Begin With the End in Mind
Agenda

- **Is DoD Listening?**
  - Review the range of options associated with DoD’s performance measurement efforts

- **How should we assemble a research agenda?**
  - Define DoD’s desire, with examples
  - Recognize DoD Voluntary Education (VolEd) stakeholder needs

- **Review of the findings**
  - Review and analyze aggregated data
  - Synthesize disparate findings to consider new action plans

- **So What’s Next (and to what purpose)?**

- **Discussion**
Is DoD Listening?

(the range of options)

- Strategic Plan, Mission Statement: “Informed decision-making”
- Strategic Plan, Focus Area 4: “organizational effectiveness”
  - 4.1 ...implement a research agenda...
  - 4.2 ...demonstrable value...
  - 4.3 ...problem solving...
  - 4.4 ...effectiveness and impact...
Assembling a Research Agenda
(what is most important?)

- **Focus Area 4:** “Cultivate a culture of organizational effectiveness”
- Research lines of effort
Assembling a Research Agenda
(learning through iteration)

First Generation:
• Tracking Outcomes (literature review and cohort outputs)
  • Compliance Framework
  • Military Student Pathways
  • Accessions Study

Second Generation:
• Tracking Outcomes (output parsing)
  • Enterprise Information & Data Environment
  • VolEd Analytics and Dashboard

Third Generation:
• Counseling Comparative Analysis (outcomes)
  • Understanding Service-level Differences
  • Customer Relationship Management
  • College Credit Recommendations and Academic Skills Analyses
  • Career Path DECIDE Prototype
  • SOC Network Prototypes
After 37 research lines of effort we’ve learned some things about our environment

Findings can be categorized into 4 buckets

- Input: a resource entering the system (e.g. “an enrollment”)
- Output: a tangible product leaving the system (e.g. “a completion”)
- Outcome: the effect we want to achieve (e.g. “an accession”)
- Infrastructure: physical structures needed for the operation of the enterprise (e.g., facilitation of transactions or data definitions, granularity, cleaning)

A word about the difference between outputs and outcomes

- An “output” is a measurable difference to a quantifiable variable within the system
- An “outcome” reflects impacts on external systems
Key Findings:

- Risk exists within the VoEd environment (in the form of time, finance, and goal attainment)
- At-risk populations are definable
- There is *(still)* a relationship between off-duty education and retention and/or advancement
Review of the Findings
(synthesizing disparate findings)

Key Findings:
- MOU compliance is one marker for quality (note: is this an input or an infrastructure?)
- Flawed information collection infrastructure
- Hodge-podge system with vulnerabilities
Review of the Findings
(synthesizing disparate findings)

Key Findings:

- “Journey Mapping” of various personae revealed missing credential elements and the vastness of pathway options
- Integration of data elements from outside DoD can facilitate infinite and instantaneous journey mapping
- Counseling is the nexus between planning, full exploitation of programs, and attendant outcomes
What’s Next?

Outcomes
- Complete studies, ascertain impact(s)
- Additional counseling strategies; prioritize counseling access
- Provide better granularity on attainment paths

Infrastructure
- Identify other quality markers (especially in certification and licensure)
- Consolidate data systems
- Procure systems that make sense; “hardened” against vulnerabilities

Inputs
- A “super-charged” Career Path DECIDE (70+ new functions)
- Vertically aligned and stackable SOC networks
- Counselor engagement (toolkits, training, etc.)
To What Purpose?

- DoD’s exploration into organizational effectiveness has revealed an exceptional opportunity to both *discover* and *seize* the nexus between

  Mission:  *...informed consumer...*

  and

  Vision:  *...a better citizen...*

- The research agenda and findings presented herein provides DoD leadership with the evidence, tools, and expectations it needs to chart a future course in realizing the VolEd vision.
...Better Service Members, Better Citizens.

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