



► Identify new opportunities for functional committees.

- Focus on the game changing technologies, concepts of operations and applications of that technology that will most impact mission partners.
 - information warfare • space • cyber resilience
 - interoperability and information exchange
 - multi-domain operations (MDO)
 - cyber resilience • spectrum • electronic warfare
 - operations in a contested environment
 - emerging technologies such as artificial intelligence (AI), machine learning, internet of things, 5G, health IT, cyber resilience and critical infrastructure protection
- Provide increased opportunities for government to present its needs to industry and academia and for industry and academia to engage government on potential solutions to those needs.
- Highlight issues relevant to the industrial base that AFCEA represents as an association.
- Promote on-line communities of interest.
- Better leverage and promote the intellectual talent across the association, and better promote AFCEA thought leadership.
- Expand the functional committee model beyond AFCEA Headquarters to Europe and to select chapters.
- Raise the level of intellectual discussion on relevant topics (e.g., cyber/AI)
- Develop methods to better promote and recognize the good work of the functional committees.



► Improve governance and accountability across the enterprise.

- Move the entire association toward thinking and acting like an enterprise.
- Right size the Executive Committee and Board of Directors.
- Seek methods and means to improve communication and collaboration between AFCEA Headquarters and all stakeholders and partners.
- Use the expertise of the Executive Committee and Board of Directors more extensively.



► Improve internal processes.

- Review and improve organizational effectiveness to include organizational structure, and eliminate stove pipes and stove pipe thinking.
- Review and establish proper metrics at headquarters and the chapter level.
- Develop a leadership continuity plan.
- Develop training plan for staff.
- Implement a simple but effective personnel evaluation system.
- Better coordinate dependent and interrelated activities of the staff.



AFCEA 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.



AFCEA Vision

To serve as the premier international association for military, government, industry and academic professionals in the fields of information technology, cyber, command, control, communications, intelligence, surveillance and reconnaissance.

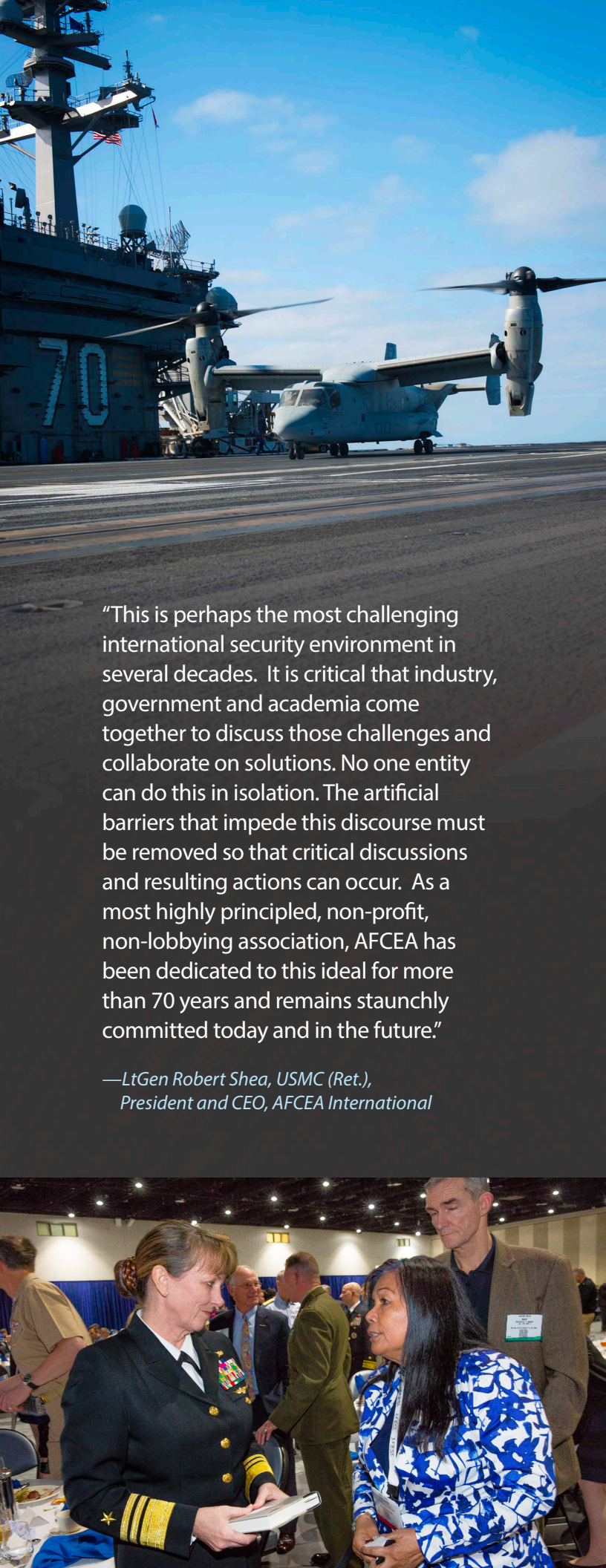
Learn more at www.afcea.org



Connecting people, ideas and solutions globally

3 YEAR PLAN





"This is perhaps the most challenging international security environment in several decades. It is critical that industry, government and academia come together to discuss those challenges and collaborate on solutions. No one entity can do this in isolation. The artificial barriers that impede this discourse must be removed so that critical discussions and resulting actions can occur. As a most highly principled, non-profit, non-lobbying association, AFCEA has been dedicated to this ideal for more than 70 years and remains staunchly committed today and in the future."

—LtGen Robert Shea, USMC (Ret.),
President and CEO, AFCEA International

3 Year Framework

▶ Continue to develop long-term financial stability for the association.

- Identify and develop new opportunities for revenue growth to include areas such as:
 - emerging technology
 - mission focused C5ISR resilience and diversity in a denied and/or degraded environment
 - increased industrial base strength
 - joint and coalition interoperability
 - multi-domain operations (MDO)
- Review all existing and proposed business related efforts, and make sure a strong need and growth plan exists behind each effort; optimize ROI.
- Develop a pathway to return Washington D.C. TechNet to prominence.
- Identify new venues and methods of content delivery that will create opportunities while improving the bottom line and promoting the AFCEA brand.

▶ Enhance association brand.

- Raise the external AFCEA profile; provide the tools and methods to promote AFCEA internationally beyond its traditional market space and partners.
- Improve and expand strategic messaging, communications and marketing.
- Increase efforts in promoting AFCEA! What it is, what it represents and its value.
- Seek opportunities that take advantage of and promote AFCEA mission-related thought leadership developed outside of AFCEA (e.g., Defense Science Board studies).
- Identify new strategic partners; strengthen ties to traditional partners while concurrently looking to partner with our chapters.
- Strengthen relationships with academia.

▶ Shape and expand AFCEA's international presence.

Regions/countries of focus:

- | | | |
|---------------|---------------|-------------|
| • Europe | • Japan | • Singapore |
| • Guam | • Australia | • India |
| • South Korea | • New Zealand | • Vietnam |



▶ Grow membership in all areas.

- In conjunction with AFCEA chapters and key stakeholders, develop, implement and oversee an association growth plan.
- Grow all categories of membership each year, especially among underrepresented demographics. Establish clearly defined growth targets.
- Review and build upon the value proposition for chapters and members.
- Review chapter incentives for membership growth with increased emphasis on youth, diversity and government/military.
- Develop stronger relations at the state and local level.
- Improve engagement with the National Guard, First Responders as well as state and local government.
- Review membership cost structure.
- Upgrade the physical appearance of awards as appropriate.
- Provide growth opportunities and mentoring for Young AFCEAN and EPIC members in their professional development.
- Identify meaningful leadership roles for Young AFCEA and EPIC members.



▶ Encourage and support the revitalization efforts of chapters that have fallen on challenging times.

- Encourage chapters to reinvent themselves to support the changing security environment.
- Leverage the rapid development of technologies and the cyber domain.
- Clearly define AFCEA Headquarter's oversight responsibilities.
- Develop strategy to assist chapters in obtaining relevant speakers.

▶ Strengthen the Education Foundation, and promote Science, Technology, Engineering and Math (STEM) education across a broader base.

- Continue to evaluate and refine the Education Foundation model.
- Assess the appropriate level of AFCEA emphasis for STEM support (more focus at elementary school level?). In the interim, emphasize K-8 education and teacher support.
- Enhance our reputation as an association dedicated to the preparedness of tomorrow's workforce.