

Strategic Development & Professional Development

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 - **Director of Strategic Partnerships &
Professional Development**
- **December 2024**

Who am I?



Rowan University

Phillies

NY

FIREFIGHTER
-wife-

MOM

- Goal 1: **Education**
 - Continue implementation and usage of data from the roadmap determined by the 2023 McKinley Assessment
 - Align current content with member and customer demand
 - Evaluate the successes of the 2024 Pre-Convention courses
 - Assess current content library to determine which courses should continue and/or be archived

- Goal 2: **Education**
 - Build relationships and partnerships with organizations, institutions, and/or like-minded associations to grow and enhance AOC's presence and offer expanded varying educational opportunities.
 - Create a sponsorship opportunity for organizations/companies to host AOC created onsite courses
 - Find existing schools, colleges, and institutes willing to partner with AOC to offer educational opportunities in the electromagnetic warfare industry, including the AOC Certificate Program

- **Goal 3: Education**
 - Create and execute the AOC Certificate Program, beginning with Stevens Institute as the host of the pilot program, and expand to additional institutions.
 - Finalize the agreement with Stevens Institute as the pilot institution for the AOC Certificate Program by February 2025, launching the program by an agreed upon date determined by AOC and Stevens Institute.

- **Goal 4: Education**
 - Develop a comprehensive education schedule that provides professional development opportunities that are of value to our members in the form of webinars, OnDemand webinars, and onsite courses.
 - Offer more onsite courses throughout the US based on need and interest
 - Reduce the number of webinars to two (2) per month, ensuring that the content is relevant to what AOC audiences want and/or need
 - Reevaluate current AOC speakers/instructors, creating a database of engaging subject matter experts
 - Work with international membership to increase the amount of educational content to industry members outside of the US



ASSOCIATION
OF OLD CROWS

Association of Old Crows
Professional Development Committee
Update for Board of Directors
10 Dec 2024



AOC Professional Development Committee Purpose

To develop and implement a **training and education strategy** designed to support the full spectrum of our membership from lifetime members to our newest Crows, from technical experts to non-technical novices, to monitor ongoing professional educational and training activities and to advise the President and Board of Directors on training and educational matters as they pertain to the Association of Old Crows.

While the above is naturally AOC focused, the activities of the committee are intended and will be designed to serve the EW/EMS0/EMS community.

Note also that EW generally refers to classic EA/EP/ES Defense-related applications, EMS0 implies a more broad-based & joint mission space, and EMS incorporates commercial applications. EMS is the conceptual equivalent of “cyber,” with ubiquitous Defense and commercial uses.



Association of Old Crows (AOC) Professional Development Committee

Committee Vision Aligns with AOC Mission & Vision

Professional Development Committee Proposed Vision

Support AOC activities, catalyze community conversations, and bridge USG, DoD, International Partner, Industry & Academic missions with common EW/EMSO/EMS-related professional human capital needs ...not drive DoD, partner or other organizational programs.

AOC Vision

Be the premier global professional association advocating across defense industry, government agencies, militaries, and academia for achieving and sustaining a military advantage in the electromagnetic spectrum (EMS).

AOC Mission

The AOC is an organization for individuals who have common interests in Electromagnetic Warfare (EW), Electromagnetic Spectrum Operations (EMSO), Cyber Electromagnetic Activities (CEMA), Information Operations (IO), and other information related capabilities. The AOC provides a means of connecting members and organizations nationally and internationally across government, defense, industry, and academia to promote the exchange of ideas and information, and provides a platform to recognize advances and contributions in these fields.



The Talent Pipeline EMS Professional Lifecycle Model

The **Talent Pipeline** formulation: **Recruit** → **Train** → **Retain** → **Retire** offers a logical reference model for the lifecycle of an EMS professional.

Technical education and career management in general —and EMS professional development in particular— constitute a national and international challenge whose implications are not limited to US and Allied partner defense establishments.



The **AOC Professional Development Committee** proposes to use the **Talent Pipeline** model as a simple, elegant **strategic framework** for coherently organizing AOC education, training, STEM outreach and certification (ETS&C) activities.

Association of Old Crows (AOC) Professional Development Committee

“As Is” -- Current Professional Development Portfolio



On-Demand Course: Cognitive Electronic Warfare: An AI Approach

This course will cover how artificial intelligence (AI) can be used in electronic warfare (EW). AI enables EW systems to respond more quickly and effectively to battlefield conditions with complex and novel emitters. Presented by Dr. Karen Haigh.

Education (Lauren)

The AOC supports professional development and learning through on-demand (live or virtual) courses and webinars. AOC currently maintains 20 accredited (?) courses, and there are more than 50 webinars available online.

Training (Lauren)

The AOC supports generalized EW training, mostly through virtual on-demand technical webinars. AOC training spans a range of EW and EMSO-related technology, capability, architecture, solution, and mission topics.



Webinar: Deploy Full Stack Spectrum Situational Awareness System with Networked Handheld Sensors

Jul 11, 2024

In this technical brief, a new approach is introduced to overcome the biggest challenges for EMSO today. Presented by Roland Zhang.

STEM Outreach (Mark)

One way the AOC has historically supported STEM outreach was to invite high school students from the DC-MD-VA area to attend the annual AOC International Symposium & Convention. The event exposed a large number of students to EW/EMSO missions, organizations and career opportunities, but the program paused post-pandemic. Today, the AOC Education Foundation (AEF) recognizes a “Future 5” promising young professionals who innovate and strive for excellence as they pursue careers in EW.

Certification (Chuck)

In 2020-21, the AOC developed and initiated an EW professional certification program; key elements will be leveraged to establish an internationally recognized certification.



“To Be” – Professional Development Strategy Pillars

EW/EMSO/EMS Education (E³E) - Lauren

The AOC will support E3 professional development and learning by establishing a dynamic curriculum of value-added courses offered through the AOC or by partners.

GOAL 1 – baseline current programs, build partnerships, start curriculum development.

Training (E³T) - Lauren

The AOC will support E3 training through virtual on-demand technical webinars. AOC may address E3 training gaps (ie, needs not met by other programs) and span a variety of E3 mission, technology, capability, architecture, operations or other current topics.

GOAL 1 – refine webinar infrastructure to offer dynamic, relevant content.

STEM Outreach (E³S) - Mark

AOC National will provide a unifying framework for chapter-based STEM Outreach laboratories, to promote best practices and innovative ideas that work to attract middle, high school and college students into E3 careers.

GOAL 1 – catalog chapter STEM efforts and create a universal E3 outreach framework.

Certification (E³C) - Chuck

In 2020-21, the AOC developed the Certified Specialist in EW (CSEW) program; CSEW elements will be leveraged to design a meaningful E3 certification recognized by governments, defense organizations, international partners, industry and academia.

GOAL 1 – initiate certification re-design using a combination of CSEW and INCOSE (systems engineering) competency frameworks; engage key gov't & industry players.



Association of Old Crows (AOC) Professional Development Committee

Baselining Stakeholder Interests & Equities...



USG/DoD (including Service Schools)

AOC Lead: TBD

Co-Lead: Member TBD

Members/Mentors: TBD

Interests & Equities:

1. Access to AOC platforms and members for strategic communications & messaging
2. Adjunct professors for USG/DoD EW/EMSO E&T
3. EW/EMSO training that “fills gaps” in workforce development programs
4. Special forums to solicit broad-based advice from AOC members (esp technical experts)



Foreign Partners

AOC Lead: TBD

Co-Lead: Member TBD

Members/Mentors: TBD

Interests & Equities:

1. Harmonization and normalization of coalition partner EW/EMSO E&T programs with US counterparts
2. Leverage AOC platform/membership “reach”



Academic Stakeholders

Lead: TBD

Co-Lead: Member TBD

Members/Mentors: TBD

Interests & Equities:

1. Participate/partner in initiatives that bring students into academic programs (certificate, degree, experiential, etc)
2. Access to experiential ideas – USG/DoD EW/EMSO-related challenges, problems, experiments
3. Understanding of USG/DoD “STEM” talent needs
4. Compelling venues for student involvement



Industry Stakeholders

AOC Lead: TBD

Co-Lead: Member TBD

Members/Mentors: TBD

Interests & Equities:

1. Access to USG/DoD senior leaders, strategies, plans & programs
2. Participation in development of USG-endorsed EW/EMSO certification and competency criteria (eg, that might be used to validate labor categories & rates)
3. Opportunities for product marketing (eg, conferences)
4. Access to unique courses, webinars, seminars



Association of Old Crows (AOC) Professional Development Committee

More Stakeholder Interests & Equities...



USG/DoD (including Service Schools)

AOC Lead: TBD

Co-Lead: Member TBD

Members/Mentors: TBD

Interests & Equities:

1. “Central Repository” of information, expertise, and experience
2. More flexibility than USG/DoD to address current issues in E3
3. Access to a large group of E3 professionals for various work
4. “Gap filler” if USG/DoD schools don’t cover a particular topic (eg, EW training for Army exercises...); tailorable E3 education programs



Foreign Partners

AOC Lead: TBD

Co-Lead: Member TBD

Members/Mentors: TBD

Interests & Equities:

1. Pensacola has a “NATO & Partner” program – need to improve collaborative partner offerings
2. How to leverage the AOC? (today: 7 confs in the US...more international conferences in the US? eg, space)
3. NATO courses (cross-pollination?) – eg, Oberammergau
4. AUKUS/FVEY may be “counterproductive” – need a coalition JEMSO collaborative environment



Academic Stakeholders

Lead: TBD

Co-Lead: Member TBD

Members/Mentors: TBD

Interests & Equities:

1. Give students a perspective into possible professional career outcomes
2. Partnerships (for “pull-thru” to E3 careers, innovation)
3. Access to experiential opportunities (and real-world problem sets) to build competencies
4. Understand professional work roles
5. STEM programs – that attract young people into academic programs aiming towards E3 (concentrate AOC chapter STEM offerings to advantage academic partners)
6. “Gap filler” if schools don’t cover a particular topic (eg, adjunct faculty or SMEs for certificate-related courses)



Industry Stakeholders

AOC Lead: TBD

Co-Lead: Member TBD

Members/Mentors: TBD

Interests & Equities:

1. Certification
2. Career-broadening opportunities
3. Complex research avenue for presentation to prospective investors
4. Venue for presenting innovative products, capabilities & solutions – webinar time
5. More offerings targeting young engineers at conferences – or build some conference content around young engineer project activities (“birds of a feather” events for networking)
6. Corporate memberships should focus on junior staff to develop interests & skills



Association of Old Crows (AOC) Professional Development Committee

...to Optimize the AOC Value Proposition

▪ Key AOC EW/EMSO/EMS (E3) Value Proposition Elements:

- Platform Reach (local/national/global)
- Strategic Messaging & Outreach
- Community of Interest (CoI) Collaboration
- Advocacy (including on the Hill)
- Program, Initiative & Activity Discovery and Information Sharing (eg, Catalog)
- Management of EW/EMSO Certification Standards (from Padawan-to-Yoda)
- Light Touch (for AOC to Manage), Light Lift (for Participants)
- “Universal Spectrum Awareness” (USA!), “Unconstrained Knowledge” (UK!)

▪ E3 Brainstorming & Ideation:

- Champion Certification Acceptance (eg, for contract labor categories, salary increments, bonuses)
- Share Best Practices
- Accelerate Program Alignment (eg, Coalition Partner E3 Interoperability)
- E3 Solutions Show & Tell or VIP Showcase Day?
- Facilitate Tabletop Exercises (TTX) – Operational Impacts, Synergy w/Cyber, etc
- Organize Speakers for AETC Senior Leader EW Course (Former SLEWC) Reboot
- Re-commission Expert/SME Senior Strategic Advisory Group
- Establish Young Professional Advisory Group
- Offer Young Professional “Golden Ticket” Experience at Symposium



Association of Old Crows (AOC) Professional Development Committee
E3 Professional Development – Centers of Gravity

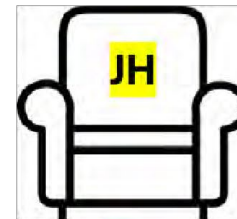
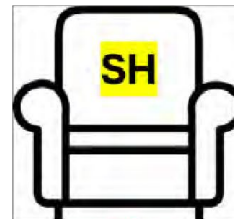
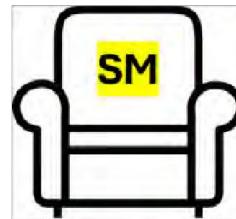
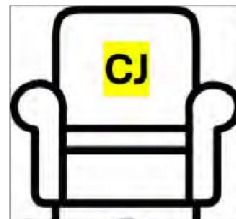
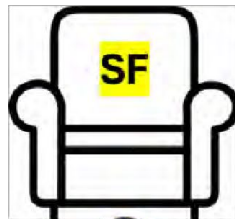
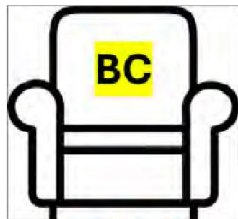


Moderators/Facilitators (from the floor):

John Huggins (Moderator)



Ken Dworkin (Facilitator)



Breakout Session Description (1430-1600 Thurs 12 Dec)

In an era where electronic warfare, electromagnetic spectrum operations, and electromagnetic support (EW/EMSO/EMS) are critical to national security, understanding the landscape of education and training is more vital than ever. This session offers a uniquely concise overview of the key "Centers of Gravity"—the leading organizations and initiatives shaping EW/EMSO/EMS training across the U.S. government, Department of Defense, industry, and academia.

Join us as we distill complex information into focused summaries that highlight ongoing activities and strategic goals. Participants will gain insights into the various centers dedicated to enhancing professional development and fostering collaboration within the EW/EMSO/EMS communities.

Session Objective – **Introduce/Tease (not brief)** Key EW/EMSO/EMS (**E3**) Education, Training, Workforce Activities

Association of Old Crows (AOC) Professional Development Committee
2025 ProDev Partnership Opportunity



About DSI

“We deliver mission-relevant educational summits, events, and symposiums to federal departments, agencies, and private industry leaders to help them achieve effective and efficient mission success.

Each year, over 7,500 people participate in DSI events to collaborate with leaders, engage on critical capabilities, foster innovation, and solicit next-generation solutions.

Since 2012, **Defense Strategies Institute (DSI)**, has provided a premier platform for thought leaders and industry experts to exchange ideas and drive advancements in national security. Our seminars and forums are meticulously designed to address the most pressing challenges and opportunities that bring together military, government, and private sector professionals.”

E3 Professional Development Summit

Currently, DSI doesn't plan to offer an EW/EMSO/EMS-related summit event in CY2025. There is an opportunity for DSI and the AOC to jointly sponsor/host an E3 Professional Development Summit, focused on E3-related education, training, STEM and certification. Content could include AOC ProDev Committee principals/organizations, and feature senior speakers from across the ProDev stakeholder community (USG/DoD, International, Academia, Industry).

Association of Old Crows (AOC) Professional Development Committee
Comparing the AEF and ProDev Committee

Activity:	Education Foundation (AEF)	ProDev Committee
Organization Type:	501(c)3	501(c)6
Purpose:	"Education arm of the AOC"	Develop/execute E/T strategy
Vision:	Manage AOC programs that generate revenue or collect member, sponsor or other donations dedicated to the promotion of EW/EMSO/EMS education and training?	Focus AOC activities, catalyze community conversations,forge partnerships to bridge USG, DoD, International, Industry & Academic missions with common human capital needs
Mission:	Promote education in EW, EMSO, CEMA, IO and STEM	Advance members' interests in EW/EMSO/EMS-related ETSC
Focus:	Fundraising & resource mgmt	Strategic engagement, delivering value to members
Subcommittees:	Scholarship Chapter STEM Other Education Donations	Education Training STEM Outreach (National) Certification