

2023



Annual Report

AU Teaching and Learning Center

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Maxwell AFB, AL 36112

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DIRECTOR'S INTRODUCTION

2023 was a year of innovation and change at the Air University Teaching and Learning Center (AUTLC). Initially, we expanded our services and research portfolio while continuing to provide support across Air University, Air Education and Training Command, and Department of Defense learning communities. Service expanded highlights include a podcast launch, summer workshop series for faculty, increased consultations for faculty and students, and research into new technologies and methods. Like previous years, the data in this report reflects efforts to reach faculty, staff, and students at their points of need, regardless of geographic location or stage of learning.

Our biggest innovation was an overhaul of the Teaching Essentials Course (TEC), our foundational faculty development resource, which the team developed into two tracks: a certificate track culminating in a digital badge, and an audit track allowing maximum flexibility for individualized learning. This fully online, self-paced course enables participants to choose their own learning paths based on 12 instructor competencies. In total, the TEC served 125 students, representing organizations from every service and multiple federal agencies.

In another notable development, the Writing Lab evolved into the Communication Lab, extending its services to include verbal and visual communication skills while maintaining and exceeding previous levels of writing support. The Lab added more availability for student coaching via weekend appointments, evening drop-ins, and virtual sessions and also broadened its programming. As a result, the Lab held a record 998 student sessions and served 851 faculty, staff, and students in 16 workshops—none of which would have been possible without the Lab's dedicated volunteer coaches.

Furthermore, the Educational Technology team continued to provide essential support to schools and centers across AU. Support included workshops, consultations, and a collection of the latest hardware and equipment, available for checkout, used for classroom instruction and the Immersive Learning Research Task Force.

As part of our research portfolio, we made several new contributions to the field of military teaching and learning. In the digital sphere, we launched the AXON Podcast in January, sharing insights from experts on issues affecting military educators. In the realm of publications, the (former) AUTLC Director authored an article that argues for well-defined teaching competencies and offers frontline instructors the means to identify, develop, and assess competencies with a process developed at AU (onlinelibrary.wiley.com/doi/abs/10.1002/tl.20531). Using data from the Air Force Chaplain Corps College, our team also submitted an article for publication that examines the effects of immersive technologies on learning and engagement in the classroom.

Unfortunately, 2023 closed with budget cuts, leading to a reduction in personnel and services. We said farewell to many contractor teammates, losing expertise in graphics, Canvas support for faculty, analytics, and educational research. We also bid farewell to our Director, Dr. Megan Hennessey, who is now contributing her leadership and expertise in a new role at Marine Corps University. We wish all our former teammates the best in their new endeavors and are grateful for their immeasurable contributions to support AU faculty and students. In 2024, our mission and priorities remain steadfastly grounded in direct support to faculty, students, and staff across all of Air University.

Michael S. Tate, Lt. Col (Retired)
Interim Director, Air University Teaching and Learning Center

2023 IN REVIEW

STRATEGIC SUPPORT TO AIR UNIVERSITY

The society that separates its scholars from its warriors will have its thinking done by cowards and its fighting done by fools. – Thucydides

The Air University (AU) Teaching and Learning Center (TLC) is the focal point for activities related to the enhancement of teaching and learning at AU. Our mission includes resources, expertise, guidance, and facilities to increase the ability of faculty to teach effectively and the ability of students to learn efficiently. The Teaching and Learning Center supports all aspects of the AU Strategic Action Plan's lines of effort.

Develop 21st Century Warfighters

- Conducted workshops and practice sessions on the use of VR and AI, two key technologies for future warfighters to become familiar with
- The Teaching Essentials Course (TEC) provides the means to elevate the level of instructor skills, thus improving the education effectiveness across the warfighter spectrum.
- The new TEC audit track enables faculty to find just the modules they need to refresh their memories and up their game.
- The TLC Comm Lab provided coaching for improving the writing and speaking skills essential to good command. The Joint Professional Military Education (JPME) Special Areas of Interest includes the "ability to write clear and concise military advice recommendations."
- Supported educational wargaming across AU
 - o Continued support of the Educational Wargaming Network, created in 2022, with over 100 members from across DoD, USGOV, and academia.
 - o Conducted workshops to educate AU faculty on the use of educational wargaming in their curricula
 - o Provided wargaming space in the TLC area, for teams to practice and hold discussions
- TLC representative attended the Women in Peace and Security (WPS) conference and continued to provide relevant research results to the AU and Army University attendees.
- Sponsored the Innovation 101 elective at ACSC, improving problem solving, red-teaming, and innovation skills in US and international students

Enhance Force Development Delivery

- The TLC Teaching Essentials Course (TEC) helped faculty to enhance their skills on curriculum delivery. And the new audit track enabled them to tailor the instruction to their particular needs.
- After attending ICICLE conference, TLC rep returned to help start educating AU faculty on Learning Engineering, a new (to AU) way of looking at curriculum delivery.
- TLC's bi-weekly Learn Tech Tours discussed the effective use of new technology and teaching methods and provided tips on how to implement that technology.
- TLC helped AU schools and centers to set up new technology in classrooms and auditoriums and then helped faculty and staff learn how to use it effectively.
 - o The Dean of the Ira C. Eaker Center for Leadership Development stated "we could simply not perform our mission effectively without the tremendous assistance of, and partnership with, Air University's Teaching and Learning Center."
 - o Our Comm Lab helped AU students, both US and international, to more fully develop their communication skills with their classroom and research assignments.

Modernize the Learning Environment

- Our Learn Tech Tours familiarized faculty with newly arrived technology and with each technology as it was starting to be more widely used at AU.
- TLC workshops covered a range of new tech and teaching methods and their use in AU education
 - o Immersive VR/AR
 - o AI, including ChatGPT
 - o Active Learning Strategies

2023 IN REVIEW

- Our ed-tech experts helped schools and centers in purchasing decisions, on-site training, technology evaluations, and equipment installations.
- TLC acquired technology for use in the TLC and also for checking out by AU faculty – serving as a test drive for our customers, often leading to purchases for their own organizations.
 - o VR headsets
 - o 360 degree video cameras and display software
 - o A-V equipment (or do it at TLC) for doing videos in the classroom or on field trips
 - o Meeting OWLs, with multi-directional microphones and cameras, greatly improving group VTCs and use of distant guest speakers.
 - o Educational software, usually preloaded on laptops for checkout
 - o High performance laptops for video editing and other heavy tasks
- All our meeting spaces may be reserved online, giving individual faculty access to whiteboards, 84 inch touchscreens, OWLs, and easily rearrangeable tables.

Elevate the AU Experience

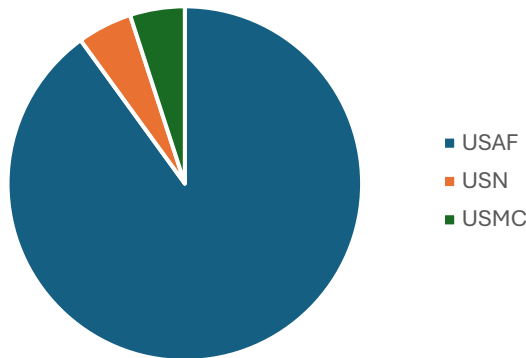
- The Comm Lab and the Innovation 101 elective, now in its ninth year, have both had numerous international officers in attendance.
- The assistance to students and faculty on technology issues and comm skills development has reduced frustrations that might otherwise spill into the home or classroom environment.
- Many of our workshops are also available remotely and [stored online](#), giving needed scheduling flexibility to AU students, especially joint spouses with children.
- Many of the TLC events are open attendance, meaning students may bring their spouses, and many have.

FACULTY DEVELOPMENT

- **Teaching Essentials Course**

- a. 125 learners in the Teaching Essentials Course (certificate track) representing Department of Defense Active Duty, Civilian, Reserve, and Guard organizations – on track to earn their digital badges
 - i. Representation by military branch:
 1. USAF (90%)
 2. USN (5%)
 3. USMC (5%)

TEC Students by Service



b. The new audit track was established, so that faculty can refresh their knowledge of a particular module, or all 12, without going through the assessments or being tied to a timeline. The modules are listed below.

The Adult Learner	Effective Feedback
Role of the Instructor	Teaching Strategies Overview
Learning Environment	Lecture
Communication in the Classroom	Guided Discussion
Learning Outcomes	Case Method
Assessments	Peer Learning

- **Faculty Programming**

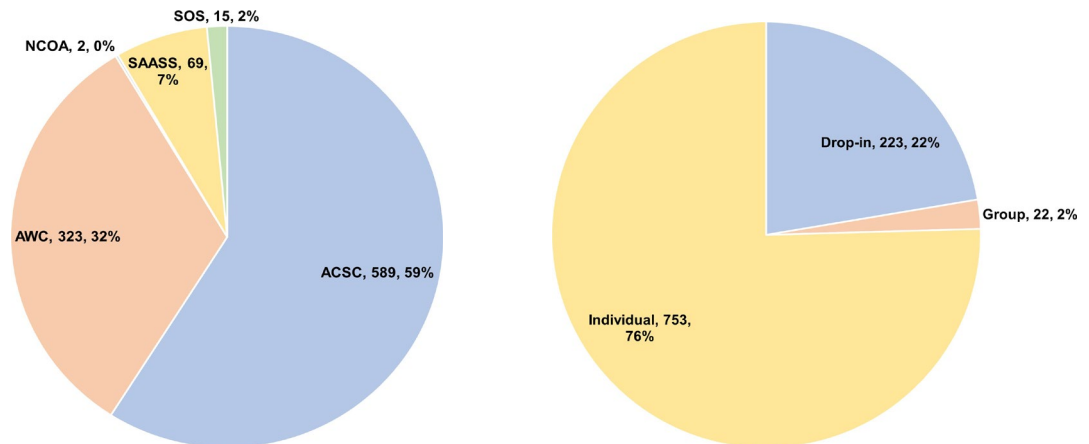
- a. TEC and Comm Lab faculty provided professional development workshops, with 285 attendees. Offerings included
 - i. Active Learning Strategies
 - ii. Assessments
 - iii. Instructor Observation
 - iv. Rubrics
 - v. Improving Classroom Discourse (Comm Lab)
 - vi. ChatGPT: Issues & Opportunities (Comm Lab)
 - vii. Aligning Adult-Learning Best Practices with Outcomes-Based Military Education (Comm Lab)

Leading with Empathy, 3-part webinar series. The TLC co-hosted this series with the AU Leadership and Innovation Institute. It introduced learners to the concept of empathy and the important role it plays in the workplace. Learners who actively attended all 3 workshops earned a digital badge.

COMMUNICATION-SKILL DEVELOPMENT SUPPORT

- **Student Coaching**

- a. Due to the heavy Comm Lab demand after the beginning of AY24, we had to extend hours for appointments and shift hours for drop-ins.
- b. The Comm Lab handled 998 individual, group, and drop-in appointments (up from 773 in 2022 and 636 in 2021) with domestic (91%) and international (9%) students from the following schools:



- c. 29% of coaching appointments were handled by 21 volunteer faculty/staff coaches from ACSC, AFRL, AUL, AUP, AWC, GCPME, IOS, and SOS.
- d. 99% of survey respondents strongly agree or agree that the Comm Lab helped strengthen their papers/assignments and that they can apply what they learned to their writing in the future. This was a repeat of the good results of 2022.

- **Additional Student and Faculty assistance provided by the TLC**

- a. Comm Lab faculty taught Communication Skills courses for Air War College and Air Command and Staff College international officers as part of the International Officer School Prep Course.
- b. Comm Lab faculty briefed ACSC academic advisors on Comm Lab observations and data from previous AY to help them develop their internal tools.



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LEARNING TECHNOLOGY

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- **Learn Tech Consultations**
 - a. For 17 total learn-tech consultations, the TLC team used their expertise in learning technology, educational development, instruction, communication, research, and other related fields. We are available for confidential 45-minute one-on-one faculty consultations, held either in-person or virtually.
 - b. **Customers / agencies supported:** MSFRIC (Muir S. Fairchild Research Information Center), Eaker Center's Civilian Leadership Development School, AF Chaplain Corps College, Barnes Center, CCAF (Community College of the Air Force), ACSC (Air Command and Staff College)

- **Learn Tech External Engagements**
 - a. TLC learn-tech personnel had 48 external and internal (to Air University) engagements.
 - b. **Customers / agencies supported:** HQ AETC/Chief Academic Officer, AU Academic Affairs, MSFRIC, Eaker Center, AU Board of Visitors, Access VR (vender), Moth and Flame (vender), 42d Comm Squadron, Air Force Chaplain Corps College, MGMWERX, AUiX, Air Force Culture and Language Center, HQ AETC/A3, Barnes Center, Holm Center, Air Command and Staff College, Air War College, Global College for PME, National Training and Simulation Association (NTSA), and 948th SCMG/CCE, Tinker AFB
 - c. TLC hosted, attended sessions, and oversaw extensive audio-visual requirements for the 2023 DAF AETC Learning Symposium – attended by 70+ learning professionals from across the DAF – utilized three AU TLC learning spaces for two full days of sessions; and set up and showcased multiple Virtual Reality (VR) headset educational applications at the AUiX facility downtown Montgomery.
 - d. TLC conducted customer visits with organizational learn-tech POCs across AU schools/centers, including the AF Culture and Language Center, Eaker Center, and Holm Center.

- **Learn Tech Projects/Initiatives**
 - a. We developed and implemented the 2023 AU TLC Learning Technology Functional Plan, which aligns TLC Learn-Tech with the TLC Director's Guidance and the Air University Strategic Action Plan. It used a three-phased plan to
 - i. 1) Equip AU educators,
 - ii. 2) Deploy equipment/training packages, and
 - iii. 3) Inspire learning technology cohorts along five lines of effort.
 1. **Customer Visits** across AU, to find lessons learned, needs, insights, and visions
 2. **Programming** events and products (such as the newsletter) to support our current customers and welcome new ones, including sharing tips and lessons learned about using ed tech.
 3. **Training and Consultations** with school/center ed tech POCs and instructors, helping them to make plans to enhance learning and teaching using technology.
 4. **Cross-function Engagements**, attending conferences, webinars, and online meetings to learn about learn-tech enrichment methods and examples and share with others the good things happening at AU regarding ed tech uses.
 5. **Product Development**, developing tutorials, infographics, videos, handouts, and other tools and techniques to help teachers apply ed tech and integrate it into their teaching acumen.

- a. Doug McCarty, TLC instructional systems specialist, delivered or hosted [Learn Tech Tours](#), examining in each session a different example of new technology, tips on using technology, or examples of good use of technology, around AU and external to AU.
- b. TLC instituted recurring customer visits with learning technology POCs at Air University schools and centers; and collected data on learn-tech pain points (needs assessment), local learn-tech successes/wins, and specific areas of desired support.
- c. TLC restructured learning technology software support for Air University schools/centers; made changes to quantities (reducing cost) and forms of software (number of offline vs. number of cloud licenses) and updated software (Adobe JELA-III, Articulate, Stata, etc.) while connecting with the HQ AETC/A3B program for the rollout of their Learning Professionals Toolkit (LPT), a software suite for multimedia curriculum development.
- d. Despite direction to sunset support for VR/AR equipment checkout and service, TLC convinced AU leadership to reinstate this program and baseline permanent TLC funding on expanding Immersive Learning implementations, consultations, and support. We reassumed responsibility for equipment possession, accountability, and usage tracking of AR/VR equipment to support AU academic programs.
- e. We oversaw significant IT equipment refresh efforts at AU TLC that support and expand learning technology support services for Air University.
- f. TLC provided [online access](#) to workshops and other events that customers may have missed.

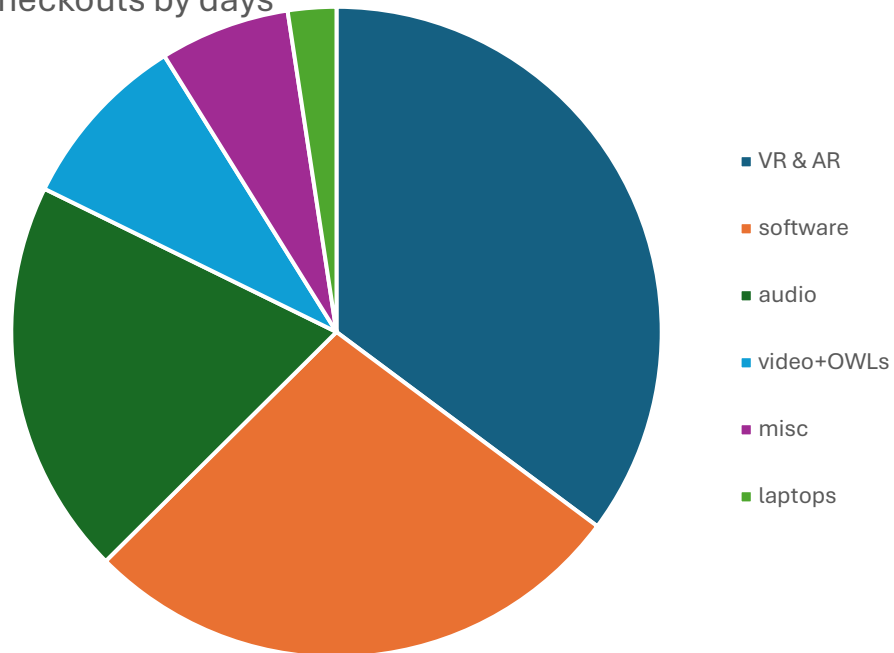
FACULTY DEVELOPMENT

- Educational Support – Facility usage and equipment check out
 - a. **542 different AUTLC facilities reservations.** Using the [LibCal reservation system](#), AU-wide customers were able to reserve the use of our auditorium, Idea Lab, and classroom – many times having all three busy at the same time. Additionally, we had customers use our Media Lab for doing videos and podcasts, use one of our offices part time for continuing wargame support, and use one of our offices part time for isolated (quiet) audio recording.
 - i. Top 5 AUTLC facilities users for 2023:
 1. ACSC
 2. AF Culture and Language Center
 3. 42d ABW
 4. JADS (ACSC Joint All Domain Strategist)
 5. AWC
 - ii. Most reserved AUTLC facilities: Auditorium (166 bookings) and Idea Lab (207)



- a. **Learn Tech Equipment Support (# checkouts / # days deployed):**
 - i. **Cameras, including 360 video and Meeting Owls:** 19 checkouts / 59 days
 - ii. **Virtual & Augmented Reality Equipment:** 22 checkouts / 234 days
 - iii. **Educational Software (usually loaded on a laptop):** 11 checkouts / 182 days
 - iv. **High Performance Laptops:** 9 checkouts / 16 days
 - v. **Audio Equipment:** 18 checkouts / 131 days
 - vi. **Miscellaneous:** 7 checkouts / 43 days

Checkouts by days



- a. **Canvas LMS support.** We offered (until budget cuts in September) personalized training for course directors, faculty, and support staff on how to use and customize Canvas for effective online course delivery – from creating engaging content through professional graphics and videos, to loading interactive SCORM content.
- b. **Customers supported:** AU Library, LeMay Center, Eaker Center, Barnes Center, AF Culture and Language Center, AF Chaplain Corps College, CCAF, AWC, ACSC, OTS, SOS, Defense Language Institute, AF Cyber College, Immersive Learning & Simulations Research Task Force Elective (ILS/RTF), AU TLC

EDUCATIONAL WARGAMING



- The TLC continued to host and sponsor the Educational Wargaming Network begun in 2022.
- This supported over 100 members from across the entire Department of Defense, other federal agencies, civilian higher education, and other organizations .
- Focused on resource-sharing, collaboration, and networking specific to educational wargaming and game-based learning
- Quarterly meetings and special events, such as Mr. Sebastian Bae’s workshop on the fundamentals of wargaming <https://www.dvidshub.net/video/861314/sebastian-bae-gaming-workshop>

EDUCATIONAL RESEARCH and OUTREACH

MSOTL

The AUTLC Co-hosted the [4th Annual Military Scholarship of Teaching and Learning \(MSOTL\) Forum](#) with the Marine Corps University

- 420 total attendees representing DoD-wide organizations
- Largest block of attendees were from the Department of the Air Force.
- TLC served as emcee / host for six virtual Military Scholarship of Teaching and Learning Forum (MSOTL) 2023 presentations on a single day (7 Dec 2023); also recorded, edited, and submitted a virtual presentation for MSOTL 2023.
- Recorded presentations available at <https://www.airuniversity.af.edu/TLC/MSOTL/>
- Keynote Speaker: Dr. Liz Cavallaro, Associate Professor of Leader Development at the U.S. Naval War College, “Unboxing Our Roles as Military Educators”
- Keynote Speaker: Dr. Gerard Puccio, author of *Organizational Creativity and Innovation: A Personal Journey for Innovators and Entrepreneurs*, “Creative Thinking as a Crucial Skill for Teaching and Learning”

- 2023 MSOTL Presentations by Air University Faculty:
 1. Dr. John Hinck, et al., "Creating Teaching and Learning Communities in the USAF's Leadership and Innovation Institute: From Mindset and Collaboration to Connections and Experience"
 2. Dr. Rob Nyland, "A Systematic Review of Research in Distance Learning"
 3. Ms. Erica Haglund, Dr. Linda Brent, Dr. Celestino Perez, Jr, and Dr. Megan Hennessey, "Strategic Approaches in Professional Military Education: Elements of Leadership and Strategic Decision Making"
 4. Dr. Rob Nyland and Dr. Carl Watts, "Enhancing Online PME Assessment: Design-Based Research for Rubric Development and Evaluation in the Global College of PME"
 5. Dr. J.W. Womack, "Reflective Feedback on the Professional Development of Military Instructors"



Observed and studied the [2023 Army War College Strategy Competition](#). The TLC team hit the road and joined the ACSC Joint All Domain Strategist (JADS) cohort and 15 other civilian policy and senior PME schools at the 2023 Army War College Strategy Competition. This marked year five of data collection for a longitudinal study on military learners' problem-solving and strategic thinking skills in group settings.

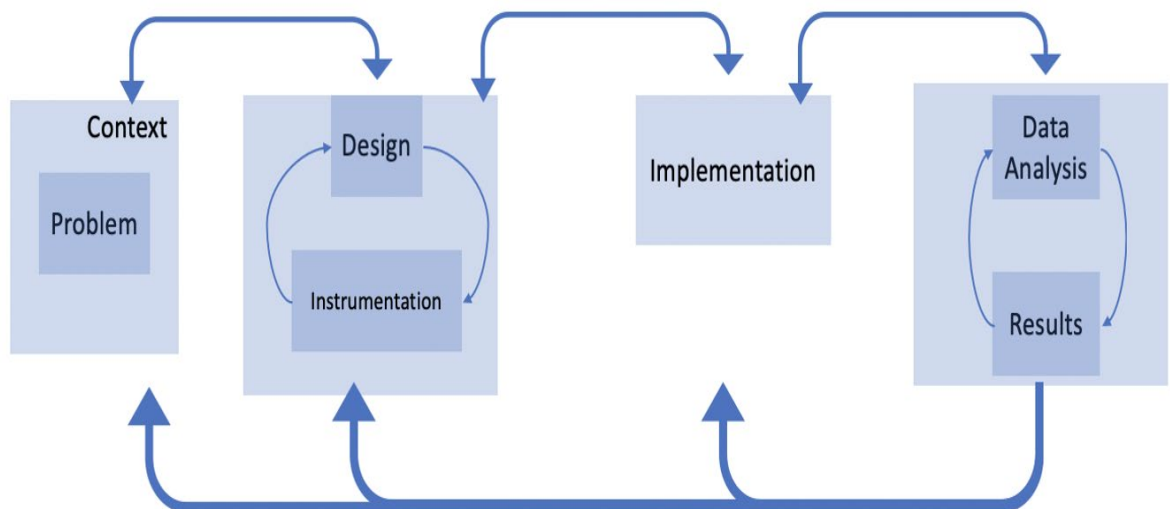
- This year's competition featured 16 teams from 10 schools, including seven military-education programs and three policy schools. The prompt given to each group was to identify the most problematic aspect of the relationship between the United States and the People's Republic of China, assess between the United States and the People's Republic of China, assess U.S. policy aims and strategy concerning the aspect identified, and recommend alternatives to existing U.S. policy aims and strategies.
- **"Communication skills become essential in real-world situations** where military and civilian leaders have different backgrounds. The competition helps to develop these skills in students and enables educators and administrators to recognize trends across the various programs," said Tino Perez, USAWC executive strategic leadership chair.
- "Dr. Megan Hennessey, representing Air University, brought a team of five Ph.D. researchers to observe the teams as they prepared and presented their work. The researchers collected "tons" of data, which will inform a scholarly report on the interpersonal, curricular, and strategy-formulation practices across the various programs," said Perez.

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Learning Engineering Process

Produced by Aaron Kessler and the IEEE ICICLE Design SIG





Ms. Meg Varney, TLC Comm Lab director, **attended the 2023 [“Excellence at the Center”](#) Conference**, held by the National Association of Communication Centers (NACC).

- Ms. Varney was a panelist for “Creating Community for Military-Affiliated Learners in the Communication Center.”



[American Educational Research Association \(AERA\)](#). Ms. Meg Varney, TLC Comm Lab director, attended the AERA conference and was a member of a military education focus group discussing key findings related to improving military education.



TLC Lead Writing Specialist Meg Varney joined International Officers School (IOS) faculty at the **[Alabama Mississippi Teachers of English to Speakers of Other Languages \(AMTESOL\) Conference](#)**. Ms. Varney applied research from the conference in her work teaching the IOS Academic Preparatory Course for inbound international students.

TLC co-hosted, along with the AU Library, the [2023 DAF AETC Learning Symposium](#).

- Hosted, attended sessions, and oversaw extensive audio-visual requirements for the 2023 DAF Learning Symposium; attended by 70+ learning professionals from across the DAF
- Symposium theme: “The Long Story – Past, Present, Future – Writing, Telling, Understanding”
- Utilized three AU TLC learning spaces for two full days of sessions
- Set up and showcased multiple Virtual Reality headset educational applications at the AUix/Eagle Institute facility downtown Montgomery.
-
- “We are building a community that connects research, operations and the classroom to facilitate measurable Airmen and Guardian learning as a critical means to successfully get after the AETC [lines of effort](#) and the Air Force’s [six key fights](#),” said [Dr. Wendy Walsh](#), AETC chief learning officer.
- [see short [video overview](#)]



Published/Shared Scholarship

- Dr. Megan J. Hennessey, “Identifying, Developing, and Assessing Instructor Competencies in Outcomes-Based Military Education,” *New Directions for Teaching & Learning*, Issue 173 (Spring 2023): 23-32, <https://onlinelibrary.wiley.com/doi/abs/10.1002/tl.20531>.
- Podcasts:
 1. Haley, Ellis, & Hennessey, M.J. (2023, 30 January). Training The Next Generation of Pilots. [Podcast]. AXON. <https://www.airuniversity.af.edu/TLC/Podcast/mod/47087/player/562/audio/72167>
 2. Kiser & Hennessey, M. J. (2023, 31 January). Neurodiversity in Military Education. [Podcast]. AXON. <https://www.airuniversity.af.edu/TLC/Display/Article/3283489/axon-neurodiversity-in-military-education-ep-2/>.
 3. Samosorn, McConnell & Hennessey, M.J. (2023, 8 February). Applying Story to Creative Thinking Instruction. [Podcast]. AXON. <https://www.airuniversity.af.edu/TLC/Display/Article/3294125/axon-applying-story-science-to-creative-thinking-instruction-ep-3/>.
 4. Rushing & Hennessey, M. J. (2023, 17 February). The Argument for Enlisted Faculty in Officer Military Education. [Podcast]. AXON. <https://www.airuniversity.af.edu/TLC/Display/Article/3301776/axon-the-argument-for-enlisted-faculty-in-officer-military-education-ep-4/>.
 5. Womack & Hennessey, M. J. (2023, 24 March). The Teaching Hot Wash: The Value of Reflective Practice. [Podcast]. AXON. <https://www.airuniversity.af.edu/TLC/Display/Article/3339804/axon-the-teaching-hot-wash-the-value-of-reflective-practice-ep5/>.
 6. Wells & Hennessey, M. J. (2023, 3 April). The Diplomatic Mission of Professional Military Education. [Podcast]. AXON. <https://www.airuniversity.af.edu/TLC/Display/Article/3349757/axon-the-diplomatic-mission-of-professional-military-education-ep6/>.
 7. Cameron & Hennessey, M. J. (2023, 19 April). Teaching Climate Security in Professional Military Education. [Podcast]. AXON. <https://www.airuniversity.af.edu/TLC/Display/Article/3368301/axon-teaching-climate-security-in-professional-military-education-ep7/>.
 8. Peduzzi & Hennessey, M. J. (2023, 1 May). Empowering Squadron Commanders to have Difficult Conversations. [Podcast]. AXON. <https://www.airuniversity.af.edu/TLC/Display/Article/3379406/axon-empowering-squadron-commanders-to-have-difficult-conversations-ep8/>.
 9. Varney, Harris & Hennessey, M. J. (2023, 18 May). Generative Artificial Intelligence Perceptions, Issues, and Opportunities in Military Education. [Podcast]. AXON. <https://www.airuniversity.af.edu/TLC/Display/Article/3399549/axon-generative-artificial-intelligence-perceptions-issues-and-opportunities-in/>.
 10. McDermott & Hennessey, M. J. (2023, 25 May). Red-Teaming in Military Education. [Podcast]. AXON. <https://www.airuniversity.af.edu/TLC/Display/Article/3408016/axon-red-teaming-in-military-education-ep10>

Published/Shared Scholarship

- 11 . Trosky & Hennessey, M. J. (2023, 15 June). Great Books in Military Education. [Podcast]. AXON. <https://www.airuniversity.af.edu/TLC/Display/Article/3429378/axon-great-books-in-military-education-ep11/>.
12. Kelly & Hennessey, M. J. (2023, 23 June). Training Aircraft Controllers to Train. [Podcast]. AXON. <https://www.airuniversity.af.edu/TLC/Display/Article/3437658/axon-training-aircraft-controllers-to-train-ep12/>.
- 13 ...Clayton, Stokey & Hennessey, M. J. (2023, 25 June). Mixed Virtual Reality and Leadership Development. [Podcast]. AXON. <https://www.airuniversity.af.edu/TLC/Display/Article/3470305/axon-mixed-virtual-reality-and-leadership-development-ep13/>.
14. Ja'Keith & Moulton. (2023, 25 July). Investing in the Enlisted Corps. [Podcast]. AXON. <https://www.airuniversity.af.edu/TLC/Display/Article/3470347/axon-investing-in-the-enlisted-corps-ep14/>.

Submitted for Publication

- *Effects of Immersive Learning Technologies on Learning and Engagement for Military Chaplains*, in partnership with the immersive learning Research Task Force (RTF) and the AF Chaplain Corps College. Authors: Hennessey, Haglund, Ross, and Brent.



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