

I.G. Brown

Training and Education Center

Strategic Plan 2020-2024



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FROM THE OFFICE OF THE COMMANDER

Engagement is a strategic end state for TEC. TEC reaches its full potential when our members are fully engaged. In order to promote engagement, we need to create a climate of trust and respect. Members are expected to treat one another fairly. We should foster an environment of mutual respect, whereas leadership will promote a sense of belonging. The workplace should encourage collaboration and communication, which will provide the motivation for members to commit themselves to train and educate today's Airmen for tomorrow's fight. We will align ourselves based on the continuous loop of feedback to enable our staff to make TEC the most agile, innovative, and resilient total force training and education provider.

TEC will fulfill its vision when these three priorities are being met:

- Take Care of Team TEC
- Increase Readiness
- Develop Exceptional Leaders

Our values of respect, trust, and engagement provide a pathway to a more agile, innovative, and resilient organization. This will lead to the efficient use of resources and enhance readiness. We will employ innovative teaching techniques and emerging technologies to meet the needs of the 21st century Airmen.



A handwritten signature in black ink, appearing to read "Lozano".

KENNETH LOZANO, Colonel, USAF
Commander

BACKGROUND

The TEC has a long history of delivering value to the total force. Since 1968, the TEC has enabled the professional development of tens of thousands of Airmen from all three components as well as members of sister services and allied partners, providing an unparalleled, shared common experience. The TEC will meet the demands for current training and education while preparing to shape the future battle space through creative, flexible, and high quality training and education.

MISSION

Train and educate today's Airmen for tomorrow's fight.

VISION

To be the most agile, innovative, and resilient total force training and education provider.

VALUES

- Respect
- Trust
- Engagement

PRIORITIES AND LINES OF EFFORT

PRIORITY 1: TAKE CARE OF TEAM TEC

We will *take care of Team TEC*. TEC will create a healthy command climate which fosters good order and discipline, teamwork, cohesion, and trust. A healthy command climate ensures members are treated with dignity, respect, and inclusion, and does not tolerate harassment, assault, or unlawful discrimination of any kind. We must create the environment for our Airmen to prioritize and practice self-care while effectively supporting the mission. A culture of healthy living facilitates the practicing of diverse faiths, promotes fitness, and fosters the opportunities for human connections. We need to take a proactive approach with our Airmen to set them up for success. We will support professional and personal development opportunities for all our Airmen. Professional development includes formal mentoring, coaching, academic education, and other broadening opportunities that could help our members to thrive. Honest two-way communication, feedback, and recognition of their efforts will reassure their contributions are in-line with our priorities and mission.

LOE 1-1: IMPROVE COMMAND CLIMATE NLT 30 SEP 2020 – OPR: CC

- Good Order and Discipline – The willingness to exercise self-control and voluntarily adhere to Air Force and ANG standards/guidelines/policy/instructions/directives.
- Accountability – To successfully take care of the people and resources that are entrusted to the TEC beyond reproach or complaint.
- Safe Environment – The practice of policies and procedures that ensure that the workplace is free of physical and social dangers that could cause harm to a person.
- Inclusion – The process of creating a culture where all members of TEC are free to make their fullest contributions to TEC’s success.

LOE 1-2: ORGANIZE WELLNESS INITIATIVES NLT 31 DEC 2020 – OPR: HC

- Spiritual – To ensure that everyone has the opportunity to cultivate the human spirit and to voluntarily optimize the connection between the human spirit and other spirits.
- Emotional – To facilitate the awareness of emotions, to understand them, and to foster the ability to use emotions effectively for personal benefit and in relation with others.
- Physical – To create the conditions through exercise, diet, and workspace environment where people can have the ability to get the most out of daily activities without unnecessary fatigue.
- Social – To enhance the quality of relationships throughout the TEC.

**LOE 1-3: COMPREHENSIVE HUMAN CAPITAL DEVELOPMENT PROGRAM NLT
31 DEC 2020 – OPR: CSS/EPME/TEC-U**

- Education – To enable all TEC to participate in professional education to better themselves and to better their involvement and participation in TEC.
- Mentoring – To provide timely advice within TEC from those who have walked the path to those who want to take a similar journey.
- Feedback and Coaching – To provide honest opinions so that people can have a clear sense of self-awareness and to motivate people to reach their fullest potential.
- Recognition – To acknowledge and reward people for their contributions so that they will be inspired to continue the behavior that led to the contributions.

PRIORITY 2: INCREASE READINESS

We will *increase readiness* by enhancing Air Force Specialty Code (AFSC) upgrade training through TEC-U capabilities, by expanding Mission Defense Teams (MDT) Training capacity, and by establishing a combat training unit to support Space Electronic Warfare (SEW). Our Airmen are our most powerful weapon system and greatest asset. Their skills are the foundation of our competitive advantage. We must leverage the field's creativity and innovation in solving problems in order to swiftly and rapidly adapt to evolving situations. We will adopt new and improved approaches to accomplishing our mission by making AFSC upgrade training more expeditious and effective. Also, we will increase readiness by optimizing TEC resources and capabilities to increase the capacity of cyber MDT training. Additionally, we recognize the Space Force opportunities and challenges from a total force perspective. We will engage in building partnerships to explore the establishment of a combat training unit to support offensive SEW growth.

**LOE 2-1: ENHANCE AFSC UPGRADE TRAINING THROUGH TEC-U CAPABILITES.
INITIAL PILOT NLT 30 SEP 2020 – OPR: TEC-U**

- Custom – Training that is made-to-order for our AFSC stakeholders.
- Flexible – Utilizes different media and technology to accommodate to the demands of stakeholders and customers.
- Innovative – Integrates new ideas that emerge from the field to increase effective learning.

**LOE 2-2: EXPAND MISSION DEFENSE TEAMS (MDT) TRAINING CAPACITY NLT
30 SEP 2021 – OPR: CD**

- Capacity – Repurposing our facilities to accommodate MDT Training.

- Efficient – Makes use of the campus structure to facilitate ease of access to lodging, meals, classrooms, fitness facilities, worship space, and personal study areas.
- Capability – Professional support staff, educators, and trainers able to help with the start-up and establishing of a new training school.

LOE 2-3: ESTABLISH A COMBAT TRAINING UNIT TO SUPPORT SPACE ELECTRONIC WARFARE (SEW) NLT 31 DEC 2024 – OPR: CD

- Integrated – Utilizes the TEC expertise in training and educating the total force to enable the start-up and establishment of a school for SEW.
- Engagement – Proactive approach to defining the training and educational needs of the SEW community in order to establish a school for SEW.
- Partnership – Deliberate attempt to partner with the Space Force as a branch of the military which falls under the administration of the Department of the Air Force to establish a school for SEW.

PRIORITY 3: DEVELOP EXCEPTIONAL LEADERS

We will *develop exceptional leaders* through establishing blended learning enlisted professional military education and by transforming ANG senior leadership orientation courses. Blended learning combines the benefits of next generation learning management system technology with the irreplaceable in residence educational experience. This level of development enables the use of best practices and strategies designed to break through gridlocks, accomplishing profound change and developing the adaptability required to blossom in challenging, competitive, and complex environments. The leader’s ability to manage and utilize emotions and to take into account the effects of context are the key ingredients of critical thinking, creative problem solving, effective communication, adaptive learning, and good judgment. Our proposal for transforming the Air National Guard senior leadership courses will enhance the current curriculums and overall learning opportunity.

LOE 3-1: ESTABLISH SNCOA BLENDED LEARNING COURSE (BLC) AT TEC NLT 30 SEP 2023 – OPR: EPME/TEC-U

- Capability – Utilizes the abilities and experience of the Paul H. Lankford Professional Military Education Center to develop a BLC for senior NCOs.
- Technology – Makes use of next generation Learning Management System (LMS) to enhance the efficiency of learning.

- Accessibility – Optimizes access for ANG members by increasing SNCOA opportunities to study on campus at TEC and through distance learning.

**LOE 3-2: DELIVER ALS AND NCOA BLENDED LEARNING COURSES (BLC) AT TEC
NLT 30 SEP 2022 – OPR: EPME/TEC-U**

- Foundational – Builds on the success of previous generations of BLC experience by developing new versions with modern technology for the 21st Century Airmen.
- Versatility – Gives ANG members the opportunity to have the irreplaceable in residence experience and the benefits from distance learning through next generation LMS.
- Adaptable – The total force solution for the ANG drill status Airmen training and education challenge.

**LOE 3-3: TRANSFORM ANG SENIOR LEADERSHIP ORIENTATION COURSES NLT
30 SEP 2022 – OPR: TEC-U**

- Soft Skills – Develop leaders that manage and utilize emotions to think critically, solve problems, communicate effectively, learn adaptively and exercise sound judgment.
- Technology – Makes use of next generation LMS to enhance the efficiency of learning.
- Strategic – Intended to assist senior leaders further unpack how to achieve desired end states.