

# STRATEGIC PLAN for the



## SCHOOL OF SYSTEMS & LOGISTICS



**AIR FORCE INSTITUTE OF TECHNOLOGY**  
Wright-Patterson AFB, OH



# INTRODUCTION

*If you don't know where you're going,  
any road will get you there.*

Our School is successful. Since its inception over forty years ago, the School of Systems and Logistics has established a reputation for providing high quality professional continuing education and technical support to the Air Force and other DoD organizations. The School successfully transformed its culture. We stepped out boldly, confronting new educational and management challenges. We continually adapt emergent technologies to provide needed learning opportunities for customers world-wide—the right item to the right person at the right time at the right cost. In the first three years of the new century, this resulted in more than a doubling of enrollments while realizing proportional reductions in per student costs. This Strategic Plan is our roadmap. This Strategic Plan ensures the School continues meeting the ever-evolving needs of our customers and stakeholders with agile, relevant, cost-effective products as we move forward in the 21<sup>st</sup> century.

# OUR VISION

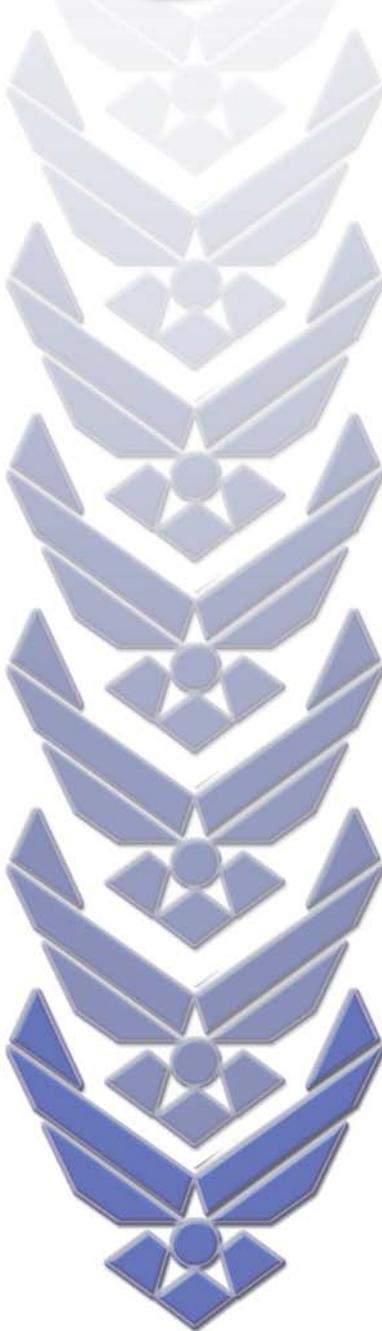
*The first source of systems and logistics  
information and continuing education.*

This vision identifies how the world's military community regards us. Whether we provide the information and continuing education organically, or act as an integrator to connect the best provider with the ultimate customer, we should be viewed as the go-to source. As we realize this vision, our internally collaborative, supportive and familial faculty and staff will emphasize the cultural values of customer responsiveness and prompt production results. To reinforce this vision, we adopted a strong mission statement.

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## OUR MISSION

*Provide premier systems and logistics education, service and research that create and sustain operational capabilities of air and space forces.*

The three pillars of our mission (education, service and research) recognize a broad diversity of products that support our vision. Although most recognize us for continuing education, it is the service and research that keep our faculty on the leading edge of their disciplines. Our service takes on many forms based on the needs of the customer and includes, but is not limited to, discrete decision analyses, program evaluations, policy reviews, and directed consulting. Our research runs the gamut from investigating specific programmatic issues to exploring applied and theoretical topics that contribute to the body of knowledge for logisticians worldwide. Our faculty members present at numerous conferences and publish their work in academic and professional journals. The School will always be judged by how well it supports the operational capabilities of the air and space warfighters. The criticality of this mission was recently highlighted in remarks by the current AF Chief of Staff:

*From General John P. Jumper  
11 April 2003*

*Our force's capabilities are based on the collective abilities of our personnel and a dedicated career-long focus on the development of professionals. We are the best Air Force in the world because our people are the best at what they do. Our combat capability as an Air and Space Expeditionary Force depends on each of us passing knowledge gained through years of education, training, and real world experience to those who follow.*



## OUR STAKEHOLDERS

We will implement this mission alongside many stakeholders. Our stakeholders take on different roles and have varying concerns and inputs; all of which are important to the School's strategy. Our key stakeholders are customers, advocates, partners, and members.

Our customers are those stakeholders who directly receive our educational, service and research products. Customers include our students, their immediate supervisors, and organizations receiving our consultation services. One characteristic of our customers is that they seek a high quality product from an easy-to-do-business-with provider. Another characteristic of our customers is that they typically do not pay for the product we provide. Costs are born by another group of stakeholders – our advocates.

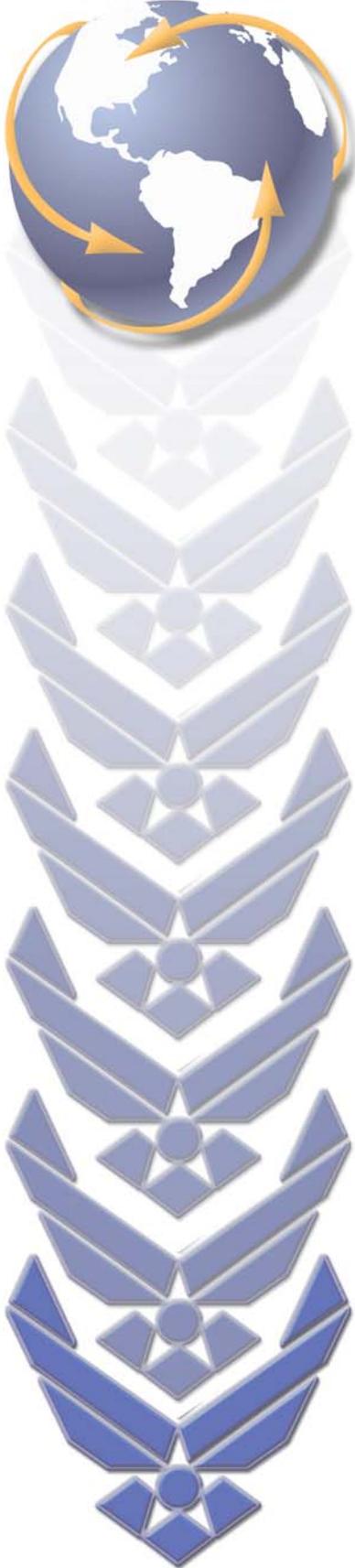
The School's advocates provide or justify resources (money, manpower, equipment) that allow us to continue our critical mission. Our advocates include members of our Senior Officer Steering Group as well as sponsoring organizations that fund us for specific products to support their mission. Our advocates demand a certain fiscal responsibility as we make our contribution to the larger AF mission. Advocates also care that we focus our resources on the most pressing problems that challenge the military now and in the future.

Partners include other organizations that help us perform our mission. Our partners come from organizations in industry, academia, and within the Department of Defense to provide world class expertise and technologies that augment the capabilities of our members. Our ability to form effective partnerships is critical to our value to the Air Force.

Our members include our internal faculty and staff who want to grow both personally and professionally, as well as our organizational chain of command that integrates our role into the larger AF mission.

All of these stakeholders affect our business practices and the needs and desires of each are important to recognize. Our obligation is to balance the interests and concerns of all.





## **STRATEGIC OBJECTIVES**

We must act wisely in order to meet our mission for the over 150,000 Air Force acquisition and sustainment professionals who rely on us. We have identified eight objectives that provide the performance goals necessary to achieve our vision and mission. From these objectives, we will derive metrics and targets for implementing our strategic plan.

*Provide agile, leading edge products and services that are professionally useful to our customers.*

*Be timely, responsive and easy to do business with.*

*Deliver contributions that sustain and grow our business base and capacity.*

*Provide the best value solutions and good stewardship of available resources to increase capability and effectiveness for the Air Force.*

*Guide product development efforts with sound, robust processes following consistent and repeatable paths to successful completion.*

*Continuously reduce the cycle times and costs of our internal processes.*

*Ensure our faculty and staff's competency remains valid over time by supporting efforts to improve their knowledge, skills and abilities.*

*Assign workload to achieve an appropriate balance among the three pillars of our mission to ensure the long-term health of our faculty and staff.*

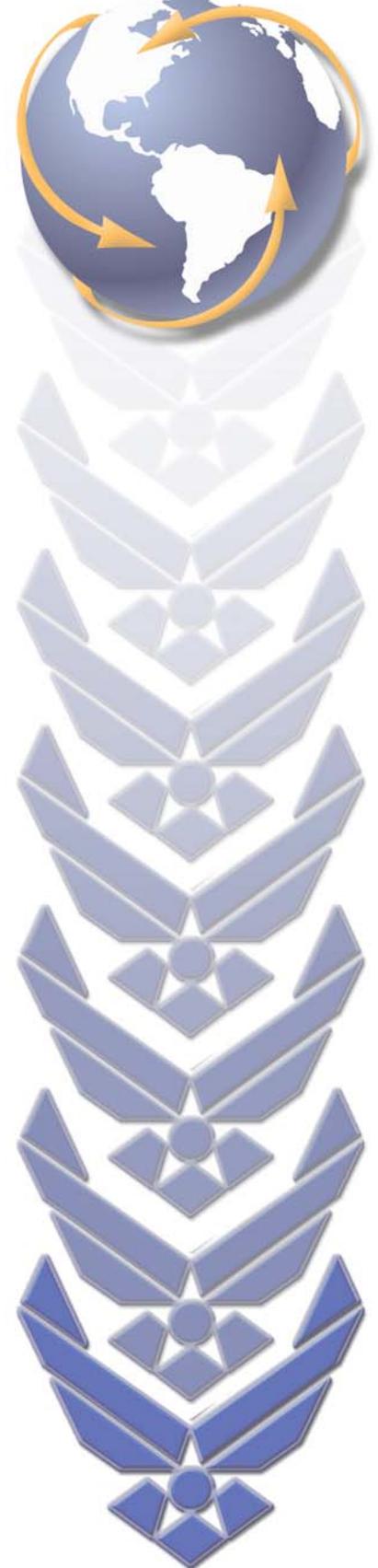
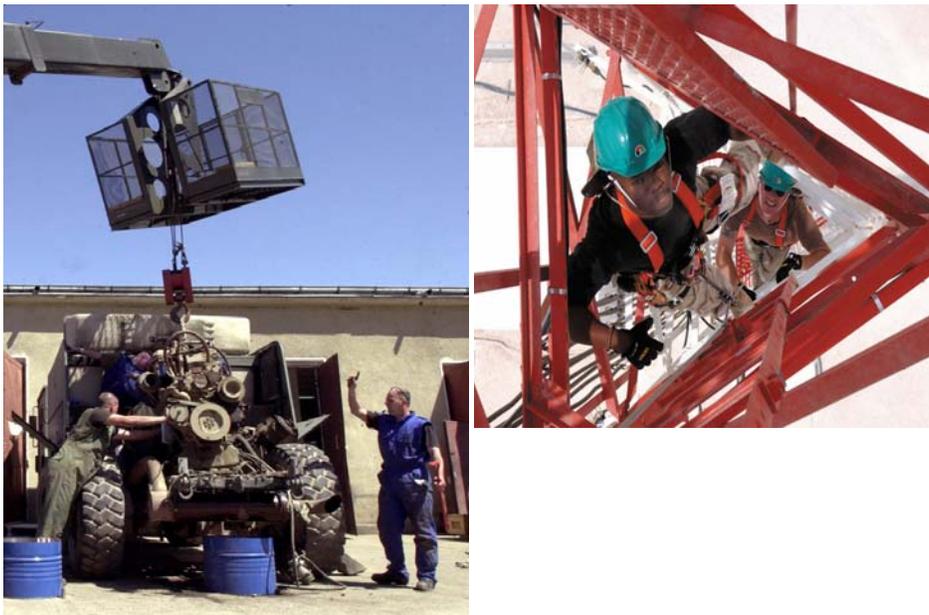
## METRICS AND TARGETS

Specific metrics and targets help us inform our advocates and partners, motivate our members, and track our progress ensuring we meet each of our stated objectives. Although our objectives remain fairly stable over time, the metrics and targets will evolve as we benchmark other providers, confront new challenges and find timely opportunities to meet our customers' needs.

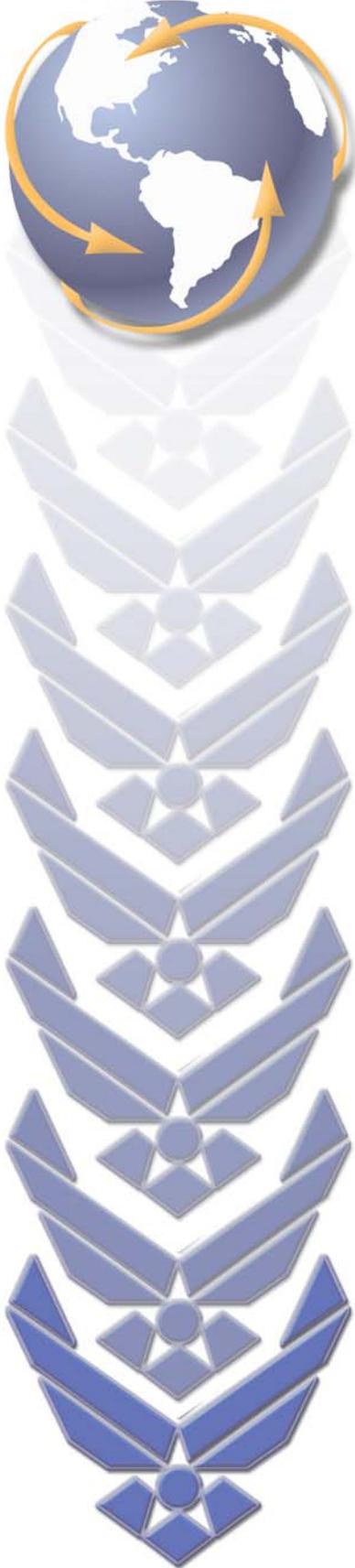


## OPERATIONAL INITIATIVES

Along with our metrics and targets, our operational initiatives will continue to evolve. Our operational initiatives identify the individual actions that when taken in their entirety, represent how we will realize our vision, mission, and objectives. The initiatives are a transient set of activities that shift in kind, number, and emphasis over time and are not all inclusive. As our environment changes, new initiatives are added and prioritized among the existing list. Executing these and future initiatives remains paramount to accomplishing our objectives.



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## CONCLUSION

This strategic plan documents where the School of Systems and Logistics will be in the long term and how we will get there. Our objectives are challenging, but they are within reach when approached as an integrated team. There are many stakeholders involved in the process and by tapping into the unique perspectives, priorities and abilities of each we will achieve success. As we identify risks and opportunities and develop operational initiatives, we will roll up our sleeves and work side-by-side to get the job done.



*Kenneth P. Knapp*

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