

AIR FORCE INSTITUTE FOR ADVANCED DISTRIBUTED LEARNING



STRATEGIC PLAN

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Commander

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AFIADL Commander's Intent

The strategic planning process is important to set the path for the future of the Air Force Institute for Advanced Distributed Learning. The plan is the responsibility of the senior leadership of the institute, and it is my responsibility to lead the planning process. The focus of a strategic plan includes long-term and short-term goals. The plan should be short and simple, and allow all levels within the institute to see how they fit in it. To borrow a phrase, we have attempted to "think beyond our tenure."

Our strategic plan has three main areas:

1. The one page matrix; a copy is included on the next page of this document. This is a stand alone document intended to provide a single page snapshot of the overall plan.
2. The expanded strategic plan. This provides the intent of each area on the snapshot, and the internal and external factors that led to the goals and objectives.
3. The third part is contained in the action plans at the section level. These are the detailed plans that will be used to obtain our objectives. We are all responsible for helping put the action plans into practice.

The Air Force Center for Quality, Manpower and Innovation facilitators, the branch chiefs, and managers have worked hard to provide a plan that makes sense, is easy to understand, and provides a guide focused on the present and future mission capabilities of the institute. I feel we have accomplished this very important goal. Mission success will ultimately judge our efforts.

I ask you to review the plan, see where you fit in, and keep in mind new ways to do our critical business. Above all, I ask each of you to do all you can to help our institute fulfill the elements of the strategic plan. Our success is in your hands.

//signed//

GARY L. ALBAUGH, Colonel, USAF
Commander

AFIADL Strategic Plan Matrix

Strategic Plan Matrix				
Our Mission	Promote, Deliver and Manage Advanced Distributed Learning For our Aerospace Forces			
Our Vision	Excellence in Advanced Distributed Learning... Right Way, Any Time, Any Where			
Our Focus (Key Result Areas)	DL Integration	Education and Training	Instructional Technology Requirements	Resources
Our Direction (Goals)	<ul style="list-style-type: none"> • Obtain senior leadership support • Develop DL plans • Represent AF in all levels of DoD 	<ul style="list-style-type: none"> • Establish Instructional processes and standards • Improve education and training efficiencies where practical and cost effective • Improve customer support 	<ul style="list-style-type: none"> • Establish a research and evaluation function • Publish instructional technology standards • Modernize Information Management 	<ul style="list-style-type: none"> • Establish one DL PEC • Develop DL manpower standards • Obtain and allocate adequate DL funding • Develop contractor support
The Foundation (Our Core Values)	<ul style="list-style-type: none"> • Integrity First <ul style="list-style-type: none"> • Service Before Self • Excellence in all we do 			
See expanded Strategic Plan for Details				

AFIADL Strategic Plan Outline

What We Do
(Our Mission)

What We Want to Become
(Our Vision)

The Foundation
(Our Core Values)

Our Focus
(Key Result Areas)

Our Direction
(Goals)

How We Will Determine Our Success
(Objectives)

C.O.P.I.S: Factors to Consider in Accomplishing Our Goals
(Customers, Outputs, Processes, Inputs, Suppliers)

AFIADL Mission Statement

What We Do *(Our Mission)*

**Promote, Deliver and Manage Advanced Distributed Learning
For our Aerospace Forces**

Our mission statement describes our organization's purpose--why we exist in today's Air Force. It reminds us of our primary responsibilities to our Aerospace Forces.

AFIADL Vision Statement

What We Want to Become *(Our Vision)*

**Excellence in Advanced Distributed Learning...
Right Way,
Any Time,
Any Where**

Our vision statement concisely describes the high standard we seek to attain in our efforts.

AFIADL Core Values

The Foundation *(Our Core Values)*

Integrity First
Service Before Self
Excellence in All We Do

The Core Values exist for all members of the Air Force family--officer, enlisted, and civilian; active, reserve, and retired; senior, junior, and middle management; civil servants; uniformed personnel; and contractors. They remind us what it takes to get the mission done. They inspire us to do our very best at all times. They are the common bonds among all comrades in arms, and they are the glue that unifies the force and ties us to the great warriors and public servants of the past.

AFIADL Key Result Areas (KRA)

Our Focus (Key Result Areas)

- **KRA 1: Advanced Distributed Learning Integration**
- **KRA 2: Education and Training**
- **KRA 3: Instructional Technology Requirements**
- **KRA 4: Resources**

Key Result Areas are defined as major categories critical for the organization's success.

AFIADL Goals (AG)

Goal # 1 (AG1): Obtain Senior Leadership Support

Goal #2 (AG2): Develop DL Plans

Goal #3 (AG3): Establish Education and Training Processes/Standards

**Goal #4 (AG4): Improve Education and Training Efficiencies Where
Practical and Cost Effective.**

Goal #5 (AG5): Develop Contractor Support

Goal #6 (AG6): Improve Customer Support

Goal #7 (AG7): Establish a Research and Evaluation Function

Goal # 8 (AG8): Publish Instructional Technology Standards

Goal #9 (AG9): Establish One DL Program Element Code (PEC)

Goal #10 (AG10): Modernize Information Management

Goal #11 (AG11): Develop DL Manpower Standards

Goal #12 (AG12): Obtain and Allocate Adequate DL Funding

Goal #13 (AG13): Apply ADL to Extension Course Program

Goal #14 (AG14): Improve the efficiency of ATN

Goal #15 (AG15): Expand distance learning opportunities via ATN

Goal #16 (AG16): Upgrade ATN technology

Goal #17 (AG17): Establish a quality assurance program for ATN



AFIADL Objectives (AO)

How We Will Determine Our Success (Objectives)

Goal #1 (AG1): Obtain Senior Leadership Support

AO1.1 Publish Roadmap

Intent: Chart out a course for Air Force DL.
OPR: XR

AO1.2 Brief CORONA

Intent: Explain cost/benefit to obtain support.
OPR: CC/XR

Goal #2 (AG2): Develop DL Plans

AO2.1 Establish a hierarchy of plans.

Intent: Ensure the best course of action to maximize resources in all DL areas.
OPR: XR

AO2.2 Assist MAJCOMs, FOAs, DRUs, and ANG with developing their DL Management Plans.

Intent: Ensure Air Force DL program management and operations are consistent throughout the total force.
OPR: XR

Goal #3 (AG3): Establish Instructional Processes/Standards

AO3.1 Objective: Identify educational processes.

Intent: To take the first step in standardizing and regulating DL processes.
OPR: DC

AO3.2 Identify Operational Processes

Intent: To take first step in standardizing and regulating all DL processes.
OPR: DC

Goal #4 (AG4): Improve Education and Training Efficiencies Where Practical and Cost Effective

AO4.1 Establish a process for determining customer requirements

Intent: Ensure all DL requirements are captured.
OPR: DO

AO4.2 Ensure continued DETC accreditation of AFIADL

Intent: Ensure AFIADL meets industry and academic standards through accreditation.
OPR: CA
OCR: All

AO4.3 Develop a Data Collection, Reporting, and Disseminating Process for all DL Metrics

Intent: Ensure mission-essential data is efficiently collected.
OPR: Research and Evaluation

Goal #5 (AG5): Develop Contractor Support

AO5.1 Identify educational and training requirements for contractor support

Intent: To properly match workload and resources to satisfy mission requirements
OPR: CA
OCR: RP

AO5.1.1 Develop model for contractor support

Intent: Establish model for integrated AFIADL and resident contractor developed courseware.
OPR: DT
OCR: CA

AO5.2 Write Statement of Work for In-house Contractor Course Conversion Support

Intent: To define relationships with contractor, and work required of contractor.
OPR: RP
OCR: Division Chiefs
AETC IT Flights

AO5.3 Award Contract for In-house Contractor Course Conversion Support

Intent: To select contractor that best satisfies mission requirements and return on investment.
OPR: RP

Goal #6 (AG6): Improve Customer Support

AO6.1 Define, develop and implement Improved Help Desk

Intent: Improved customer service and customer satisfaction.
OPR: DO
OCR: DC, DT

AO6.2 Provide and manage consulting services

Intent: Ensure a quality end-to-end DL solution.
OPR: CA
OCR: ALL

Goal #7 (AG7): Establish a Research and Evaluation (RE) Function

AO7.1 Define requirements for RE Function

Intent: Ensure development of an RE function that meets DL mission requirements

OPR: CA

OCR: DT, DC

AO7.2 Develop milestones/qualifications to meet these requirements

Intent: To identify personnel and actions needed to satisfy requirements.

OPR: CA

OCR: DT, DC

Goal #8 (AG8): Publish Instructional Technology Standards

AO8.1 Establish a process for identifying IT standards

Intent: Ensure Air Force IT standards comply with current and projected standards

OPR: DT

OCR: ALL

AO8.2 Formalize the information sharing process including coordination, benchmarking, and partnerships

Intent: Minimize stovepipes and maximize return on investment through sharing of best practices, standards, and innovations.

OPR: DT

OCR: CC

AO8.3 Publish AF-Wide infrastructure plan for DL

Intent: Ensure total force interoperability and maximum return on investment.

OPR: DT

OCR: CC

AO8.4 Establish and Maintain Organizational Website

Intent: Establish and maintain AFIADL website.

OPR: DT

OCR: ALL

Goal #9 (AG9): Establish One DL Program Element Code (PEC)

AO9.1 Transition all DL funding into PEC

Intent: Deliberate and systematic consolidation of DL funding, allocation, and expenses.

OPR: RP

OCR: CC

Goal #10 (AG10): Modernize Information Management

AO10.1 EMS replacement of CDSAR

Intent: Replace ineffective student management system with one which more closely meets mission requirements.

OPR: CD

OCR: ALL

AO10.2 Establish AFIADL Technology Working Group

Intent: Ensure systematic and comprehensive programming to satisfy technology requirements.

OPR: CD

OCR: ALL

Goal #11 (AG11): Develop DL Manpower Standards

AO11.1 Capture man-hour requirements of AFIADL re-engineered processes

Intent: Comprehensive determination of AFIADL workload.

OPR: RP

OCR: CC, Division Chiefs

AO11.2 Capture field man-hour requirements to support re-engineered AFIADL processes

Intent: Comprehensive determination of DL workload in MAJCOMs, reserve components, FOAs, and DRUs.

OPR: RP

OCR: Field Representatives

Goal #12 (AG12): Obtain and allocate adequate DL funding

AO12.1 Develop a prioritized DL POM submission

Intent: Ensure appropriate DL funding through the Future Years Defense Program (FYDP).

OPR: RP

OCR: CC

AO12.2 Establish a Resource Review Board (RRB)

Intent: Efficiently allocate resources for mission accomplishment throughout the year.

OPR: RP

OCR: CC

Goal#13 (AG13): Employ ADL principles in the USAF Extension Course Program

AO13.1 Employ advanced instructional media—where appropriate—in all Extension Courses.

Intent: To advance the use of multimedia in USAF Extension Courses.

OPR: DC

AO13.2 Provide Extension Courses that advance the Advance Distributed Learning Initiative (ADLI)

Intent: To advance ADLI by employing ADL principles throughout the USAF Extension Course Program.

OPR: DC

OCR: DT

AO13.3 Provide instructional modules comprised of shareable courseware objects that are deliverable—when appropriate—via Internet or CD-ROM

Intent: To provide instructional modules that are SCORM compliant and deliverable electronically.

OPR: DC

OCR: DT

GOAL#14 (AG14): Improve the efficiency of ATN

AO14.1 Realign the ATN PMO under AFIADL

Intent: To facilitate the control, operation, and management of the ATN PMO

OPR: DB

AO14.2 Standardize ATN PMO policy and procedures.

Intent: To streamline processes across the DoD and federal government

OPR: DB

GOAL#15 (AG15): Expand distance learning opportunities via ATN

AO15.1 Increase ATN technical capabilities and applications

Intent: To expand customer services

OPR: DB

AO15.2 Increase ATN student throughput

Intent: To expand customer services

OPR: DB

GOAL#16 (AG16): Upgrade ATN technology

AO16.1 Upgrade broadcast center facilities

Intent: To ensure uninterrupted, quality programming

OPR: DB

AO16.2 Upgrade downlink earth station facilities in USAFE

Intent: To ensure uninterrupted, quality programming

OPR: DB

GOAL#17 (AG17): Establish a quality assurance program for ATN

AO17.1 Redevelop the ATN training program

Intent: To effectively operate ATN and maximize learning effectiveness
OPR: DB

AO17.2 Establish an ATN program quality assurance process

Intent: To identify both technical and programming issues
OPR: DB

AFIADL Key Customers

- OSD, Services, MAJCOMs, Air Staff, JCS, ANG, Field Operating Agencies (FOA), and Direct Reporting Units (DRU), functional communities, other field agencies
- Commanders at all levels
- Wing, Group, Squadron, Flights, Individuals
- AF Personnel Center (AFPC)
- Education and training school houses (preparing agencies)
- Civil Air Patrol
- Base Training Centers
- Base Education Centers
- Safety Centers
- Private Sector
- Taxpayers
- Industry
- Contractors
- Academia
- International organizations
- US Postal Service/UPS

AFIADL Key Outputs

- Guidance, policy, standards and plans
- Curricula
- Course production and evaluation
- Course management
- Student Services
- Weighted Airman Promotion System (WAPS) support
- Distribution and warehousing
- Prototype products
- Registrar products
- Statistical reports
- Catalogs
- Course exams
- Handbooks
- Funds, equipment, facilities, supplies
- Conferences and workshops
- Consulting services (SAVs/QES products)
- Marketing products
- Replies to requests for information (RFIs)
- Research products

AFIADL Key Processes

- Manage DL
- Plan
- Promulgate guidance, policy, plans
- Allocate resources
- Identify requirements
- Establish standards
- Design courses using Instructional Systems Design (ISD)
- Coordinate products
- Schedule education and training
- Operate and maintain information systems
- Provide registrar function
- Provide student services function
- Distribute and warehouse products
- Research and evaluate products and processes
- Provide consulting services
- Train
- Equip
- Sustain
- Oversee contracts

AFIADL Key Inputs

- DL management
- Senior leader support
- Vision and mission
- Guidance, AFIs, policy
- Strategic plans
- Identification of customer requirements
- Resources (funds, people, equipment, supplies, facilities, etc.)
- Technologies
- Courseware
- Education and Training
- Infrastructure
- Standards
- Course evaluation data
- Metrics

AFIADL Key Suppliers

- Air Staff
- OSD/DoD/DAPS/DISA
- MAJCOMs
- Functional communities
- Preparing agencies (2nd AF, AU, 19th AF)
- Subject matter experts (SMEs)
- AFPC
- AFAMS
- Contractors
- Wing
- AFPC
- Postal Service
- Test control facilities (TCFs)
- Accrediting agencies
- Board of Visitors (BOV)
- Computer Information Technology (CIT) Support
- Industry's standards bodies

AFIADL Key Customer Quality Indicators

- Feedback/Critiques/Surveys/Evaluations
- Timeliness
- Pass/Fail Rate
- Customer compliance
- Cost/Return on Investment
- Workshops
- Work groups
- Technical reliability

AFIADL Satisfaction Indicators

- Formal Feedback
- Informal Feedback
- ECI Form 68
- Surveys
- Letters of Appreciation (LOAs)
- Inspection Reports
- Customer Visits
- Benchmarking Visits
- Metrics
- Morale
- Product Reliability

AFIADL Key Process, Performance Indicators

- System Equipment Reliability/Capacity
- Metrics
- Cycle Time/Work Stoppage
- Student Throughput
- Inventory Levels
- Mailing Times
- Utilization Rates
- Course Statistics
- Inspection Results
- Cost
- Contract Compliance (QAE)
- Student Support Effectiveness

AFIADL Supplier Quality Indicators

- Surveys
- Conferences
- Working Groups
- Quality Assurance Checklists
- ECI Form 68
- Timeliness (on time)
- Face-to-face contacts
- Staff assistance visits
- Written and verbal feedback
- Meetings
- MDR, IPR, DMR
- Costs and price control
- Student/supervisor surveys
- Pre-production sampling
- Rewrites, changes, etc.

AFIADL Key Data Systems

<u>Top Ten</u>	<u>Others</u>
<ul style="list-style-type: none">• ATN Management• MILMOD• BLPS• CDSAR• DAPS/DWAS• DITIS• PC³• Financial Tracking• TMS• IMS/CMI	<ul style="list-style-type: none">• Manual tracking systems• Window products• 3rd party management• Miscellaneous software• Courseware• Media and cost analysis software• EMS• ADSS• Financial tracking• DAVIS• DITIS• DEERS

AFIADL Key Stakeholders

- Students
- Career field managers (CFMs)
- Air Force
- Training Managers
- Commanders
- Faculty/instructors/trainers
- System Managers
- ESO (Education Services Officers)
- AFRC/ANG
- AFPC
- Executive Agent
- Air Staff

AFIADL Current Capabilities and Gap Analysis

KRA 1 Gaps: Advanced Distributed Learning Integration

- Marketing Plan
- Standards
- Guidance/Policy
- Senior leader support
- Funds
- Forecasted Requirements
- DL Plan
- Identification of stakeholders
- Support from Training Managers & Stakeholders
- Education and Training Plan
- Operations Plan
- Infrastructure Plan
- Roadmap
- Re-engineering Plan
- Definition of other DL roles and responsibilities
- Establishment of educational processes and standards compared w/Industry Standard

KRA 2 Gaps: Education and Training

- Help Desk (Call Center)
 - Infuse Technology
 - Broaden scope
- Funds
- Accreditation
 - Degree Granting
 - PME
 - New Programs
 - Continuing
- Develop Strategic Plan
- Identify requirements including
 - Just in time training
 - Ancillary Training
 - ANG/AFRC/MAJCOMs
- Metrics Development
- Integration of DL voluntary education (Migration of)
- Consulting services management
 - Training
 - ISO training and education plan
- Identify and prioritize backlogged courses
- Examine link between CDCs and WAPS
- Establish a research and evaluation function and processes

KRA 3 Gaps: Instructional Technology Requirements

- Funding
- Increased oversight
- Standards
- Facilities--Define requirements/prioritize/fund
- Equipment
- Infrastructure plan
- Establish research function
- Build coordination process
- Internal training plan
- Formalize benchmarking
- Prototyping of various technologies
- Consolidate AETC/XPRT and SPO
- Build Partnerships with agencies and industries
- Staff
 - Expertise (broaden/recruit/develop)
 - Technology (computer systems)
 - Instructional support

KRA 4 Gaps: Resources

- One program element code (PEC)
- Internal professional development program
- Integrate result of contract into POM input
- Redefine internal budgeting process (formalize)
- Update computer resources/Phase out CDSAR
- Transition/integration plan for management systems
- Funds
- Improved support for POM input
- Establish a manpower standard for DL
- Return on investment (ROI) metrics
- Facilities upgrade plan

Threats			
Short-term	0-3 Years	3-5 Years	Issue
•	•	•	Funding
•	•	•	Resources cut
•			Lack of senior leadership support
•	•	•	New technology
•	•	•	Personnel (manpower, turnovers, qualifications)
•	•	•	New missions
•	•	•	A-76 studies
•	•	•	Political issues
•			Course evaluation contract results
•	•	•	Lack of standards/guidance
•	•	•	Lack of plans
•	•		Merger between AFDLO and ECI
•	•	•	Technology stovepipes
•	•	•	CDSAR
•	•		Y2K
•	•	•	Critical technology failures
•	•	•	Customer acceptance

Opportunities

Short-term	0-3 Years	3-5 Years	Issue
•	•	•	Funding increase
•	•	•	Program element established
•	•	•	POM approval
•	•	•	Contractor support
•	•	•	Leadership support
•	•	•	MAJCOM support
•	•	•	Partnerships
•	•	•	New technology
•	•	•	Internet 2 capability
•	•	•	Benchmarking
•	•	•	Personnel turnovers
•	•	•	Developed expertise
•	•	•	More personnel
•	•	•	Expand opportunities for promotions, jobs, skills
•	•	•	New generation
•	•	•	New missions
•	•	•	A-76 studies
•	•	•	Political issues
•			Course evaluation contract results
•	•	•	Standards/guidance
•	•		DL plan and roadmap
•	•	•	Marketing
•	•	•	Contingency plans for technology failure
•	•	•	Centrally managed program
•	•	•	More efficient education and training
•	•	•	Improved support for deployed forces
•	•		Merger between AFDLO and ECI
•	•	•	Technology stovepipes
•	•	•	CDSAR
•	•		Y2K
•	•	•	Critical technology failures
•	•	•	Center of excellence
•	•	•	Recognition/status
•	•	•	Customer acceptance

AFIADL Strengths

- Planning
- Curriculum development
- Responding to our customers
- Quality products
- Monitoring student record keeping system
- Timeliness of correcting errors
- Customer satisfaction – outstanding
- Versatility
- Acceptance
- Strong Air Force contacts/networks
- Refined processes
- Desire to "Do It Right"
- Not hesitant to comment
- Rich heritage – corporate knowledge
- Academic expertise
- Established mission
- Functional experts
- Active participation
- Requirements from Congress/White House/leadership to lower echelons
- Education and training costs
- Technical expertise
- Design expertise
- QAE expertise
- Highly experienced personnel
- Close contact with training and education communities
- Versatility – willingness to adapt and change
- Leadership
- Work ethics
- Ability to deliver quality education and training
- Significant interaction
- Community service
- Model for civilian institutions – benchmarking
- Credibility with accrediting agencies
- Good modern facility

AFIADL Weaknesses

- Funds Programming -- Spend plan/POM/FIN
- Training
- Manpower
- Timeliness
- Lack of coordination/communication
- Credibility in budgeting chain
- Working relationship with headquarters
- Organizational instability
- Lack of authority – no police power
- Mission perception
- Outside perception
- Historically restricted focus
- Computer support
- Reactive (vs. proactive) future automation support for customers
- Unwillingness to change
- Incompatibility with software platforms creating interoperability problems
- Writer training – external
 - Internal process (budget driven)
- Lack of buy-in
 - Customers, faculty, leadership
- New blood
- Funding

List of Acronyms

ADSS	
AFIADL	Air Force Institute for Advanced Distributed Learning
AFPC	Air Force Personnel Center
AFRC	Air Force Reserve Command
ANG	Air National Guard
AO	AFIADL Objective
AG	AFIADL Goal
ATN	Air Technology Network
BLPS	Base-level Personnel System
BOV	Board of Visitors
CC	Commandant/Commander
CD	Deputy Director
CDC	Career development course
CDSAR	
CIT	Computer Information Technology
CFM	Career field manager
CMI	Computer mediated instruction
DAPS	Defense Automated Printing Service
DAVIS	Defense Automated Visual Information System
DC	Education and Training Curriculum Branch
DEERS	
DITIS	Defense Instructional Technology Information System
DO	Operations Branch
DRU	Direct Reporting Unit
DT	Technology Branch
DWAS	
EMS	Education Management System
ESO	Education Services Officer
FOA	Field Operating Agency
FYDP	Future Years Defense Program
IMS	Instructional Management System
ISD	Instructional Systems Design
JCS	Joint Chiefs of Staff
KRA	Key Result Area
MAJCOM	Major command
MILMOD	
PC3	
PEC	Program element code
POM	Program Objective Memorandum
QAE	Quality Assurance Evaluator
QES	Quality Education System
RE	Research and evaluation
RFI	Request for Information
ROI	Return on investment
RP	Programs and Resources Branch
RRB	Resource Review Board

SAV	Staff Assistance Visit
SME	Subject matter expert
TCF	Test control facility
TMS	Training Management System
XR	Plans and Policy Branch
WAPS	Weighted Airman Promotion System