	Department of Defense
	Office of Local Defense Community Cooperation - Patrick O'Brian Director
	Industry Resilience Program - Michael Gilroy, Program Director
	Industry Resilience Program - Matthew Stevens, Program Manager
	Economic Adjustment Assistance for State Governments, Office of Local Defense Cooperation CFDNA Number 12.617
	Proposal - Agile Curriculum Development Program for Aviation Aerospace and Defense Manufacturing
	Program Goal - By Partnering closely with defense manufacturers, universities and community colleges, this initiative will support the development and implementation of an agile curriculum program framework resulting in industry driven course offerings, specific skill set certificates, and on the job work experiences that expedite the availability of upskilled employees and well prepared highly qualified job applicants to quickly address the rapidly growing and evolving needs of the aviation, aerospace, and defense manufacturing industries in North Texas.
	Initial Program Duration - 18 Months
	Funding Request - $800,000 DOD $80,000 Local (10% match)
	It's not the "curriculum" as much as it is the "agile" that DoD is after with this effort. - Victor Fishman
	An Agile Curriculum Development Process quickly identifies needs, develops training resources, and delivers highly effective training at ever increasing pace and efficiency
	Guiding Principles for the Design of an Aviation Aerospace and Defense Manufacturing Agile Curriculum Program
	(1) A program driven by stakeholder interests, input, and consensus
	(2) A program which identifies requirements and solutions discovered through collaborative organized cross-functional teams of manufacturers, academics, and workforce professionals
	(3) A program that promotes communication, institutionalizes essential organizational relationships, and constantly gathers feedback
	(4) A program that capitalizes on highly efficient consensus building techniques for need identification, curriculum development, training delivery, and continuing assessment
	(5) A program that efficiently builds on existing workplace/workforce structures to upskill the current workforce and train new employees
	(6) A program that develops agile methodology to flexibly meet the broad range of education and training needs across the defense industrial base
	(7) A program scalable to a broad spectrum defense manufactures and academic institutions with the capacity for rapid expansion with proven success

	(8) A program of the stakeholders, by the stakeholders and for the stakeholders
	Program Premise/Scope
	(1) Agile Curriculum Development for the DIB can be achieved through realignment and restructuring of existing, organizational elements, strategies, and tools.
	(2) An Agile Curriculum Council model can be developed with appropriate, interchangeable industry, academic, and workforce components that meet the requirements for each identified training need
	(3) The Agile Curriculum Council model will have outcomes that inherently drive stakeholders to participation and excellence
	(4) Significant strides toward delivering highly qualified defense industry manufacturing employees can be achieved by focusing college/university faculty, existing curriculums, and industry vendor training on the rapidly changing needs of manufacturing processes
	(5) A framework that provides for institutionalized active dialogue between defense manufactures, Colleges/Universities, and workforce professionals for identifying needs and the opportunities for defense manufacturers to be involved in the curriculum development and delivery is needed
	(6) The combination of certificates, enhanced courses, and in-house' active on the job training through more structured on the job co-ops s for which student receive credits toward their degree plan will expedite the ability of more students to be 'job-ready" upon graduation
	(7) Extra-curricular certificates for students completing specialized training and course work will motivate students, and facilitate their active engagement in critical manufacturing processes prior to graduation
	(8) Elements of this program can be targeted to and easily adapted to facilitate upskilling and retraining of current workers
	(9) The use of active feedback loops to facilitate honest open communication between manufacturers, educational institutions, and workforce professionals will be vital to the program's sustainability
	(10) A coordinating body comprised of project stakeholder representatives will on a continuing basis bring industry and academia together to constantly provide real-time enhancements to existing tools to deliver "job-ready" graduates and institutional road maps
	(11) With program progress toward implementation and demonstration of viability funding from the DOD Industry Resiliency Program will be provided for multiple years in order for the program to become established, gain momentum, improve through feedback, and become sustainable
	(12) Funding from DOD to establish the Agile Curriculum Development Process will allow for the creation of a scalable high value program that will motivate Aviation, Aerospace, and Defense Manufacturers to stay engaged and provide financial support.
	(13) Significant contributions toward improving the skill sets of qualified workers and the availability of additional workers can be achieved through an established and sustainable program that is institutionalized and reaches beyond individual relationships

	(14) The program will be keenly aware of the need and take advantage of opportunities to include students traditionally underrepresented in Aviation, Aerospace, and Defense Manufacturing Careers including women, minority, and low-income candidates
	(15) Efforts should be focused on addressing and adapting the program to support military personnel transitioning from active military service to civilian employment and integrating this program with other ongoing DOD initiatives with similar goals
	Customers
	(1) U.S Department of Defense - A resilient and completive defense manufacturing industry with a highly capable work force with the ability respond to highly technical, rapidly changing, and growing needs
	(2) Aviation Aerospace and Defense Manufacturers - Agile Curriculum Program Framework adaptable to all use-cases - Rapid access to current employee up-skilling, interns, and highly trained, qualified, and job ready applicants with specific job-ready skills
	(3) Colleges/Universities - Agile Curriculum Program Framework - Access to aviation, aerospace, and defense manufacturers real time needs - Payed Internships for students - Higher job placement rates - Degree program credibility - Industry relationships leading to research
	(4) Students/Job Seekers - Access to certificates, curriculums, internships, and course offerings that allow them to compete successfully for a careers in aviation, aerospace, and defense manufacturing with high paying jobs
	(5) North Texas Economy - Strong sustained aviation, aerospace and defense manufacturing Industry
	OLDCC Simple Logic Model Format
	Resources
	The vast expanse of knowledge, expertise and commitment to improvement in the government, education, workforce, and defense manufacturing sectors and the well established relationships across these sectors in North Texas will serve as the foundation for the success of this program
	Lead Agency Resources
	(1) Lead Agency - **North Central Texas Council of Governments** Executive Director - **Mike Eastland**
	(2) Lead Department - Transportation Director - **Michael Morris**
	(3) Department Lead - Assistant Director of Transportation - **Dan Kessler**- Senior Manager, Military Defense Community Planning Initiatives
	(4) Program Lead - **Vacant (recruitment ongoing)** Senior Program Manager DOD Industry Resilience, Community Investment, Military installation Sustainability

	(5) Key Program Support Staff - **Amanda Wilson**, Program Manager Military Defense Community Planning; **Ernest Huffman**, Program Manager Aviation Planning and Education; **Kyle Roy**, Communications Coordinator
	(6) NCTCOG Unmanned Aircraft Systems (UAS) Safety and Integration Task Force-- Staff Leads, Dan Kessler, Ernest Huffman - Aviation Program Manager
	(7) NCTCOG Air Transportation Advisory Committee (ATAC) - Staff Leads **Natalie Bettger** Sr. Program Manager, Ernest Huffman, Aviation Planning and Education Program Manager
	(8) Support Department - **David Setzer**, Director, NCTCOG Workforce; **Christina Medina**, Senior Manager
	Partner Agencies/Organizations
	(1) Texas Research Alliance - - **Victor Fishman**, Executive Director
	(2) North Texas Center For Mobility Technologies - Victor Fishman Director, **Tom Bamonte** NCTCOG Staff Lead, Senior Program Manager Automated Vehicle Technologies
	(3) North Texas Commission - **Eric Fox, Chair and** Director of Government Affairs Lockheed Martin; **Chris Wallace**, President & CEO; **Charlene Stark**, Senior Advisor Strategic & Legislative Initiative Initiatives; **Patrick Brophy,** Manager of Stakeholder Relations & Legislative Planning
	(4) North Texas Commission Aviation, Aerospace & Defense Council - **Dana Schenck**, Chair and Global Public Affairs Manager, Bell Flight
	(5) Work Force Solutions for Tarrant County - Executive Director **Judy McDonald,** Industry Services Unit Director **Renee Parke**r
	(6) Work Force Solutions for Dallas County -**Laurie Bouillion Larrea**, Executive Director,
	(7) DFW Regional Aerospace Consortium - **Cara Lundquist**, Chair and Director Total Rewards and Workforce Planning Strategy, Bell Flight
	(8) NASJRB Regional Coordination Committee - **Dennis Shingleton**, Chair and Fort Worth Councilman**;** Amanda Wilson, Staff Lead NCTCOG; **Kyle Roy**, NCTCOG
	(9) NCTCOG Regional Transportation Council (MPO Policy Board) - **Ron Harmon**, Chair and Johnson County Judge
	(10) Fort Worth Chamber of Commerce - Brandon Genglebach, President and CEO, **Chris Strayer** Vice President Economic Development, **Sara Thurber** Vice President Economic Development
	(11) Dallas Regional Chamber - CEO President **Dale Petrosky**, **Drexel Owusu**, Senior Vice President Education and Workforce, **Eric Griffin** Managing Director Research and Innovation
	(12) Arlington Chamber of Commerce - Michael Jacobson, President and CEO
	Defense Industry Partners
	(1) Lockheed Martin - Jon Gustafson, Director or Workforce Economic Development
	(2) Bell - Cara Lundquist, Director Total Rewards, Workforce Planning, Strategy & Development**, John Herwig,** Manager of Technical Training

	(3) L3 Harris - Matt Martin, RPA/ISR Strategic Development; **Nick Mayhew,** General Manager, L3 Harris Arlington Training Center; Melissa Clemens, **Contracts Manager**
	(4) Raytheon Technologies - **Kent Pride**, Director Engineering University Partnerships; **Douglas Greene**, Director Talent+B73 Acquisition; **Tiffany Lebrun**, Talent Acquisitions Manager
	(5) Elbit Systems of North America - **David Rogers,** COO; **Mike Wilson,** Technical Lead to the CEO; **Lisa Northup,** Director Talent Management
	(6) National Defense Industrial Association (NDIA) Lone Star Chapter - President **Mike Dietz**, Lockheed Martin Missiles and Fire Control
	Partner Colleges & Universities
	(1) Dallas Community College - **Dr. Mary Brumbach,** Chief Strategy Officer
	(2) Tarrant Community College - **Eugene Giovannini,** Chancellor; **Ritu Raju,** Vice President of Academic Affairs, TCC Northeast Campus; Shannon Ydoyaga, Vice President of Academic Affairs, TCC South Campus; **Gwen Morrison,** District 6 Board Member; **Ken Barr,** District 7 Board Member
	(3) Collin County College - **Neil Matkin,** District President
	(4) The University of Texas at Arlington - **James Grover,** Interim Vice President Research and Dean of the Graduate School
	(5) The University of Texas at Dallas - **Steve Guengerich**, Associate Vice President for Applied Research and Commercialization
	(6) The University of North Texas - **Michael Rondelli**, Associate Vice President for Innovation and Commercialization
	Grant Activities
	Pre-Grant Submittal Activities (ON-Going)
	(1) Draft and Distribute Program Summary to Potential Project Partners
	(2) Re-Establish Industry, Academic and Peer Agency Program Partners
	(3) Identify and Connect with Specific Staff in Partner Agencies (See Above)
	(4) Assess Staff Capacity Management, Administrative, Fiscal, Legal
	(5) Confirm Aviation, Aerospace, Defense, Industry and Academic Partner Program Support
	(6) Complete Grant Application Risk Assessment
	(7) Prepare NCTCOG Executive Board Presentation, Board Item & Resolution
	(8) Obtain Executive Board Approval to Submit Grant Application
	(9) Develop Defense Planning Senior Program Manager Job Description
	(10) Recruit Defense Planning Senior program Manager
	(11) Develop and Submit Simple Logic Model
	(12) Develop and Submit Grant Application

	(13) Establish Grant Application Early Project Scope Review Team **(Members Highlighted)**
	(14) Partner Coordination/Project Initiation Meetings
	(15) Project Scoping Initiative with Industry, Workforce, and Academic Partners
	Phase 1 Activities - Agile Curriculum Program Development
	(1) Establish Industry Academia Coordinating Body (Governing Board)
	(2) Establish industry, academia, and workforce Technical Advisory Use-Case Committees (workforce area specific industry, academic, and workforce groups)
	(3) Develop & Execute Subgrantee (industry, academic, and work force) agreements
	(4) Project Refinement scoping initiative with industry, workforce, academic, and vendor partners
	(5) Identify Agile Curriculum support for Industry career path use cases (upskilling and new hire)
	(6) Identify use case targeted training tools (certificates, vendor programs, existing courses, degree programs, on-the-job training, and internships) utilizing compression planning method
	(7) Identify specific use case certificates, vendor programs, existing courses, degree programs, on-the-job training, and internships programs within colleges, industry, universities, and workforce programs for application to the selected use case agile initiatives
	(8) Adapt and adopt flexible certificate model
	(9) Inventory use-case training needs gaps (curriculum, instructors, facilities, workforce), if any and conceptualize initiatives to fill them
	(10) Establish Agile Curriculum Road Maps across all stakeholders/partners defining institutional touch-points and responsibilities
	(11) Coordinate Program Development with Workforce Agency Partners
	(12) Formulate Agile Curriculum Feedback Process
	Phase 2 Activities - Agile Curriculum Program Implementation
	(1) Initiate Agile Curriculum Use Case Program
	(2) Coordinate and Support Ongoing Activities of the Program Governing Board and Technical Advisory Committees
	(3) Facilitate governing body and technical committee meetings
	(4) Develop agile curriculum use case program employee and student recruitment strategy and materials
	(5) Integrate use case agile curriculum program in high school, college, university, and community recruitment programs
	(6) Initiate Program Feedback Process through regular assessments of program performance making adjustments accordingly
	(7) Continually coordinate program implementation with workforce agency partners
	(8) Assess Program Needs for Future DOD Grant Funding Cycles
	(9) Investigate program expansion opportunities to included additional manufacturers, colleges, and universities in North Texas

	(10) Establish program sustainability needs, funding requirements and financial strategies
	Ongoing Administrative Activities Through Grant Life
	(1) Prepare grant reporting materials including program quality assessments
	(2) Process grant reimbursement requests
	(3) Review and process Subgrantee reimbursements
	Outputs
	Agile Curriculum Development Program for Aviation, Aerospace, and Defense Manufacturing That Does the Following:
	(1) Maintains the organization, promotes and executes programs
	(2) Provides a framework for identifying program needs and development
	(3) Facilitates the transition of needs into tool solutions (certificates, vendor programs, existing courses, degree programs, on-the-job training, and internships)
	(4) Provides raw input to the needs development process and tool selection process
	(5) Collects data and feedback from tool development, academic implementation, completion/graduation, hiring and performance
	(6) Acts as the Point of Contact for the process
	(7) Builds and Maintains Program Contact Road Maps
	(8) Maintains inventory of organizational positions and their roles in the Point of Contact Road Maps
	(9) Advances the certificate curriculum process
	(10) Directs development and implementation of the curriculum into community college and university certificate programs
	(11) Creates a link between certificate completion and internships
	(12) Establishes the rationale for linking certificates to internships and create evaluation criteria for success
	(13) Establishes program directed at upskilling and retraining existing defense manufacturers staff
	(14) Links the certificate, AA completion and articulation agreements
	(15) Establishes benefits for community college and university relationships and how industry can promote and benefit from them
	(16) Creates program quality assessment process, measures, and tools
	(17) Builds program feedback loops to support program improvements and expansion
	Short-Term Outcomes (Year 1)

	(1) An initial framework for the collaboration between North Texas aviation, aerospace, defense manufacturers, colleges, universities, and workforce organizations on Industry needs versus current certificates, vendor programs, existing courses, degree programs, on-the-job training, and internships
	(2) A Governing body and technical advisory committees to guide the development of implementation of the Agile Curriculum Development Program
	(3) Draft specific agile curriculum use case curriculums targeted toward the needs of aviation, aerospace, and defense manufacturers
	(4) A detailed process/mechanisms in place to facilitate industry and academic assessment of certificates, vendor programs, existing courses, degree programs, on-the-job training, and internships needs
	(5) Program ready/operational management, administrative, and fiscal staff operational
	(6) Specific certificates, vendor programs, existing courses, degree programs, on-the-job training, and internships courses identified by use case technical area
	Mid-Term Outcome (Years 2-3)
	(1) Specific use case agile programs in place targeted toward the needs of aviation, aerospace, and defense manufacturers
	(2) Students enrolled in agile programs targeted at mastering critical and specific skill sets as identified by manufacturers
	(3) Aviation, aerospace, and defense industry program representatives working with universities and colleges in a highly engaged program on topic and instructor development
	(4) Increased awareness regarding career opportunities in Texas aviation, aerospace, and defense in North Texas
	(5) Increased enrollment in aviation, aerospace, and defense-related academic programs in North Texas colleges and universities
	Long-Term Outcomes (Years 4 and beyond)