



AGENDA

IALR Board of Trustees

MANUFACTURING ADVANCEMENT COMMITTEE

Thursday, May 7, 2026 - 10:45 am - Conference Room 203

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| I. Convening of Meeting | Mr. Ben Davenport |
| A. Welcome | |
| B. Call to Order and Confirmation of Quorum | |
| C. Call for Changes to Agenda | |
| II. Approval of Minutes | Mr. Ben Davenport |
| A. January 29, 2026 | |
| III. Manufacturing Advancement Update | Mr. Jason Wells |
| IV. Open Discussion of Concerns, Issues, and Observations | Group |
| V. Adjournment | Mr. Ben Davenport |

Reference material included: "Manufacturing Advancement Update"

Future Committee Meetings

Future Plenary Meetings

May 14, 2026

Advanced Manufacturing Committee Members

Mr. Ben Davenport, *Chair*
Mr. David Bennett
Mr. Don Gibson, *Ex Officio*
Dr. Greg Hodges
Mr. Mark Holland
Dr. Cornelius Johnson
Ms. Connie Nyholm
Ms. Chris Pennington

IALR Staff

Mr. Telly Tucker, President
Dr. John Hughes, EVP of Operations
Ms. Pam Patterson, BOT Secretary
Mr. Jason Wells, EVP, Manufacturing Advancement



IALR BOARD OF TRUSTEES (BOT)
MANUFACTURING ADVANCEMENT COMMITTEE
Minutes – January 29, 2026 - 10:45 a.m. – Conference Room 203

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| <p><u>Members Present</u> Mr. Ben Davenport, Chair, <i>left at 11:23 a.m.</i> Mr. David Bennett Mr. Don Gibson, <i>Ex Officio</i> Dr. Greg Hodges Ms. Connie Nyholm, <i>via Zoom</i></p> <p><u>Members unable to attend</u> Mr. Mark Holland Dr. Cornelius Johnson Ms. Chris Pennington</p> | <p><u>IALR Staff Present</u> Mr. Telly Tucker, President Dr. John Hughes, Executive Vice President, Operations Ms. Pam Patterson, BOT Secretary Mr. Jason Wells, EVP, Manufacturing Advancement</p> <p><u>IALR Staff Unable to Attend</u></p> <p><u>Guests</u> None</p> |
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Call to Order / Confirmation of Quorum / Changes to the Agenda

Mr. Ben Davenport, Chair, called the meeting to order at 10:45 a.m. on Thursday, January 29, 2026. A quorum was present. There were no changes to the agenda.

Attendance of Committee Members by Electronic Communication Means

Mr. Davenport announced that Ms. Connie Nyholm would attend the meeting electronically from her home due to winter storm conditions. The committee voted to allow Ms. Nyholm to participate in the meeting via Zoom.

- **Motion:** Mr. Don Gibson made a motion to allow Ms. Nyholm to participate in the meeting via Zoom. Dr. Greg Hodges seconded the motion. The motion passed unanimously.

Approval of Minutes

- **Motion –** Dr. Greg Hodges made a motion to approve the minutes from the October 30, 2025 meeting. Mr. Don Gibson seconded the motion. The motion was approved unanimously.

Manufacturing Advancement Update

Mr. Jason Wells presented the narrative report (Exhibit A) and the departmental updates (Exhibit B). The meeting addressed updates and strategic planning for various manufacturing

programs, including technology refresh needs for the Integrated Machining Technology (IMT) program, curriculum revisions for the Naval Aviation School for Additive Manufacturing (NASAM), and the Accelerated Training in Defense Manufacturing (ATDM) program’s success in job placements and community service. Mr. Wells emphasized the need to shift to a disciplined, scalable operating model, including an Enterprise Resource Planning (ERP) system and the adoption of digital technologies and Artificial Intelligence (AI) to remain competitive.

The committee discussed IALR’s focus on achieving measurable outcomes in defense readiness, workforce development, and advanced manufacturing, as well as efforts to expand its national defense footprint, accelerate service delivery, reduce reliance on external consultants, and scale its workforce. Updates included AI and Industry 4.0 training initiatives, collaborations with Virginia Tech (VT), a new Naval Sea Systems Command (NAVSEA) metal additive manufacturing program, defense supplier training, and nuclear oversight initiatives. Mr. Wells also reviewed organizational efforts to support growth and addressed strategic challenges related to risk management, shifting governmental priorities, approval timelines, financial visibility, staffing, and cross-organization collaboration, highlighting the importance of clear communication, brand alignment, and continued Board support through targeted capacity investments.

Open Discussion of Concerns, Issues, and Observations

There was no further discussion.

Adjournment

Mr. Don Gibson adjourned the meeting at 12:02 p.m.

Minutes Recorded By:

Minutes Approved By:

Pam Patterson
BOT Secretary

Mr. Ben Davenport, Chair
Advanced Manufacturing Committee

Date

Date

Attachments Included as Official Part of Minutes

Exhibit A - Manufacturing Advancement Narrative Report, January 29, 2026

Exhibit B – Departmental Update: Manufacturing Advancement, January 29, 2026

Manufacturing Advancement Report
Jason Wells, Executive Vice President
Amanda Hylton, VP Strategic Initiatives
April 20, 2026

Personnel Updates:

- ATDM
 1. Latasha Jones – ATDM Educational Compliance Coordinator
 2. Ken Gee– ATDM Transportation Specialist
- CMA
 1. Grey Seymour – CNC Machinist / Programmer
- Manufacturing Advancement
 1. Erika Saunders – Business Process Analyst
- Open Positions
 1. CNC Machinist II
 2. CNC Machinist II
 3. ATDM Precision Manufacturing Lab Technician
 4. ATDM Precision Manufacturing Lab Technician
 5. Manufacturing Financial Analyst
 6. Project Manager
 7. Coding and Robotics Intern
 8. Defense Manufacturing Training Coordinator
 9. NAVSEA Additive Instructor
 10. NAVSEA Additive Technician
 11. ATDM Instructional Specialist
 12. Generative Manufacturing Engineering Design Intern
 13. Applications Engineer
 14. AI/Machine Learning Intern
 15. ATDM Non-Destructive Testing Instructor
 16. CNC Machinist/Programmer
 17. Junior DevOps Engineer
 18. Program Manager, Defense Manufacturing Training
- Termination
 1. John Keatts – ATDM Welding Lead (position eliminated)
 2. Justin Farrow – CMA Intern (medical)
 3. Lori Kelly – ATDM Non-Destructive Testing Instructor (resigned)

Accelerated Training in Defense Manufacturing (ATDM)

Program Performance

- Graduated more than 1,200 students, with over 1,000 placed into manufacturing careers.
- Issued more than 8,000 nationally recognized certifications and qualifications.
- Delivered over 1,400 hours of community service.

- National Workforce Forum and Manufacturing Training Center Ribbon Cutting scheduled for June 3.
- Salesforce platform fully implemented and in daily use; continuous enhancements underway.
- New Program Management Review structure in development for executive reporting.
- Search remains active for a permanent Vice President to lead this strategic initiative.

Financial Discipline / Contracting

- Comprehensive budget reviews underway across all ATDM lines of effort.
- Entering the final quarter of the first fiscal year under delegated budget ownership to program leaders.
- Department-wide training completed in budget planning, forecasting, and financial accountability.
- Monthly spend reviews have strengthened fiscal discipline and decision-making.
- Current actual spend remains below fixed-budget levels, creating positive margin opportunity.
- Action plans underway to strategically deploy remaining forecasted funds in support of mission priorities.

Recruitment

- Students recruited from 47 states, Washington D.C., Puerto Rico, Guam, and Australia.
- Scaling recruitment strategy to support long-term growth target of 1,000 students annually.
- Enrollment mix: 82% career seekers / 15% incumbent workers / 2% conditional pre-hires / 1% new hires.
- 24% of students have military backgrounds.

Training Excellence

- Fully modernized curriculum now deployed through a branded Learning Management System.
- Two-shift operations active across all pathways; CNC and Welding now operating three shifts.
- Augmented Reality Welding Lab integrated into training delivery.
- ISO certification implementation underway across the program.
- ATDM graduates now represent approximately one-third of all NIMS-certified inspectors in the United States.
- Capstone model being introduced with direct connectivity to the Additive Manufacturing Center of Excellence.

Industry Engagement / Career Outcomes

- More than 300 participating companies.
- Strengthened alignment with Talent Pipeline Program for program reach.
- Early retention data shows 86% of graduates remain employed with original employers after one year.
- Career fairs now consistently attract 40+ companies, a 20% increase.

- Placement rates averaging 79% after sustained mid-80% performance; root-cause review underway.

Dedicated Training Facility

- ATDM staff and portions of Manufacturing Advancement now fully operational in the Maritime Training Center.
 - Facility interior fully active and functional.
 - USS Buffalo sail installation and final exterior work underway; full completion expected May 31.
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NASAM Additive Manufacturing Training

- Government shutdown impacts reduced latest cohort to 5 students.
 - Funding allocation and flow down challenges continue, though recent progress has improved outlook.
 - Curriculum enhancements completed following direct engagement with NAVAIR technical leadership.
 - Program Coordinator promoted to Program Manager with oversight of both active duty AM training programs (see below new program).
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NAVSEA Afloat Additive Manufacturing Training

- IALR awarded administration contract for new advanced Navy training program.
 - Program will include polymer, metal additive manufacturing, and CNC machining.
 - Formal kickoff was completed with Navy leadership and BlueForge Alliance.
 - Dedicated lab space being developed in Hawkins facility with secured three-year funding model.
 - Launch planned for July/August, serving 76 students annually in cohorts of 12.
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Center for Manufacturing Advancement (CMA)

Growth & Revenue

- Now operating two shifts following strategic staffing additions.
- Added 6 new Optimization partners, with 10+ active projects and \$400K+ committed work.
- Digital services team generated \$110K+ revenue this quarter.

Strategic Expansion

- Immediate action required to equip and activate 149 Slayton to support rapid Optimization growth.
- Finalized partnership with a premier machine tool builder involving significant investment and joint opportunities.

- Strong market reception at major military additive manufacturing trade show generated 12+ qualified leads.

Capability Building

- Undergoing CMMC certification process targeted for August, required in order to engage in classified federal work.
- Workforce training team secured commitment to develop custom technician training for major AM manufacturer.
- Operational Excellence team engaged under purchase order for supplier value-stream mapping, lean deployment, and Kaizen execution.

Strategic Inflection Point

- CMA is approaching a scale point requiring defined staffing, facilities, and resources.
 - Leadership intends to present a long-range operating plan before FY26 close to position for FY27 growth.
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Additive Manufacturing Center of Excellence (AM CoE)

- Future-state roadmap progressing from planning to execution phase having a strong work session at CCAM in Petersburg, VA.
 - Austal has assigned a dedicated onsite Program Manager in Danville, significantly improving coordination.
 - Strong potential for increased higher level secured workload creating new security challenges for future.
 - Access-control and protected-space management discussions now becoming urgent with Austal as the Prime.
 - Team has transitioned to a fully paperless digital operating model and continues to lead these changes within the AM CoE space.
 - Funding flow and payment timing across consortium partners remain ongoing challenges.
 - Internship pathways now established for ATDM students across disciplines.
 - Produced more than 600 AM parts, with 73% year-over-year productivity growth.
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Specialized Training / New Markets

Strong demand continues for custom training solutions, including:

- Quality Assurance program support for Indian River State College
 - Modular training development for industry partner
 - Data Scientist for Manufacturing prototype program
 - Lean / waste reduction training for supplier base
 - Specialized welding proposal for U.S. Coast Guard
 - New joint funding initiatives with Virginia Tech for engineers, advanced technicians, and frontline leadership training in Danville
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Integrated Machining Technology (IMT)

- Working with Danville Community College to modernize program after 12 years of operation.
 - Pursuing grants to add additive manufacturing and digital training capabilities.
 - Expanded intern pipeline into AM CoE federal programs.
 - Current cohort graduates in May and is projected for 100% placement.
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Additional Division Highlights

Organizational Strength

- High volume of tours, visits, and engagements continues.
- Leadership team functionally meeting monthly to review metrics, priorities, and execution performance across all business lines.
- Increased focus on marketing and social media to elevate reach and market positioning.

Pending Strategic Opportunities (with Virginia Tech)

Awaiting award decisions on three initiatives:

1. NAVIGATE – Engineering training and work-experience program
 2. AM2 Manufacturing Studio – Joint industry technology exploration platform
 3. NSF Grant – Infrastructure for Quantum, Nano, and Additive Manufacturing in Appalachia
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Major Leadership Accomplishments

- Eliminated critical single-point dependency in Industry 4.0 operations
 - Fully activated second shift in AM CoE
 - Deployed scheduling systems and KPIs in CMA
 - Implemented Salesforce division-wide
 - Completed Optimization / 149 Slayton business plan
 - Strengthened project management discipline
 - Activated strategy-aligned digital team
 - Secured \$350K in business development commitments
 - Elevated financial literacy and fiscal controls
 - Established sustainable marketing operating rhythm
 - Advanced dashboards and digital visibility systems
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Priority Objectives Through Year-End

- Launch Optimization growth plan (hiring, equipment, facilities)
- Achieve CMMC certification

- Complete ATDM ISO certification
- Improve fiscal transparency and controls
- Further align ATDM staffing model
- Evaluate compressed training models (12-week vs. 16-week)
- Expand virtual training catalog
- Launch digital manufacturing pathways
- Secure 2+ additional grants/contracts
- Reach full staffing for current demand
- Strengthen technical SME market positioning through planned communications

Contributions to the Strategic Plan

- **Accelerated Training in Defense Manufacturing**
 - Center of Excellence for Education & Workforce Development – ATDM is the pilot for a national network of accelerated training programs aimed at reducing “time-to-talent” for the defense industrial base (DIB) and filling critical skills gaps in defense manufacturing. As a national-in and national-out training platform, it partners with recruiting sources and industries nationwide
 - Globally Competitive Ecosystem – ATDM provides a robust level of industry engagement that allows industry to send students for training and place students in employment. As with previous models, such as Integrated Machining Technology, it has been shown that industry is interested in locating near training facilities to recruit workers at velocity and scale, which ATDM will produce. These trained individuals will support a workforce pipeline that will make the region more globally competitive
 - Collaborative Team Success – ATDM relies on external partnerships with recruitment sources, job placement entities, industry and technology partners. The multiple subcontractors involved in making the training a success provide opportunities to collaborate with other internal divisions

- **Defense Manufacturing Community Support Program**
 - Virginia's Go-To Partner for Business and Economic Growth – DMCSPP supports the Virginia Maritime Industrial Base Consortium (VMIBC) as a leading hub for developing skilled workers and the engineering workforce for the maritime industry in Virginia; supports local, regional, state, and national economic development through the designation as a Defense Manufacturing Community (DMC) and the collaborative partnerships created through the VMIBC; IALR serves as the convener of partners to execute the DMCSPP grant, providing the ability of IALR to be the go-to partner for the Virginia Department of Veterans and Defense Affairs in developing and enhancing workforce development pipelines that support Virginia's business and economic growth plans
 - Center of Excellence for Education & Workforce Development – DMCSPP supports education & workforce development through the DMC ecosystem which provides a K-12 to university and beyond workforce training system. This includes career connections, high school, community college, university and adult learner options for training students to support the Virginia maritime industry. DMCSPP creates a pipeline for manufacturing engineering technologists and provides continuous improvement into training programs that rely on industry needs. The mission of the VMIBC (the designated DMC community) is to increase manufacturing capacity, capability, resiliency, and diversity in the maritime industrial base by creating a cross-region K-12 to university training pipeline for skilled workers and manufacturing engineers
 - Globally Competitive Ecosystem – DMCSPP advances and connects

businesses in the region through a strong collaborative network of industry, government and academia. DMCSPP will increase the supply of skilled labor and manufacturing engineers that will help to close manufacturing skills gaps, address manpower shortages, build manufacturing capacity and capability, and modernize the workforce to enable the industrial base to fully support the Navy's sustainment and shipbuilding needs. This will position the Commonwealth to be globally competitive in attracting manufacturing industries that are aligned to the skills within the pipeline

- Collaborative Team Success – DMCSPP strengthens collaborative, regional education partnerships (ODU, P&HCC, Virginia State University and K-12 school divisions in Southern Virginia and Hampton Roads) and supports internal collaboration through the integration and expansion of GO TEC into the Hampton Roads region through the DMCSPP partnership
- **NASAM**
 - Center of Excellence for Education & Workforce Development – Through efforts connected with ATDM, the Naval Aviation School of Additive Manufacturing will support active-duty military with Additive Manufacturing (AM) training directly related to Navy needs. These connections will also support the US Navy's effort to modernize the workforce and prepare for increasing AM production
- **Nav Sea Afloat**
 - Center of Excellence for Education & Workforce Development – Through efforts connected with ATDM, the Naval Sea Afloat School will support active-duty military with Additive Manufacturing (AM) training directly related to Navy needs. These connections will also support the US Navy's effort to modernize the workforce and prepare for increasing AM production
- **Center for Manufacturing Advancement**
 - Virginia's Go-To Partner for Business and Economic Growth – The CMA supports Virginia manufacturers in their pursuit of manufacturing optimization and innovation. The CMA offers technical expertise, lab space, equipment and a collaborative environment to help existing and new Virginia manufacturers increase productivity that has direct economic impact. The CMA serves as a centralized resource of emerging, production ready technologies to help drive the success of Virginia manufacturers. The US Navy AM Center of Excellence within the CMA is expected to support additional companies in their ability to produce AM parts for Navy submarines, including companies in Virginia
 - Center of Excellence for Education & Workforce Development – Through efforts connected with ATDM, the CMA's AM COE will connect ATDM graduates with Additive Manufacturing (AM) jobs directly related to the Submarine Industrial Base (SIB). These connections will support the recruitment and placement efforts of ATDM. These connections will also

support the US Navy and the SIB's effort to modernize the workforce and prepare for increasing AM production

- Globally Competitive Ecosystem – The CMA will allow businesses in Virginia to be globally competitive through innovations in current and new manufacturing processes. The AM COE at CMA will also support a globally competitive ecosystem through development of innovative additive manufacturing strategies, technical data and processes
 - Collaborative Team Success - The CMA serves as the go-to hub for manufacturing advancement and innovation for Virginia businesses and beyond. The CMA will bring internal and external partners together to form a cohesive group of manufacturing experts, technical partners, business leaders and government officials. These partnerships and collaboration will drive the projects and programs at the CMA. The projects and programs will lead to positive return on investment for IALR and project partners. Revenue generated through CMA projects will help support the Manufacturing Advancement division as a whole and help provide the required resources to remain industry relevant and globally competitive
- **Specialized Training**
 - Virginia's Go-To Partner for Business and Economic Growth – As one of four HTEC training centers in the country, IALR serves as the Go-To teacher training facility for Virginia
 - Center of Excellence for Education & Workforce Development – The mission of HTEC is to provide a collaborative space in which we collectively develop, deliver, and disseminate the best educational methods and techniques for CNC education in the world. The goal is to drive the upskilling of manufacturing educators, and transform CNC classrooms into modern, high-tech advanced manufacturing labs that both encourage students to seek successful careers in CNC and related fields and ensure that these students are well-equipped when they enter the field. The goal of specialized training within the manufacturing advancement department is to be the Go-To training provider on CNC and related machine technologies, including the upcoming Industry 4.0 integrations within the CMA
 - Globally Competitive Ecosystem – As a partner for the HTEC network and Phillips Corporation, the training facility at IALR serves as a global benchmark as Haas expands into other countries and provides the potential to be a train-the-trainer provider for global Haas activity
 - **Integrated Machining Technology**
 - Virginia's Go-To Partner for Business and Economic Growth – IMT has supported extensive business and economic growth in the region by highlighting the ability of the region to train a workforce that can meet demands at multiple levels, from the work floor technician to front line management and beyond. The IMT program is the advanced level training and culmination of the workforce pipeline that begins in middle

school. It has been identified as one of the reasons that multiple companies have located in the region and has been the catalyst for allowing IALR to support these companies through rapid launch space and concierge services

- Center of Excellence for Education & Workforce Development – The IMT program has been a national benchmark for advanced training in CNC machining for years and delegations from multiple states and countries have visited to learn more about how to execute similar programs. The continuous improvement and adoption of current technology allows this program to support the strategic goal of being a center for excellence for education & workforce development
 - Globally Competitive Ecosystem – Technology in manufacturing is rapidly evolving. Providing relevant training in support of industry needs is critical as technology and processes continue to modernize. It is a key factor in providing a globally competitive ecosystem. IMT supports this goal by remaining at the forefront of technology and training and ensuring that students can enter the workforce and provide innovative solutions to workforce challenges
- **Additional Contributions to the Strategic Plan**
 - Excellence in Board Leadership - All projects strive for transparency with the Board by providing needs, successes and areas of support required that allow the board to serve as community champions, share successes and stories and support public and private funding support which promotes excellence in board leadership as the board carries out these strategic activities
 - Strategic Expansion of Applied Research and Culture of Learning - The Manufacturing Advancement division encapsulates a culture of learning in all projects. It fosters innovation and encourages continued efforts to remain current on the knowledge of existing and emerging