



# **BARNES CENTER FOR ENLISTED EDUCATION**

## **STRATEGIC PLAN 2020-2022**



# COMMANDER'S INTENT



As the Barnes Center for Enlisted Education, we consider leadership and intellectual development a warfighting domain. If we develop leaders at all levels who can think faster, make more informed decisions, act with greater agility, and lead with inspired competence, we do our part to help achieve the 2018 National Defense Strategy's call to *build a more lethal force*. Our team's strategy is purposefully-nested within SECDEF, SECAF, CSAF, AETC/CC and AU/CC priorities to form the strategic direction and compass for enlisted education to ensure we are laser-focused toward our collective effort.

We are developing enlisted leaders as a weapon system for the fight... today and into the future. How do we do this? It all begins with our Barnes Center Family... a team of dedicated Total Force professionals from across a spectrum of specialties, committed to the intellectual development of our enlisted force.

We truly have a global mission, supporting the Community College of the Air Force (CCAF) and Enlisted Professional Military Education (EPME) for our force. Our CCAF professionals are posturing a 21st century educational degree path, while our dedicated EPME team collectively develops Air and Space Professionals across the continuum of education. We are committed to the development of our cadre of educators and staff, spanning across the globe at 68 Airmen Leadership Schools, 10 NCO Academies, the SNCO Academy, Chief Leadership Course, Enlisted Heritage Research Institute, EMPE Instructor Course, Academic Affairs, CCAF and the Headquarters.

As the world evolves, so has our Service and the *expectations*... or to be more specific... the *demands* on our enlisted force. Our mission has never been more critical as we look to the future... we *Educate, Develop and Inspire Enlisted Leaders for Joint, All-Domain Warfighting Excellence*. This Strategic Plan lays out our priorities and lines of effort (LOE), which form not only the basis of what guides our everyday actions, but also the future path as we develop a more lethal, warfighting Enlisted Force.

It is a tremendous honor to serve alongside you as we continue to move this mission forward.

KATHRYN A. BROWN, Colonel, USAF  
Commander



# PRIORITIES

“...purposefully nested...”



## **SECDEF Priorities**

1. Building a More Lethal Force
2. Strengthening our Alliances and Partnerships
3. Reforming the Department for Better Business Practices
4. Taking Care of Service Members and Their Families

## **SECAF Priorities**

1. Build the United States Space Force
2. Modernize the Air and Space Forces We Need
3. Grow Strong Leaders and Resilient Families
4. Strengthen our Allies and Partners

## **CSAF Big Rocks**

1. Enhancing Multi-Domain Command and Control
2. Strengthening Joint Leaders and Teams
3. The Beating Heart of the Air Force – Squadrons

## **AETC Priorities**

1. Advance Force Development
2. Enhance Lethality and Readiness
3. Transform the Way We Learn
4. Cultivate an Environment of Excellence

## **Air University Priorities**

1. Production: Access, Educate, Train, and Deliver Leaders the DAF needs
2. Faculty: Recruit, Develop, and Advance Professionally the very best
3. Curriculum/Scholarship: Agile, Relevant, and Responsive to our Nation's Priorities
4. Students: Attract, Develop, and Assign the very best
5. Quality of Life: Make AU a preferred destination for faculty, students, and families

## **Barnes Center for Enlisted Education**

1. Developing the Airmen and Space Professionals We Need
2. Agile Learning Environment
3. Culture of Excellence, Connectedness, and Resilience



# MISSION, VISION, VALUES, & LOEs

“...developing enlisted leaders as a weapon system for the fight... today and into the future.”



## **Mission**

*Educate, Develop and Inspire Enlisted Leaders for Joint, All-Domain Warfighting Excellence*

## **Vision**

*Enduring Strategic Advantage through Enlisted Intellectual and Leadership Development*

## **Values**

*Accountability, Trust, Transparency, Quality, and Professionalism*

### **Priorities and Lines of Effort:**

#### ***1. Developing the Airmen and Space Professionals We Need***

LOE – Curriculum: Improve curriculum program, promote creative learning environments, and reduce concept-to-classroom timeline.

LOE – Credentialing: Continually develop credential-based constructs that capture learning from education, training, and experiences; enhancing 2-year degree opportunities; and building a path towards 4-year degree programs for our Enlisted Force.

LOE – Talent Management: Cultivate human capital and capacity needed to support, enhance, and accelerate enlisted education across the Total Force.

#### ***2. Agile Learning Environment***

LOE – Distributive Learning: Deliver high-quality, mission-relevant course curriculum.

LOE – Deliberately Posture for the Future: Skillfully execute current mission with eyes on evolving operational requirements and priorities.

LOE – Integration: Integrate and collaborate across enterprise, improving communication and support internally and externally.

#### ***3. Culture of Excellence, Connectedness, and Resilience***

LOE – Caring for Airmen, Space Professionals, and their families: Foster connectedness and resiliency.

LOE – Transparent Communication: Develop a strategic communications platform to maximize transparency and enhance feedback to and from the field.

LOE – Institutionalize Continuous Improvement: Capitalize on data analytics for continuous process improvement. Strengthen and expand partnerships with Academia and mission partners.