

GEN CARL A "TOOEY" SPAATZ CHAP

HIGH DESERT CHAPTER

MERCER COUNTY CHAPTER

GREEN MOUNTAIN CHAPTER

POCONO NORTHEAST CHAPTER

LUFBERY-CAMPBELL CHAPTER

AGGIELAND CHAPTER

MERIDIAN CHAPTER

GEN H H ARNOLD MEMORIAL CHAPTER

MONTEREY BAY AREA CHAPTER

HEART OF ILLINOIS CHAPTER

HOMESTEAD CHAPTER

LAWRENCE D BELL MUSEUM CHAPTER

Within 5% of Cutoff (Need 10 or Less to Move Up)



# Medium Chapters (53)

(201 - 350)

16 Chapters Moved to Large Category



WILLIAM A JONES III CHAPTER

GENESEE VALLEY CHAPTER

LEWIS E LYLE CHAPTER

NORTHEAST IOWA CHAPTER

METRO RHODE ISLAND CHAPTER

GEN DAVID C JONES CHAPTER

RUSHMORE CHAPTER

RICHARD I BONG CHAPTER

LEHIGH VALLEY CHAPTER

ALTUS CHAPTER

MAJ GEN EDWARD R FRY CHAPTER

SHOOTING STAR CHAPTER

SAL CAPRIGLIONE CHAPTER

SOUTH GEORGIA CHAPTER

FAIRBANKS MIDNIGHT SUN CHAPTER

LLOYD R LEAVITT JR CHAPTER

CHUCK YEAGER CHAPTER

GEN CHARLES A HORNER CHAPTER

CAPE FEAR CHAPTER

NORTHERN SHENANDOAH VALLEY

DACOTAH CHAPTER

CONCHO CHAPTER

OTIS CHAPTER

SOUTHERN INDIANA CHAPTER

NORTH COAST CHAPTER

YORK-LANCASTER CHAPTER

FORT WAYNE CHAPTER

LINDBERGH/SIKORSKY CHAPTER

BIG SKY CHAPTER

WHITEMAN CHAPTER

LINCOLN CHAPTER

LEXINGTON CHAPTER

SAN GABRIEL VALLEY

OLMSTED CHAPTER

MIAMI CHAPTER

PIONEER VALLEY CHAPTER

GREATER PITTSBURGH CHAPTER

MINUTEMAN CHAPTER

M/G CHARLES I BENNETT CHAPTER

BILL HARRIS CHAPTER

GRISSOM MEMORIAL CHAPTER

GEN JOSEPH W RALSTON CHAPTER

LAND OF LINCOLN CHAPTER

FLORIDA HIGHLANDS CHAPTER

ROANOKE CHAPTER

FRESNO CHAPTER

FRAN PARKER CHAPTER

L D BELL NIAGARA FRONTIER CHAPTER

GEN CHARLES L DONNELLY JR CHAPTER

SAVANNAH CHAPTER

SALT LAKE CITY CHAPTER

COL H M BUD WEST CHAPTER

ALBANY-HUDSON VALLEY CHAPTER

Within 5% of Cutoff (Lose 10 or Less to Move Down / Gain 18 or Less to Move Up)



# Large Chapters (56)

(351 - 650)

16 Chapters Added to Large Cat.; 17 Chapters Moved to Ex Large Cat.



**MG ORIS B JOHNSON CHAPTER**

**ABILENE CHAPTER**

**TIDEWATER CHAPTER**

**CENTRAL MARYLAND CHAPTER**

**BIRMINGHAM CHAPTER**

**COLUMBIA PALMETTO CHAPTER**

**EVERETT R COOK CHAPTER**

**DAVID J PRICE/BEALE CHAPTER**

**GOLDEN TRIANGLE CHAPTER**

**PALM SPRINGS CHAPTER**

**SCOTT BERKELEY CHAPTER**

**GEN JAMES R MCCARTHY CHAPTER**

**TULSA CHAPTER**

**UTE-ROCKY MOUNTAIN CHAPTER**

**DELAWARE GALAXY CHAPTER**

**CHEYENNE COWBOY CHAPTER**

**TENNESSEE VALLEY CHAPTER**

**GEN RUSSELL E DOUGHERTY CHAPTER**

**POPE CHAPTER**

**BLUE RIDGE CHAPTER**

**WILLIAM J. 'PETE' KNIGHT**

**CENTRAL INDIANA CHAPTER**

**KALAMAZOO CHAPTER**

**PRESCOTT/GOLDWATER CHAPTER**

**STROM THURMOND CHAPTER**

**COL LOREN D EVENSON CHAPTER**

**SWAMP FOX CHAPTER**

**DENTON CHAPTER**

**LT ERWIN R BLECKLEY CHAPTER**

**FLYING YANKEE / GEN. KENNEY**

**NORTHEAST TEXAS CHAPTER**

**FRANK P LAHM CHAPTER**

**GEN DAN F CALLAHAN CHAPTER**

**JOHN C STENNIS CHAPTER**

**THE RED TAIL MEMORIAL CHAPTER**

**FALCON CHAPTER**

**NATIONS CAPITAL CHAPTER**

**CHARLESTON CHAPTER**

**THOMAS B MCGUIRE JR CHAPTER**

**TENNESSEE ERNIE FORD CHAPTER**

**GOLDEN GATE CHAPTER**

**HARRY S TRUMAN CHAPTER**

**NORTHERN UTAH CHAPTER**

**EDWARD J MONAGHAN CHAPTER**

**ENID CHAPTER**

**ROBERT H GODDARD CHAPTER**

**RICHMOND CHAPTER**

**GENATHAN F TWINING CHAPTER**

**CAPT EDDIE RICKENBACKER MEM**

**LIBERTY BELL CHAPTER**

**GEN BRUCE K HOLLOWAY CHAPTER**

**INLAND EMPIRE CHAPTER**

**AUSTIN CHAPTER**

**ORANGE CO / GEN C E LEMAY CHAPTER**

**ARK-LA-TEX CHAPTER**

**TARHEEL CHAPTER**

 - Chapters Moved into Large Cat.

Within 5% of Cutoff (Lose 18 or Less to Move Down / Gain 33 or Less to Move Up)



# Extra Large Chapters (47)

(+651)

17 Chapters Added to Extra Large Category  
13 Chapters Moved to Greater than 1,100 Category (Gross)



SPRIT OF ST LOUIS CHAPTER

BALTIMORE CHAPTER

GOLD COAST CHAPTER

GEN BERNARD A SCHRIEVER LA

GEN ROBERT F TRAVIS CHAPTER

DAVID D TERRY JR CHAPTER

B/G HARRISON R THYNG CHAPTER

HAWAII CHAPTER

BILLY MITCHELL CHAPTER

LONG ISLAND CHAPTER

SAN DIEGO CHAPTER

MOUNT CLEMENS CHAPTER

PAUL REVERE CHAPTER

BOB HOPE CHAPTER

COLUMBIA GORGE CHAPTER

HURLBURT CHAPTER

SEIDEL CHAPTER – DALLAS

GEN E W RAWLINGS CHAPTER

GREATER SEATTLE CHAPTER

CAPE CANAVERAL CHAPTER

GEN DOOLITTLE LA AREA CHAPTER

ALBUQUERQUE CHAPTER

SCOTT MEMORIAL CHAPTER

CHICAGOLAND-O'HARE CHAPTER

SAN JACINTO CHAPTER

JERRY WATERMAN CHAPTER

THOMAS W ANTHONY CHAPTER

AK-SAR-BEN CHAPTER

CARL VINSON MEMORIAL CHAPTER

GEN CHARLES A GABRIEL CHAPTER

MONTGOMERY CHAPTER

MCCHORD AFB CHAPTER

THUNDERBIRD CHAPTER

TUCSON CHAPTER

EGLIN CHAPTER

CENTRAL OKLAHOMA GERRITY CHAPTER

C FARINHA GOLD RUSH CHAPTER

CENTRAL FLORIDA CHAPTER

LANGLEY CHAPTER

MILE HIGH CHAPTER

DOBBINS CHAPTER

FORT WORTH CHAPTER

FRANK LUKE CHAPTER

WRIGHT MEMORIAL CHAPTER

LANCE P SIJAN CHAPTER

DONALD W STEELE SR MEM CHAPTER

ALAMO CHAPTER

■ - Chapters Moved into Ex. Large Cat.

Within 5% of Cutoff (Lose 33 or Less to Move Down)



# Impact on Chapter of the Year Winners



	<u>AFA UoY</u>	<u>Small</u>	<u>Medium</u>	<u>Large</u>	<u>X-Large</u>
2010	Claude Farinha Gold Rush	Fort Dodge	Altus	Hurlburt →	Langley
2009	Paul Revere Chapter	General David C. Jones →	Roanoke		Lance P. Sijan
2008	Lance P. Sijan	Northern Shenandoah →	Col Bud West	Hurlburt →	
2007	Central OK (Gerrity)	Fort Dodge	Col Bud West	Hurlburt →	Montgomery
2006	Enid	Fort Dodge	Red Tail Memorial →		Lance P. Sijan
2005	Central Florida	Mel Harmon	Roanoke	Hurlburt →	Carl Vinson Memorial
2004	Carl Vinson Memorial	Mel Harmon	Savannah	Hurlburt →	Lance P. Sijan
2003	Hurlburt	Pioneer Valley →		← Ute-Rocky Mountain →	Lance P. Sijan
2002	Eglin	<del>Bakersfield</del>	Miami	Gen Schriever LA →	
2001	Lance P. Sijan	<del>Thom Watson Memorial</del>	Fort Wayne	Gen Schriever LA →	
2000	Wright Memorial	Leigh Wade	<del>John W. DeMilly</del>	Enid	

### Natural Actions\*

Chpt Closed – 3 Chpts

Chpt Grew – 4 Chpts

Chpt Shrank – 1 Chpt

\* - Based on August 2010 Membership Numbers

### Option #2 Actions



3 Chapters Affected

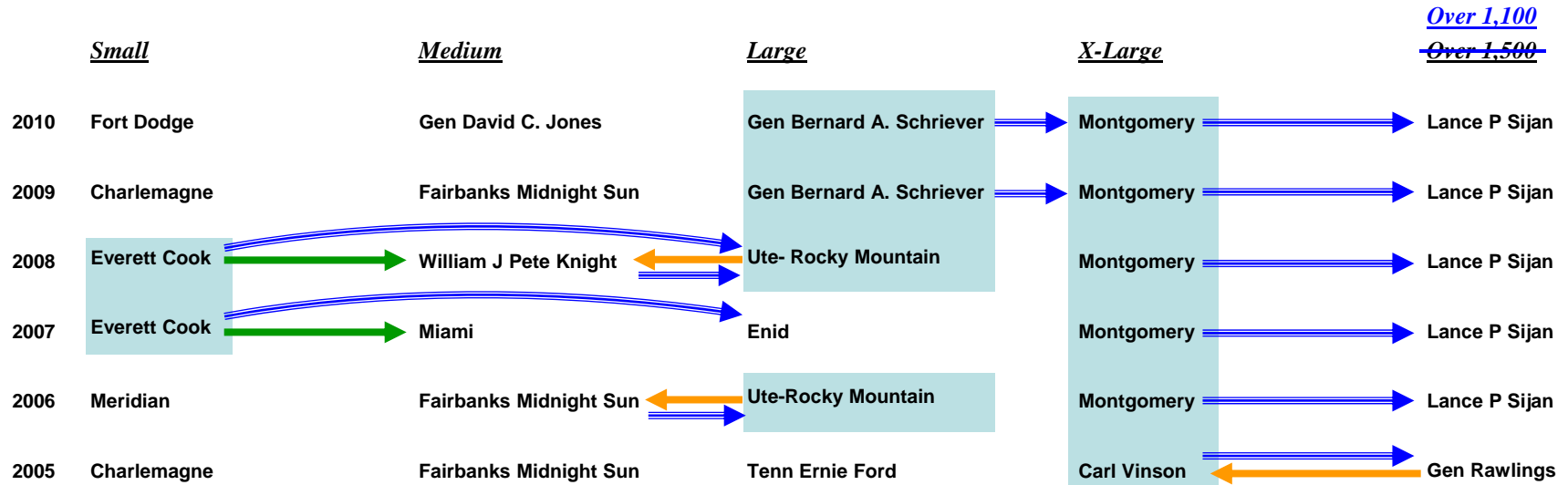
Educate

Advocate

Support



# Impact on Gross (Membership) Winners



### Natural Actions\*

Chpt Closed - None

Chpt Grew – 1 Chpt

Chpt Shrank – 2 Chpts

\* - Based on August 2010 Membership Numbers

### Option #2 Actions



5 Chapters Affected

*Educate*

*Advocate*

*Support*

31



# Conclusion



Action Approved by the Field Council and the Region Presidents:

- Implement Option #2 for the 2010 – 2011 Awards Cycle
  - Small (20 - 200)
  - Medium (201 - 350)
  - Large (351 - 650)
  - Ex Large (+651)
  - Over 1,100 for Gross Award
- Review the chapter classification definition every 5 years