

# The Air University (AU) Board of Visitors (BOV) Meeting Minutes

14 November 2016 / 0730 – 1630  
15 November 2016 / 0800 – 1500

## Open Meeting

Air University Headquarters  
55 Lemay Plaza South  
Commander's Conference Room (B800)  
Maxwell Air Force Base, AL 36112-6335

This report and the recommendations contained herein are based upon the Board of Visitors' independent assessment of the facts presented by the Department of the Air Force and The Air University. The Board of Visitors' recommendations are based upon the consensus opinion of the members and were reached without any influence from interested parties. Board members are encouraged to submit Minority Statements if they disagree with the majority position. When submitted, these are attached to the final Board of Visitors' report for consideration by the Department of the Air Force.

Respectfully submitted by: LISA J. ARNOLD, Recorder.

I hereby certify, to the best of my knowledge, the foregoing minutes are accurate and complete.



FLETCHER H. WILEY  
Chair, AU Board of Visitors

Approved: December 16, 2016

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## **Section I: Board Attendance**

### **A. Board Members attending the meeting:**

1. Mr. Fletcher Wiley, Chair (*via teleconference*)
2. Col Robert Beasley, USAF, Ret
3. Dr. Ding-Jo Currie
4. Dr. Carolyn Dahl
5. Dr. Rufus Gласper
6. Dr. Ray Johnson
7. Gen Steven Lorenz, USAF, Ret
8. CMSAF #15 Rodney McKinley, USAF, Ret
9. Gen Duncan McNabb, USAF, Ret
10. Dr. Ronald Segal, Maj Gen, USAF, Ret
11. Dr. Amy Zalman

### **B. Members of the AU BOV absent:**

1. Dr. Ricardo Romo, Vice Chair
2. Dr. Judith Bonner
3. Dr. Shirley Ann Jackson
4. Lt Gen Mark Shackelford, USAF, Ret

### **C. Air University and other personnel attending the meeting:**

1. Lt Gen Steven Kwast, AU/CC
2. Maj Gen Timothy Leahy, AU/CV
3. CMSgt Juliet Gudgeon, AU/CCC
4. Dr. Matthew Stafford, AU/A3
5. Mr. Michael Gray, AU/HQE
6. Mr. Scott Baker, AU/A6
7. Dr. Chris Cain, AU/A3A
8. Dr. Todd Stewart, AFIT/CL
9. Col Matt Molineux, AWC/CV
10. Col Edward Brewer, Holm Center CV
11. Col Jason Hanover, Barnes Center CC
12. Col Kenneth Tatum, Jr, Eaker Center CC
13. Col Eric Shafa, 42ABW/CC
14. Col Timothy Cullen, SAASS Commandant
15. Col Christopher Decker, AU/DS
16. Lt Col Nathan Leap, CCAF Commandant
17. Dr. Shawn Cochran, SAASS/AS
18. Col Richard Cooney, Jr, ACSC/DS
19. Dr. Steve Hansen, AU/A3A
20. Dr. Stephen Harris, CCAF/DE
21. Mr. Jeff Geidner, Barnes/DE
22. Dr. Michael Masterson, A3R
23. Dr. Shawn O'Mailia, AU/A3AC
24. Ms. Anna Lisa Richardson, Eaker/PPDS
25. Ms. Patricia Roberson, AU/A3AE
26. Dr. Brian Selmeski, AU/A3AF
27. Dr. Leletta Tatum, AU/A3A
28. Mr. Barry Waite, Eaker/PDW
29. Mr. Jay Warwick, AU/A3E

### **D. Designated Federal Officer: Ms. Lisa Arnold, AU/A3B**

## **Section II: Board Activities and Discussions**

**A. Call to Order:** The Air University (AU) Board of Visitors (BOV) meeting convened at 0800 hours on Monday, 14 November 2016 in the Air University Commander's Conference Room, building 800 on Maxwell Air Force Base (MAFB) in Montgomery, Alabama. Dr. Rufus Glasper served as in-person proxy while Mr. Fletcher Wiley chaired the meeting via teleconference. Dr. Glasper informed the Board that this formal meeting was open to the public and was advertised in Vol. 81, No. 191 of the *Federal Register* on 3 October, 2016. Ms. Lisa Arnold, Designated Federal Officer (DFO) for Air University, was present during the meeting and a quorum was met.

**B. Opening Comments:** Dr. Glasper opened the AU BOV meeting by stating he graciously accepted the DFO's request to serve as an in-person proxy Chair for Mr. Wiley who would be attending the meeting via teleconference. Dr. Glasper thanked AU leaders for hosting the BOV meeting then invited Mr. Wiley to speak.

Mr. Wiley thanked Board members for their time. He apologized for not being able to attend in-person and reminded members that the Board's primary charge is to advise the Secretary of the Air Force on the policies and activities of Air University. Mr. Wiley expressed the Board's continued commitment to assist AU with addressing higher education concerns. He then invited Lt Gen Steven Kwast to offer some remarks.

**C. AU Commander and President's Discussion:** Lt Gen Kwast thanked Dr. Glasper for assuming the in-person proxy during the November meeting for the absent Chair, and thanked Mr. Wiley for attending via teleconference. Gen Kwast welcomed Board members and thanked them for their time and service. He stated the Board's oversight and advice are very important to the University. Gen Kwast asked attendees to introduce themselves, then he highlighted the following:

1. Force of the Future (FotF). Secretary Ashton Carter is working to galvanize initiatives to align the Office of the Secretary of Defense and the FotF. Just as Gen Mark Welch and Secretary Deborah James have been tremendous supporters of education, the presidential transition team is on-board and grasps the need to teach people habits of mind and how to be effective at the art of war.
2. The Human Capital Plan. Both senior and Junior Reserve Officer Training Corp (ROTC) programs along with the USAF Academy and all accessions are affected by human capital development and talent management. It is about connecting on-command and on-demand education to showcase the value of education.
3. Education. Currently, when it comes to funding or manning authorizations, education is viewed as an after-thought. Often, change is slow. It takes time for people to socialize transformation and it takes time for staff to react to change. The human resources enterprise is slow to recognize this and needs to be faster and more responsive; particularly when it affects policies. Policies and strategies that value and support education need to align in order to aid in unleashing USAF talent.

Gen Kwast credits the Board for its advocacy and action in keeping the force ready and relevant; flexible warfighters. He stated there is however, a fallacious deep belief in the AF culture that if a conflict is escalating, you put your best and brightest at the front of the fight instead of in front of the classroom educating the next generation. Gen Kwast noted that this is flawed thinking.

Civilizations that stay perpetually relevant put those top people into education, to develop the next generation. He stated if you do not educate and train the next generation, you are not investing into the future and likely will falter.

Lt Gen Kwast wrapped-up his discussion saying the human element is the third off-set. He recognizes top quality should be incentivized into educate (instructor duty) and that agility is lacking because policies. He believes the risk should be framed and articulated in vision and strategy.

**D. Vice President for Academic Affairs Discussion:** Dr. Matthew Stafford provided initiatives that highlight AU's understanding of Gen Goldfein's 3-Big Rocks:

1. Revitalize the squadron. Teachers make the best leaders. Deliver "chunked" education with a pathway of options and choices. Re-evaluate the performance management system and implement civilian Individual Development Plans (IDPs).
2. Educate Airmen for the joint-fight. The level of granularity is not deep; instead of individual silos, need to integrate training, education, and experience. Build joint leaders through on-command / on-demand education, strong relationships with understanding, and joint experiences (through certifications/badging).
3. Global command and control. Joint education, force development, and talent management through the AU integration cell (total-force and war-gaming) to grow more rapidly while averting risks and leveraging technology.

Dr. Stafford concluded his discussion asking the BOV members to provide their expert advice and feedback on these initiatives.

**E. Air Force Institute of Technology (AFIT) Subcommittee Out-Brief:** Dr. Ronald Segal, AFIT Subcommittee Chair, out-briefed the Board on the AFIT Subcommittee meeting held at Wright-Patterson AFB in Dayton, Ohio 17-18 October, 2016. He reviewed the meeting's highlights:

- Effective management through sequestration period
- High quality of research and education
- Sponsored research activity increased in FY16
- ABET Certification was confirmed this summer for all reviewed AFIT programs for the maximum six-year period
- Academic program organizational realignment
  - Civilian Institution Programs was reorganized – new 2-letter lead and focused outside of resident programs
  - Strategic Force Studies focused on continuing education
  - Engineering Graduate school focused on resident programs
- Commandant, IT, and Mission Support leadership cadre
- A Diversity and Inclusion Committee was established
- Research Centers - defense focused, customer-sponsored
- Various morale boosting programs added at AFIT

Dr. Segal then overviewed the Subcommittee meeting's recommendations:

- Innovation and Thought Leadership
- Cutting-Edge Research of Huge Warfighting Value
- Integrating Cyberspace Research and Education
- Civilian Personnel Policies
- Expanding Collaboration with Wright-Patterson Air Force Base (WPAFB) Organizations
- Faculty Professional Development
- Airman Professional Development
- Increasing Role for Institutional Advancement
- Research – Carnegie Classification

After Dr. Segal's AFIT Subcommittee out-brief to the BOV, Lt Gen Kwast recognized his profound service as both the AFIT Subcommittee Chair and as a BOV Board member. Lt Gen Kwast presented Dr. Segal with the Commander's Public Service Award certificate and medal.

**F. Working Lunches:** The Officer Training School (OTS) dining facility hosted an ala cart lunch for Board members on Monday and the Faculty Senate sponsored lunch on Tuesday at the Maxwell club. Board members gained officer trainee perspectives and staff insights (Attendees listed in Section VIII).

**G. Information Technology Initiatives:** Mr. Scott Baker, Air University's Chief Information Officer, presented an update briefing on the AU Information-Technology (IT) Strategy, the AU website, and transformational roadmap updates for the IT way-ahead.

**H. Enlisted Professional Military Education (PME):** Col Jason Hanover, Commander, Barnes Center, presented a Future of EPME Vision Way-Ahead briefing. He provided insight into the Center's strategic vision and operational roadmap that is directed toward a modernized system delivering individually tailored developmental programs that prepare Airmen for the rigors of warfighting. The Center's EPME 2021 5-year plan is to transform EPME into an on-command, on-demand life-long continuum that gives time back to Airmen and builds flexibility into education allowing for family/work-life balance.

**I. Ethics and Financial Disclosure (OGE450) Review:** Mr. John Kongable, Headquarters Air University (AU) Staff Judge Advocate (SJA), reviewed standards, processes, and procedures for Special Government Employee (SGE) board members in relation to annual filing requirements.

**J. Air Force Junior Reserve Officer training Corp (AF JROTC):** Col Bobby Woods, AF JROTC Director and Mr. Scotty Lewis, AF JROTC Deputy Director provided a program overview briefing that highlighted the value proposition of AF JROTC. The presentation included the AFJROTC Mission: "Develop citizens of character dedicated to serving their nation and community." JROTC is an inexpensive program a high impact result; it is operationalized at 890+ units worldwide through STEM and academic competitions, community outreach and service, and civic respect.

**K. Air University Initiatives:** Dr. Chris Cain, Associate vice President for Academic Affairs, provided a review and initiated discussion of the following initiatives:

1. Enlisted Bachelor's Degree: Title 10 restrictions currently prohibit the University from accessing the credentialed faculty necessary to design, develop and deliver such a program within accreditation standards.
2. Blue Horizons Master's Degree: Air War College houses the Blue Horizons (BH) program at Air University. The Master of Science in Airpower Strategy and Technology Integration is a research-based graduate degree program that satisfies the USAF officer development requirements for Intermediate Developmental Education (IDE) and Senior Developmental Education (SDE). Participants design, develop, and execute a research project on a topic critical to the needs of the Air Force.
3. Eaker Civilian Associates Degree Update: The USAF Personnel Professional Development School has worked 18 months to create an Associate's Degree in Leadership and Management aimed at AF civilians. The proposal would affect 60 civilians a year and require a 3-year service commitment.
4. Quality Enhancement Plan: AU's QEP prospectus is due in 2018; the normal time cycle is: 2-3 planning, 5 year execution. The QEP topic is: "Leadership, Professionalism, and Ethics." There were no questions asked nor concerns expressed over the selection of this QEP topic.
5. National Advisory Committee on Institutional Quality and Integrity (NACIQI): Is Title 10 adequate or could it be more flexible? The DOD / USAF is collaborating with the Department of Education for a way-ahead.

**L. Federal Advisory Committee Act (FACA) and BOV Membership Overview:** Ms. Lisa Arnold, the AU Designated Federal Officer (DFO) presented a review of FACA's guidelines and meeting expectations. She then reviewed the diversity and demographic make-up of the AU BOV and its AFIT and CCAF Subcommittees

**M. Faculty Senate Out-brief:** Dr. Angelle Khachadorian, AU Faculty Senate President, presented the history of the AU Faculty Senate, the diverse backgrounds and make-up of the faculty's qualifications, expertise, and career paths, and the current and future expectations / priorities of the Faculty Senate. This was an inaugural briefing that will become an annual, standing BOV agenda item.

**N. Call for Public Comments:** Dr. Glasper welcomed comments from the public. There were no comments.

**O. Meeting Adjournment:** The meeting adjourned at 1430 hours on Tuesday, 15 November 2016.

### **Section III: Board Actions**

**A. Previous BOV Meeting Minutes:** The April 2016 BOV Meeting Minutes were approved and signed by Mr. Fletcher Wiley, Board Chair, on 5 July 2016.

**B. AFIT Subcommittee Meeting Minutes:** The October 2016 AFIT Subcommittee Meeting Minutes were approved by the main BOV committee on 14 November, 2016. They are included in Section VI of these minutes.

**C. CCAF Voting Items:** The Board voted unanimously to approve the following CCAF recommendations:

- Affiliate the Advanced Airlift Tactics Training Center (AATTC), 139 Airlift Wing, Missouri Air National Guard Base, St. Joseph MO
- Candidate Status for the 1st Reconnaissance Squadron (RS), 9th Reconnaissance Wing, Beale AFB, CA and the 108th Attack Squadron Formal Training Unit (FTU), 174th Attack Wing (ATKW), Hancock Field, Syracuse, NY

**D. Future Meeting Dates:** The Board approved the next meeting date of 18-19 April 2017. The April 2017 meeting will be held at HQ/AU, Maxwell AFB, AL.

**E. Review of Mission Statement, Fiscal Stability, and Institutional Policies:** The mission statement, fiscal stability, and institutional policies were reviewed during the April 2016 meeting. No further actions are required at this time.

**F. Board Governance:** The Board's new requests, observations, and recommendations were presented to Gen Kwast on Tue, 15 November 2016 and are included in Sections IV of these minutes. The Board approved AU's responses and recommended actions to previous requests, observations, and recommendations which are reflected in Section V of these minutes.

**G. Board Membership:** The BOV had one departure this meeting: Dr. Ronald M. Segal, Maj Gen, USAF (ret)

**H. Honorary Degree:** No action was taken during this meeting.

**I. Closed Meeting:** No portion of this meeting was closed.

**J. Assessment with AU Commander and President:** The Board Chairperson met with the AU Commander and President on 15 November 2016 to conduct their assessment (as required by the Southern Association of Colleges and Schools Commission on Colleges and the BOV Bylaws).

## **Section IV: New Requests, Observations, and Recommendations**

*(Numbering Key: MM/YYYY/##)*

### **A. Requests:**

**Request 11-2016-01:** Establish an on-line “community” for the BOV to share communications and meeting materials.

**Request 11-2016-02:** Provide data regarding diversity/inclusion – i.e. demographics of faculty and staff inclusive, historical and progress.

**Request 11-2016-03:** Explore JROTC mentor/partner programs with regional AF or sister-Service ROTC units.

**Request 11-2016-04:** Consider an Advocacy Council for AF JROTC.

**Request 11-2016-05:** Bring the AFIT Subcommittee to Maxwell for a meeting.

**Request 11-2016-06:** Create a means (database) to track graduates/alumni.

**Request 11-2016-07:** Allot additional time at the end of the BOV meetings for BOV-only discussions.

### **B. Observations:**

**Observation 11-2016-01:** Need to book Board meeting flight arrangements earlier and consult with appropriate entities to expand flight opportunities beyond the single, contract carrier serving Montgomery.

**Observation 11-2016-02:** Dr. Stewart creates formidable teams and provides great leadership at AFIT.

**Observation 11-2016-03:** Need to enhance/expand interaction and synergistic opportunities between AU and AFIT.

**Observation 11-2016-04:** The AU/BOV worked hard to ensure that the ACSC/SAASS Master’s degree became a reality and should provide a similar level of support for an enlisted bachelor degree program.

### **C. Recommendations:**

**Recommendation 11-2016-01:** Demonstrate to the BOV the Distance Learning (DL) quality standards and instruction available through interactive functions / participative tours.

**Recommendation 11-2016-02:** Recommend BOV along with appropriate AU faculty, administration, and leadership, plan and execute a strategic foresight activity to explore 10-20 year



time horizon. Possibly focusing on evolving trends, long-term vision, and baseline threats and opportunities scenarios.

**Recommendation 04-2016-03:** Continue to emphasize to appropriate audiences the importance of JROTC; its citizenship and outreach.

**Recommendation 11-2016-04:** Consider Community Colleges / “Cross-Town” initiatives for ROTC opportunities.

**Recommendation 11-2016-05:** Back up narrative executive summaries and board meeting briefings by providing background contextual information (qualitative and quantitative data).

**Recommendation 11-2016-06:** Schedule a CCAF briefing/tour, overviewing its many degree programs and its AU/ABC program.

**Section V: Status on Previous Meeting Requests, Observations, and Recommendations**  
**As of 15 November 2016 (Numbering Key: MM/YYYY/##)**

**A. Requests:**

**Request 04-2016-01:** Consider creating a requirement for senior leaders to rotate in teaching billets as a condition for promotion.

AU Response:

Both Air Education and Training Command (AETC) and the Headquarters, United States Air Force are considering a number of options to enhance recruiting and retention efforts for force-development entities. This is just one of a number of initiatives being considered. Since AU does not have the authority to mandate such a change, it will continue to champion this and similar recruiting and retention efforts across the Air Force even as it seeks such initiatives within its own span of control. AU has AETC's support in this effort. It was a major topic of discussion at the October 2015 AETC Senior Leaders' Conference.

[Recommended Action: Monitor]

**Request 04-2016-02:** The culture of education needs further institutionalized; constantly refresh relevant education.

AU Response:

Air University's Faculty are charged with the development of the most current and relevant education for their respective programs and courses of study. Through conducting research and other forms of professional development, the AU Faculty are best positioned to ensure the currency and relevancy of the educational opportunities at AU.

[Recommended Action: Close]

**Request 04-2016-03:** Discontinue thinking like an enlisted member or an officer and embrace thinking like an Airman.

AU Response:

The force-development requirements differ between officer and enlisted programs. Nevertheless, AU has initiated a number of efforts aimed at bringing Airmen together. The Squadron Officer School features an interaction with the Senior Non-Commissioned Officer (SNCO) Academy. Following an experiment where Chief Master Sergeants completed the Air War College distance-learning program successfully, four Chief Master Sergeants are matriculating with the current resident program. Despite these initiatives, however, it is important to note that there are strict guidelines governing interactions between officer and enlisted personnel that complicate combined-development opportunities. To the extent that AU's students can benefit from interaction, within the confines of USAF governing directives the University will continue to seek and leverage opportunities for combined learning, shared curriculum and exchanges of personnel and ideas between officer and enlisted education.

[Recommended Action: Close]

**Request 04-2016-04:** Recommend the Air University's Commander and President position remains a 3-star billet.

AU Response:

AU and its advocates, both within and outside the USAF, have championed this cause. There is almost universal agreement among this group that maintaining a lieutenant general at the helm is vital to the University's future success, both in terms of securing needed resources within the USAF and working in collaboration with Professional Military Education (PME) institutions within the Total Force and Joint (other Armed Services) communities.

[Recommended Action: Close]

**Request 04-2016-05:** Add a string of sociology, psychology, and communication courses along with the strategy and policy to compliment and well-round Cyber education.

AU Response:

While such areas add value to our AU Programs, like history, political science, and international relations, we do not teach such specific areas. The AU Faculty are charged with creating multi-disciplinary curricula relevant to the needs of professional force development.

[Recommended Action: Close]

**Request 04-2016-06:** Create opportunities specifically for enlisted education. (A bachelor degree).

AU Response:

AU's Barnes Center and Academic Affairs Directorate have been working very closely together to revise the existing enlisted education paradigm. A series of changes over the past few years has created consternation among AU educators over the degree to which we are meeting the developmental needs of Enlisted Airmen. Virtually every aspect of enlisted education is under scrutiny, from what we teach, to when and how we teach it, to who we teach. The Barnes Center is currently championing a holistic new approach aimed at capturing and applying educational innovations across the enlisted educational paradigm. These include competency-based learning, increased opportunities for collaboration, and advanced educational technology.

Another area of interest for AU is an enlisted Bachelor's degree. This idea was proposed by retiring Chief Master Sergeant of the Air Force (CMSAF) James Cody. CMSAF Cody proposed this in 2015. AU conducted a study to determine the possibility and decided that the current Title 10 restriction, limiting its use to 10-month schools, prohibited acquisition of credentialed faculty members suitable for building and delivering an accredited bachelor degree program. In consultation with the Commander, AETC, it was decided to table this initiative pending receipt of a requirement from USAF Headquarters. Upon receipt of such a requirement and a pending relaxation of the Title 10 restriction, the AETC Commander agreed to pursue the necessary resources (money and manpower billets) to make this vision a reality.

[Recommended Action: Monitor]

**Request 11-2015-01:** Critically need to focus on AU branding. (Build an Out-reach strategic plan)

AU Response:

This need is acknowledged in goals set forth in AU's September 2015 Strategic Plan and the objectives and tasks created in that planning effort will contribute to increasing the value of AU's brand. In February 2016, AU/CV directed the creation of an outreach directorate in LeMay center which will combine public affairs with AFRI's engagement division to create an organization focused on AU's accomplishment of these outreach goals, objectives and tasks. Once established, the outreach directorate will be responsible for reporting progress on this BOV recommendation.

[Recommended Action: Monitor]

**Request 11-2015-04:** Harness the airpower story. Need an in-house avenue for research; tap into local AU talent.

**AU Response:**

This need is acknowledged in goals set forth in AU's September 2015 Strategic Plan and the objectives and tasks created in that planning effort. The AU integration directorate began operating in February 2016 with the mission to develop processes, networks, relationships, and shared awareness to help AU effectively and efficiently execute the AU Strategic Plan with operational agility. The integration directorate is tasked to develop and maintain processes, networks, and relationships that improve AU's ability to conduct research and analysis that address Air Force, national security and leadership challenges.

[Recommended Action: Monitor]

**Request 11-2014-04:** (*Reworded*) Review each commissioning source to ensure better prepared and more *de juris* and *de facto* diverse and diversity-of-thought recruits are assessed into the AF.

**AU Response:**

AFROTC continues to be the most diverse commissioning source for the Air Force despite the reduction in target AFROTC accessions in 2014 that adversely impacted diversity efforts. AFROTC's current initiatives to increase diversity applicants include: increased percentage of non-technical enrollment allocations, advocated for a complete rescrub of technical degree requirements of all line AFSCs by career field functional managers, increased number/percentage of non-technical in-college scholarships, revised AFROTC national recruiting strategy targeting diverse 1st and 2nd year college students. Other potential diversity initiatives that would require additional resources include: additional scholarship funds for non-technical degrees, increased non-technical PGL allocations (e.g., consider shifting some of the technical degree requirements levied on AFROTC to USAFA & OTS to allow more non-tech allocations within AFROTC). AFROTC commissioning numbers are projected to increase slightly in FY18 and level out through FY20. It is important to continue this upward trend in the years following 2020 to further enhance junior officer diversity. Additionally, STEM degree requirements historically have had a negative effect on female and racial diversity. We have advocated for additional review to validate which career fields have legitimate STEM requirements, with the aim of adjusting the ROTC STEM accession goal. (Note: Holm Center can only influence diversity in AFROTC accessions. AFRS recruits for OTS.)

[Recommended Action: Close]

**Request 11-2014-08:** (*Reworded*): If members who were competitively selected for a degree program in the education pipeline are affected by force-shaping discussions (RIF/SERB), have a means by which they can finish their class/course of study.

**AU Response:** (*No change*)

While the Air Force does not plan any force-shaping actions in the immediate future, the concern remains that instructions to selection boards and the voluntary incentive actions offered before formal force shaping boards do not squander AF investments in developmental education. Air University has expressed its concerns to HAF A1DL through the Air Force Educational Requirements Board Executive Committee. The AFIT Chancellor and the AU Vice President for Academic Affairs are voting members of that Committee. If force-shaping becomes necessary, both individuals will remind HAF A1DL of the importance of continuing to capitalize on educational investments.

[Recommended Action: Open]

**Request 04-2014-07:** Consider bringing all joint service Federal Advisory Committee Act (FACA) boards [Chairs] together for a consolidated meeting [or joint letter from AU, NPS, etc.] with the Secretary of Defense (SECDEF).

**AU Response:**

The DOD Chief Management Officer (CMO) sent requests for information to the sponsors of FACA committees (in our case the Secretary of the Air Force), as well as some of the FACA Chairs. He wanted to ensure we preserve the critical forum our advisory committees provide for transparent and vigorous debate on policies and key challenges facing DOD, and to that affect, is asking for our observations and thoughts on - any problems we may have encountered in the implementation of FACA requirements; - any steps the Department could take to improve the FACA process; to include: - ways to address limitations that FACA may impose on the committee's ability to provide timely advice to the Department; and/or ways to address limitations that FACA may impose on communications among committee members outside of the FACA open-meeting requirements. Some FACA Boards were contacted directly by the DOD Chief Management Officer (CMO) (not all were contacted); the AU/BOV was not. The AU/BOV was contacted directly however, by the United States Air Force Academy (USAFA) Board's Designated Federal Officer (DFO) requesting insight and coordination on Board processes; to include: administration, governance, and membership. Processes have become more direct since this Request's creation in April of 2014. The AU DFO will swiftly identify any inconsistencies in the future and readily communicate them to leadership and the Board should they arise related to Board and FACA communication, membership, or governance. Last meeting, the Board suggested a "quasi-close" status pending outcomes and efficiencies of 2017 membership appointments.

[Recommended Action: Close]

**Request 07-2012-09:** The AFIT subcommittee reviewed the current status of the SECNAV SECAF memorandum of agreement (MOA) and associated memorandum of understanding (MOU) and AFIT and Naval Postgraduate School (NPS) leadership are reviewing both documents for possible changes. Request AFIT provide a status update of the SECNAV / SECAF MOA and MOU during the next scheduled AFIT subcommittee meeting.

**AU Response:**

*(Same Response from Nov'15 & Apr'16)* Concur with the request. AFIT will provide an update to the Board members at the next BOV meeting, currently scheduled for October 2016.

[Recommended Action: Open – Need New MOA!]

**B. Observations:**

**Observation 11-2015-01:** Make creating quality faculty a journey, not a destination.

**AU Response:**

Air University's Office of the Vice President for Academic Affairs (A3) has assumed responsibility for AU Strategic Plan quality-education initiatives. The first priority has been to address the quality/quantity of military faculty and to identify potential faculty members from terminally degreed members of the Air Reserve Component (USAF Reserve Command and Air National Guard). The results of these and other initiatives will be integrated to the "Faculty Management" Section of the draft Air University Instruction on Academic Affairs described in the EXECSUM for

Recommendation 04-2015-06. AU therefore suggests the BOV close this Observation and integrate it into that Recommendation.

[Recommended Action: Close]

**Observation 04-2015-05:** Website content and “find-ability” is what is most important on a University’s landing webpage.

AU Response:

The AU content manager for the AU Gateway has partnered with several schools and organizations to host their unit websites in the AU Gateway. Early adopters included HQ Air University, School of Advanced Air and Space Studies, and the Thomas N. Barnes Center for Enlisted Education (includes Air Force Career Development Academy, Community College of the Air Force, Enlisted Heritage Research Institute, Enlisted PME Instructor Course, AF First Sergeant Academy and AF Senior NCO Academy). Linkage was provided for all other units to their legacy sites as we work toward assisting these units with migrating into the new environment. Presently Squadron Officer College, Eaker Center (includes Commander’s Professional Development School, USAF Personnel Professional Development School, Defense Financial Management & Comptroller School, and AF Chaplain Corps College), AF Cyber College, International Officer School and the AU Integration Cell are now building their public website content. Having more AU websites in the AU Gateway is leading to more consistent “find-ability” and access to information across the university.

Recommend close this Observation and Monitor website transformation through Recommendation # 04-2015-05.

[Recommended Action: Close]

**Observation 04-2015-08:** It is critically important to get the transformed AU website up and running as soon as possible.

AU Response:

In April 2016, the AU/A6 took project ownership of the initiative formerly known as AU Gateway. A6 conducted a thorough review of the contract, received vendor demonstrations, and analyzed hosting, security, and sustainment requirements to include manpower and costing. A6 elected not to exercise procurement of the contract option; but rather to take the deliverables and move forward with a more cost effective, sustainable and “Future Proof” solution for public web.

In May 2016, A6 negotiated a support agreement with the Defense Media Activity (DMA) for provisioning within the DMA Public Web’s content management system, dubbed the “American Forces Public Information Management System,” or AFPIMS. Currently, the AFPIMS program supports over 700 military and DOD websites. Services provided include Web development, Web design, system engineering, network operations, security, training, migration support, web analytics, email marketing and helpdesk services for publicly-accessible websites and social media blogs. This program supports the Department of Defense Chief Information Officer (DOD CIO) initiative for enterprise services to greatly reduce unnecessary spending for custom development of web presences across the Department of Defense and the Military Services. On 30 May 2016 the Defense Media Activity provisioned a shell for Air University and AU/A6 began Version 1 development. Six (6) weeks later, Air University launched its new public facing website on 14 July 2016.

Early adopters for the initial launch included Headquarters (HQ) Air University, School of Advanced Air and Space Studies, and the Thomas N. Barnes Center for Enlisted Education

(includes Air Force Career Development Academy, Community College of the Air Force, Enlisted Heritage Research Institute, Enlisted PME Instructor Course, AF First Sergeant Academy and AF Senior NCO Academy). Linkage was provided for all other units to their legacy sites as we work toward assisting these units with migrating into the new environment. Presently Squadron Officer College, Eaker Center (includes Commander's Professional Development School, USAF Personnel Professional Development School, Defense Financial Management & Comptroller School, and AF Chaplain Corps College), AF Cyber College, International Officer School and the AU Integration are now building their public website content in the AFPIMS environment. Recommend closing this Observation and Monitor website and information technology in its entirety through Recommendation # 04-2015-05.

[Recommended Action: Close]

## **B. Recommendations:**

**Recommendation 04-2016-01:** Monitor advances and improvements in Blended Learning across the University.

### AU Response:

AU/A3 (Academic Affairs) division is in close consultation with the various AU programs regarding their program offerings, as well as the mode of delivery. Programs such as the eSchool for Officer Graduate Education, the Eaker Center and Barnes Center currently have blended learning programs and the Holm Center is considering moving into the direction of offering blended learning opportunities for its students. AU programs encouraged to assess the most feasible means by which they can deliver their curriculum to their students and successfully achieve the learning outcomes of the program.

[Recommended Action: Close]

**Recommendation 04-2016-02:** Look at how the Army (and other Services) manages faculty recruiting, retention, promotion, and assignments.

### AU Response:

As part of the actions described in the EXSUM for Recommendation 04-2015-06, members of Air University's Academic Affairs staff reviewed faculty-related policies, regulations, and procedures from: 1. Defense Acquisition University, 2. Marine Corps University, 3. National Defense University, 4. Naval Postgraduate School, 5. Uniformed Services University of the Health Sciences, 6. US Air Force Academy, 7. US Army War College, 8. US Navy War College. Best practices from these military higher education institutions are being adapted and/or integrated to Section B, "Faculty Management," of the draft Air University Instruction on Academic Affairs. Therefore, suggest this Recommendation be closed and consolidated with Recommendation 04-2016-06 (personnel system and the AFERB).

[Recommended Action: Close]

**Recommendation 04-2016-03:** Spell-out and define all acronyms' (when speaking and writing) to ensure understanding by all Board members: business and industry, academic, and military.

### AU Response:

Concur; Air Force Manual 33-326, *Preparing Official Communications*, implements Air Force Policy Directive (AFPD) 33-3, *Information Management*, which addresses the procedures for preparing communications. It states in paragraph 1.3.14. "Avoid abbreviations and military jargon" 14

Write out abbreviations the first time used and follow with the abbreviation in parenthesis." Air Force Handbook 33-337, *Tongue and Quill*, page 139 states to avoid semantic barriers. Semantic barriers create listener obstacles and include using words or phrases with more than one meaning, slang, jargon, or acronyms. Air University will work to ensure enforcement of these standards there-by alleviating acronyms and increasing understanding.

[Recommended Action: Close]

**Recommendation 04-2016-04:** Need to create more and better opportunities for synergy with business and industry – between the product developer and the end-user, contract and contractors.

AU Response:

AU achieves success in this area through a number of mechanisms. The Education with Industry (EWI) program, managed by the Air Force Institute of Technology, provides a tremendously effective avenue interaction between USAF personnel and industry. AU has also engaged in partnerships with both academic entities and industries specific to cyberspace operations, air and space power, and information technology. These relationships have been created and nurtured through AU-hosted conferences, direct collaboration, the creation of a regional innovation center in which AU is one of many contributing entities, and through cooperative research efforts where AU faculty members and students have joined with others to tackle Air Force and national security challenges.

[Recommended Action: Monitor]

**Recommendation 04-2016-05:** AU needs stackable, career focused credentials (Human Capital talent management); a way to connect-the-dots for developmental education and associates, bachelors, masters, and degrees beyond with multiple pathways to interchange.

AU Response:

AU recently led a Developing-the-Force initiative for the USAF Chief of Staff. A 190-page report with over 85 recommendations was supported to the Headquarters in June of 2016. Among the many recommendations was a mechanism to capture and track credentials. Ultimately, the implementation decision will lie with the USAF, as the ideal system will capture developmental efforts across the entire spectrum of training and education. Nevertheless, AU is doing its best to capture student efforts within its own programs. A new Student Information System, called "Bedrock," internally, offers a dramatic improvement in existing transcription system, implementing accelerated data, capture and reporting, and better integration with USAF personnel systems. The AU Bedrock system will be able to link to the USAF enterprise solution when one is developed.

[Recommended Action: Monitor]

**Recommendation 04-2016-06:** The AF Personnel system needs re-vamped; the AF Education Requirements Board (AFERB) is a broken process.

AU Response:

AU's objective is to work with Air Force and local vested leaders to improve staffing timeliness, candidate quality, resource availability and miscellaneous personnel and manpower program challenges. We will continue exploring short and long term improvement opportunities through collaboration with local and higher headquarter subject matter experts. Recommend this action be continuous as quick fixes will require multiple level waiver coordination pending changes to DOD and Air Force directives, guidelines and processes.



[Recommended Action: Monitor]

**Recommendation 11-2015-02:** Increase AU's outreach efforts; engage Outreach Director as a part of the AU Strategic Plan outreach effort.

AU Response: *(No Change from Apr'16)*

This need is acknowledged in goals set forth in AU's September 2015 Strategic Plan and the objectives and tasks created in this planning effort will contribute to increasing AU's outreach efforts. In February 2016, AU/CV directed the creation of an outreach directorate in LeMay center which will combine public affairs with AFRI's engagement division to create an organization focused on AU's accomplishment of Strategic Plan goals, objectives and tasks. Once established, the outreach directorate will be responsible for reporting progress on this BOV recommendation.

[Recommended Action: Monitor]

**Recommendation 11-2015-03:** Ensure the use of collective AF resources before asking for more.

AU Response:

AU concurs with this recommendation; our first priority is to ensure the collective use of AF resources before requesting any additional resources from outside entities. AU has instituted a more rigorous mechanism for allocating funds to organizations to ensure requirements meet the Air Force Strategy and AU initiatives. The commander withheld money from each organization. Then each organization is responsible to brief the AU Command team on their needs and initiatives. The Command team then votes on funding to be provided to the highest-ranked initiatives. We continue to monitor the use of AF resources to ensure that no monies are wasted and every dollar is aligned with AU's priorities.

[Recommended Action: Close]

**Recommendation 11-2015-04:** Use Total Force persons (ANG and USAFR expertise) as faculty.

AU Response: *(No Change from Apr'16)*

In August 2015, the CSAF commissioned a Total Force-Continuum Training and Education High Velocity Analysis Working Group (HVA-WG) to study Force Mix options to optimize Total Force faculty representation for the Education and Training enterprise. AU has participated as a voting team member for that effort which will brief its recommendations to AF senior leaders later in 2016. The study began with a review of Unit Manpower Documents to analyze instructor manpower authorizations in light of student production requirements. Working with representatives at each of the AU PME and accession schools and programs, the HAF team developed models that provide insight into various force-mix configurations. For most PME operations, the requirements for having faculty who are credentialed in the subjects that form the curriculum and who are available for at least a semester or more preclude employing part-time Reserve Component personnel.

The HAF team is exploring options for using Total Force personnel in support and overhead roles to ease the burden on faculty. In addition to the HVA-WG effort, the Report of the National Commission on the Structure of the Air Force recommended that the Air Force develop a Total Force Competency Standard which would serve as a yardstick with which to evaluate curricula and student performance outcomes with respect to Total Force Knowledge. Col Barbara Lee, Col Gary Kirk, and Col Shelley Kavlick developed a Total Force Competency Standard White Paper in coordination with HAF A1 personnel. AU/CC submitted this paper through the AETC staff for Air

Staff consideration. Finally, the Holm Center and ACSC obtained permission to recruit Total Force personnel to serve as instructors through the Limited Extended Active Duty (LEAD) Program.

The Holm Center is attempting to address a shortfall of approximately 120 ROTC instructors and ACSC is attempting to recruit an additional 15-20 individuals. These stopgap measures will address near-term shortfalls in instructor manning while also leveraging the insights and capabilities inherent in the Total Force components.

[Recommended Action: Monitor]

**Recommendation 11-2015-05:** The Board would like to receive a high-level summary update from the Faculty (Senate) at each BOV meeting.

AU Response:

In August 2016, Dr. Angelle Khachadorian was re-elected as President of the Faculty Senate. She enthusiastically welcomed the opportunity to provide a high-level summary briefing to the BOV at the November 2016 meeting. Dr. Khachadorian also reiterated her recommendation that the BOV continue their tradition of meeting with the entire Faculty Senate. Additionally, Ms. Lisa Arnold has taken steps to write into the omnibus Academic Affairs Instruction that a Faculty Senate brief be a standing BOV "agenda item."

[Recommended Action: Close]

**Recommendation 04-2015-05:** Make Information Technology (I.T.) AU's #1 transformation initiative and track the progress.

AU Response:

A6 continues to transform the IT organizational structure, services, and infrastructure to effectively serve AU's mission for education, research, doctrine, and outreach. Supporting AUCIS, A6 added one additional facility (bldg. 1432) to support the JROTC program on Maxwell and also expand service to cover all of bldg. 678 to accommodate the AU eSchools' move from bldgs. 1401 and 1402.

AU has made improvements to AUCIS by adding high-end wireless access points in high density (classroom) areas of bldgs. 1401 (AWC), 1402 (ACSC), 1403 (SOC/SAASS), and 1404 (Eaker Center) to increase speed and accessibility for students. AUCIS is supported in 36 facilities campus-wide for Maxwell/Gunter. Modified service infrastructure to incorporate additional service failover operations ensuring primary and secondary control equipment and unified power supplies support service availability reducing the risk of unscheduled downtime.

The installation of a new integrated Student Information System and Learning Management System to eliminate redundancy and replace six legacy systems continues to progress with a scheduled operational date of March 2017.

Additionally, A6 is pursuing the award of a Voice over Internet Protocol (VOIP) contract for the AU Enterprise to replace legacy telephone systems with an estimated award date of 22 Sept. 2016 and implementation estimated in Mid-Late January 2017. AU CIO has also on-boarded three new GS-14 Division Chiefs to press AU through transformation and into the future with innovation and technical expertise in Enterprise Applications, Infrastructure Services and Process, Plans and Standards.

Over the coming months, A6 will continue to transform AU's IT organizational structure, services, and infrastructure with multiple planned projects.

[Recommended Action: Monitor]

**Recommendation 04-2015-06:** AU needs to create a faculty architecture that is integrated across the AU spectrum and diverse (not like-minded or look-a-like).

AU Response:

On 26 May 2016, Lt Gen Kwast was briefed on options to re-establish tenure at the Maxwell Camus of Air University. He then requested additional information – including a Faculty Senate-led survey of attitudes – which was assembled for his review. In late October, Gen Kwast decided to implement a tenure policy for full Professors, with the stipulation that AU will review the policy after two years for possible extension to worthy Assistant Professors.

In the meantime, the Office of the Secretary of Defense has continued to provide guidance and queries about faculty issues of Department-wide concern. These are being integrated to Section B, "Faculty Management," of the draft Air University Instruction on Academic Affairs that updates existing guidance. The section will be organized into nine chapters that address the essential elements of Human Capital for all military and civilian faculty members in a more holistic manner: Definitions: 1. identifying what a faculty member is, types of faculty, and faculty roles; 2. Faculty Planning: identifying qualitative/quantitative needs and financial/administrative limitations; 3. Talent Acquisition: advertising, attracting, selecting, and hiring/assigning new faculty members; 4. Professional Development: ensuring content mastery, instructional capability, and long-term growth; 5. Employment: establishing teaching, scholarship, and service duties and loads (performance expectations); 6. Performance Management: documenting the quality and quantity of faculty members' employment; 7. Rewards and Remediation: compensating high performers and helping low performers improve; 8. Career Planning: establishing paths, milestones, and opportunities for junior, mid-career, and senior faculty; 9. Succession Planning: identifying faculty with potential and preparing them to assume administrative roles.

[Recommended Action: Monitor]

**Recommendation 11-2014-01:** Ensure all AU websites and AU web links are working properly and updated.

AU Response: AU has moved to a more centralized arrangement for its websites based on the framework of the AU Gateway. The AU Gateway is primarily composed of a public and private facing website for the university at large; however, the AU Gateway includes templates and access to its content management function allowing any AU school or organization to more effectively host their website as part of the AU Gateway. This process should ultimately lead to greatly improved timeliness and accuracy for all AU websites. In addition having a dedicated content manager responsible for the AU Gateway has greatly improved the functionality of links and currency and accuracy of information on all AU websites. See also Observation 04-2015-08

[Recommended Action: Close]

**Recommendation 11-2014-04:** Centralize AU assessment efforts from the various Centers to synergize efforts, assure continuity, and streamline processes.

AU Response:

AU had selected Campus Labs to address the institutional assessment, institutional research, institutional evaluation, institutional planning, and institutional effectiveness requirements of the academic enterprise; and to support compliance, audit and accreditation efforts. AU Academic Affairs was in the process of implementing Campus Labs when the AU/A6 rescinded the prior (2015) guidance and approval to pursue the Campus Labs cloud-based solution. Air University still possesses the requirements to support institutional assessment, institutional research, institutional evaluation, institutional planning, and institutional effectiveness, as well as, support compliance, audit and accreditation (SACS-COC, HLC, ABET, and PAJE) efforts. As a result, Academic Affairs will pursue the following actions:

1. Request a Business Requirements Review by the SIS-LMS Prime Vendor of the institutional assessment, institutional research, institutional evaluation, institutional planning, and institutional effectiveness, compliance, audit and accreditation requirements.
2. Execute acquisition of support services for the institutional assessment, institutional research, institutional evaluation, institutional planning, and institutional effectiveness, compliance, audit and accreditation requirements (5 FTEs).
3. Conduct market research to identify vendors for providing software solutions to address the institutional assessment, institutional research, institutional evaluation, institutional planning, and institutional effectiveness, compliance, audit and accreditation requirements. AU will seek solutions that offer fully integrated and comprehensive management institutional assessment, institutional research, institutional evaluation, institutional planning, and institutional effectiveness. AU will seek solutions that provide planning, outcomes assessment, and assessment management solutions ensuring continuity and streamline processes for the university. The Planning capability will allow the university to produce strategic planning documents and learning outcomes assessment reports through a user-friendly interface. The Center and school users will make seamless connections with their data using the planning tools within the university platform, including customized templates. The Outcomes Assessment will deliver immediate capability to document and review the university progress at the course, program, and institutional levels. An aggregated view of all the Center and school data, comparison reports, and easy-to- modify templates will allow the Office of Academic Affairs to evaluate university outcomes at every level. Because all documentation is stored electronically on the secure web-based system, the documentation can be assessed anytime, and anywhere and periodic assessments of the university progress can be achieved. The Assessment Management capability will allow the university to instantly link data about the effectiveness of academic programs and support services, and gain insight into how their outcomes are supporting institutional priorities, goals, and objectives.
4. Pursue acquisition of a vendor software solution for the institutional assessment, institutional research, institutional evaluation, institutional planning, and institutional effectiveness, compliance, audit and accreditation requirements. This may require AU sponsoring a vendor solution for approval via FEDRamp.
5. Conduct a review of the AU organizational and operational structure/processes supporting the institutional assessment, institutional research, institutional evaluation, institutional planning, and institutional effectiveness, compliance, audit and accreditation requirements. Prepare recommendations to increase effectiveness of the structure/processes and revise AUI to support.  
[Recommended Action: Monitor]

**Recommendation 04-2014-02:** Implement a more deliberate return on investment (ROI) policy - A predictable pipeline of students tracked through the ranks for AFIT Science, Technology, Engineering and Mathematics (STEM) graduates.

AU Response:

Request BOV make this recommendation to the SECAF/CSAF during the annual meeting. This recommendation requires a change to Air Force personnel assignment policies. AFIT has previously made this recommendation to the HQ USAF STEM Advisory Council.

[Recommended Action: Close; *after presenting to SECAF/CSAF*]

**Recommendation 04-2014-03:** Consider a more systematic developmental and assignment policy for enlisted AFIT graduates.

AU Response:

This recommendation requires a change to Air Force personnel assignment policies. HQ USAF and the Air Force Personnel Center (AFPC) manage the Enlisted-to-AFIT program. They determine the number of enlisted personnel enrolled in Air Force-sponsored advanced degree programs and the subsequent assignment of the people. Request the BOV make this recommendation to the SECAF/CSAF during the annual meeting with them.

[Recommended Action: Close; *after presenting to SECAF/CSAF*]

**Recommendation 11-2013-12:** Use the AFIT value proposition to influence, through AU, AETC, and the SECAF, a broad review of the Air Force Education Requirements Board (AFERB) process with the objectives of better identifying Air Force technical degree requirements and more fully utilizing AFIT's capacity to satisfy those requirements. In parallel, as part of its strategic planning process, AFIT should reevaluate and, where appropriate, reshape its current degree programs for cost effectiveness (i.e., better utilization of existing capacity), as well as project future degree needs of likely interest to the Air Force which could impact AFIT's overall technical degree-granting capacity.

AU Response:

This recommendation requires a change to Air Force personnel management policies and procedures. Request the BOV make this recommendation to the SECAF/CSAF during the annual meeting with them.

[Recommended Action: Close; *after presenting to SECAF/CSAF*]

**Recommendation 11-2013-15:** AFIT should identify various opportunities for non-appropriated revenue along with any legislative, policy, or regulatory constraints that are currently keeping it from capitalizing fully on those opportunities and forward to AU and above for resolution where possible.

AU Response:

No change in the previously-reported status. Recommended for closure at the last meeting (see below): "AFIT previously obtained authority from Congress to enroll civilian employees of defense industry companies in any of AFIT's degree or certificate programs, or in any of its professional continuing education courses. Prior to 2016, that authority was limited to enrollment on a space-available basis and prohibited hiring of temporary, adjunct faculty to meet the additional demand. Language in the FY 2016 National Defense Authorization Act eliminated the space-available restriction and now permits hiring of non-permanent faculty, as necessary. AFIT is also seeking

legislative authority to enroll other students, e.g., veterans who have earned educational benefits through honorable military service and military or civilian members of other DOD and federal agencies who are not sponsored by their organization.

[Recommended Action: Close]

**Recommendation 11-2012-18:** Duplication and redundancy continues among the schools and centers in areas such as institutional research, registrar services, technology, etc. There still doesn't seem to be a registrar function that can yield the information regarding the number of students to the commander at any given point in time. The Board believes strong academic leadership is the central point. This issue has been recommended several times over the past several years. The Board is encouraged by some of the recent discussions regarding the Learning Air Force and the centralization of activities; however, the Board remains concerned by the present duplication.

AU Response:

Under the leadership of the CIO, technology duplication and redundancy challenges continue to be aggressively addressed with a strategic vision that first focuses on the infrastructure and application layers via sound and proven standards, processes, and policies. The acquisition of a COTS product to replace six aging registration systems with an integrated learning management system serves as the initial phase in unifying functions and processes across the university. The scheduled operational date for the new platform (known as "bedrock") is slated for March 2017.

In addition, the CIO has established and implemented standards (e.g., bandwidth threshold) for AU's Commercial Internet Service with great success that eliminated the need for multiple Internet service solutions to satisfy growing Internet service needs. As transformation progresses, additional infrastructural and application pavers will be laid and added to the AU portfolio mix to eliminate and/or reduce duplication and redundancy while ensuring sustainability, optimum performance, and mission accomplishment.

[Recommended Action: Close]

**Section VI: October 2016 AFIT Subcommittee Minutes**

**Air University (AU) Board of Visitors (BOV)  
50th Air Force Institute of Technology (AFIT)  
Subcommittee Meeting Minutes  
17-18 October 2016  
AFIT Chancellor's Conference Room  
Wright-Patterson AFB, OH**

This report and the recommendations contained herein are based upon the Air Force Institute of Technology (AFIT) Subcommittees' independent assessment of the facts presented by the Department of the Air Force and The Air University. The Subcommittees' recommendations are based upon the consensus opinion of the members and were reached without any influence from interested parties. Subcommittee members are encouraged to submit Minority Statements if they disagree with the majority position. When submitted, these are attached to the final AFIT Subcommittee report for consideration by the Department of the Air Force and The Air University Board of Visitors (BOV).

Respectfully submitted by: LISA J. ARNOLD, Recorder.

I hereby certify, to the best of my knowledge, the foregoing minutes are accurate and complete.



RONALD M. SEGA  
Chair, AFIT Subcommittee

Date Approved: 8 November 2016

- Section I: Subcommittee Attendance
- Section II: Subcommittee Activities and Discussions
- Section III: Subcommittee Requests and recommendations
- Section IV: Group Photo

## **Section I: Subcommittee Meeting Attendance**

### **A. Members of the Subcommittee attending the meeting:**

- (1) Maj Gen Ronald Segal, Ph.D., USAF, Ret (Subcommittee Chair)
- (2) Lt Gen Mark Shackelford, USAF, Ret (Subcommittee Chair-Elect)
- (3) Lt Col Stephen Cross, Ph.D., USAF, Ret
- (4) Lt Gen Robert Elder, Ph.D., USAF, Ret
- (5) Col Michael Heil, Ph.D., USAF, Ret
- (6) Dr. Jacqueline Henningsen
- (7) Dr. Ilana "Lani" Kass
- (8) Dr. Victor McCrary

### **B. Members of the Subcommittee absent:**

- (1) VADM Ronald Route, USN, Ret (Dr. Steven Lerman, NPS Provost attended/represented)

### **C. Other attendees at the meeting:**

- (1) Dr. Todd I. Stewart
- (2) Dr. Sivaguru Sritharan
- (3) Dr. Chris Cain
- (4) Dr. Adedeji Badiru
- (5) Col Doral Sandlin
- (6) Dr. Heidi Ries
- (7) Col William Robey
- (8) Col Paul Cotelleso
- (9) Col Shane Dougherty
- (10) Dr. Darryl Ahner
- (11) Lt Col Christopher Geisel
- (12) Dr. Adan Reidman
- (13) Ms. Amber Richy
- (14) Maj Jeremy Millar
- (15) Maj Brook Bentley
- (16) Ms. Lisa Arnold
- (17) Mr. Michael Gessel (*member of the public*)



## Section II: Subcommittee Activities and Discussions

**A.** Maj Gen (Ret) Dr. Ronald Sega called the meeting to order at 0800 hours on Monday, 17 October 2016. He welcomed attendees and had them introduce themselves. Next he overviewed the meeting's agenda. Dr. Sega stated this was a public meeting and that Ms. Lisa Arnold, AU Designated Federal Officer, will be present throughout the meeting.

**B.** Dr. Todd Stewart welcomed AU and AFIT attendees to the first October AFIT Subcommittee meeting (previous AFIT Subcommittee meetings were held in March). He explained the date swap will de-conflict and ease an already hectic spring graduation schedule. Dr. Stewart then presented a thorough "State of the Institute" briefing.

**C.** Dr. Chris Cain provided an update of happenings at Headquarters Air University. He stated AU is transitioning from transformation planning toward implementing the initiatives generated by the faculty and staff since the fall of 2014. Dr. Cain provided an overview of the Blue Horizon Master's Degree, the civilian associate degree, and the 2018 Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) re-affirmation for AU's Maxwell campus.

**D.** The AFIT staff presented updates and overviews of their Centers and Schools highlighting statistics, accomplishments, and key issues. The new Provost and Academic Dean of the Naval Postgraduate School, (NPS), Dr. Steven Lerman, attended the AFIT Subcommittee meeting to support and enhance the productive relationship between the two services' educational institutions and to explore synergies and cost savings in areas of mutual interest and potential cooperation, particularly in key fields such as IT services, cyber security, library services and autonomous systems.

**E.** After an interactive lunch with students, the day continued with a concentration of research center tours. Areas included:

1. Center for Operational Analysis – *Dr. Hartman*
2. Big Data Analytics Initiative – *Dr. Oxley*
3. Autonomy and Navigation Technology Center – *Dr. Raquet*
4. Human Systems Integration Project – *Dr. Miller*
5. Center for Technical Intelligence Studies and Research – *Dr. Gross*
6. Center for Cyberspace Research and CyTCoE - *Dr. Davis, Dr. Mills, Capt Rose, Dr. Graham, Mr. Simon, Dr. Lopez, and LTC Rice*
7. Electrical and Computer Engineering Labs -*Dr. Jackson, Dr. Havrilla, Dr. Collins, and Lt Col Hyde*
8. Center for Directed Energy – *Dr. Fiorino*
9. Nuclear Weapon Effects and Radiation Detection - *Dr. Petrosky, Capt Burley, and Dr. McClory*

**F.** On Tuesday, 17 October, 2016 the Subcommittee discussed the following areas with key AFIT leaders:

1. Financial Management – *Ms. Richey*
2. Mission Support – *Lt Col Geisel*
3. Information Technology – *Maj Millar*
4. AFIT Commandant’s Update – *Col Sandlin*
5. Institute Academic Affairs Update – *Dr. Sritharan*
6. HLC Quality Initiative Proposal (QIP)

**G.** After a productive and interactive lunch with Center directors, Tuesday afternoon concluded with discussions on report development. Due to the Chancellor’s schedule conflict, the Subcommittee Chairs elected to have the post-visit meeting with AFIT leadership via teleconference at a later time. The Subcommittee requests and recommendations are published in Section III of these minutes. These recommendations will be presented to the AU Board of Visitors main committee during its 14-15 November, 2016 scheduled meeting.

**H.** Notable AFIT meeting kudos and observations from the meeting include:

1. Effective management through a period of budget (stress) sequestration was noted.
  - a. The quality of research and education despite loss of personnel remained high.
  - b. Sponsored research activity increased in FY16, and efforts continue toward sustained sponsored research activity.
2. ABET Certification was confirmed this summer for all reviewed AFIT programs for the maximum six year period.
3. The academic program organizational realignment was positively received by the Subcommittee:
  - a. The Civilian Institution Programs was reorganized with a new 2-letter lead and is now focused on the degree programs outside of the resident AFIT programs.
  - b. The Strategic Force Studies organization is now focused on continuing education.
  - c. The Engineering Graduate school is now focused on resident degree program / full courses.
4. The Subcommittee noted the high quality of Commandant, Information Technology, and Mission Support leadership cadre.
5. A Diversity and Inclusion Committee was established.
6. The Research Center tours demonstrated a high quality defense focused experience and customer-sponsored investigations.
7. Various morale boosting programs are also adding to the overall workplace environment at AFIT.

**I.** The meeting adjourned at 3:10 pm on Tuesday, 18 October 2016. The next AFIT Subcommittee meeting is scheduled for 16-17 October, 2017 in Dayton, Ohio.

### **Section III: Subcommittee Requests and Recommendations**

#### **A. Innovation and Thought Leadership**

Observation: Innovation happens at the boundary of need and opportunity, at the interface between different points of view, or in the context of the USAF, at the intersection of a vision for how the Air Force might operate in the future and the technology required to enable that future. While it is commendable that AFIT has aligned its vision, mission, strategy, and operational plans to be responsive to the currently stated Air Force goals and objectives, it is imperative that AFIT be viewed and utilized as a key asset to help the Air Force anticipate and proactively prepare for future needs. Leadership must be receptive to new innovations and prepared to lead the change required to implement them. Such visionary leadership is best articulated by military officers returning from the fight who are given time in the military professional education system to think boldly about the future. AFIT needs to be bolder at advocating its relevancy and the relevancy of the capabilities of its alumni and its research to winning the future fight.

Recommendation: Establish an innovation program between AFIT and doctrine centers at AU to explore the intersection between emerging doctrinal concepts and technology. This group will help define means to express thoughts to leadership about potential Air Force futures. Examples of early focus should include cyber, autonomy, hypersonics, and others, and be proactive in exploring technology areas needed to support emerging operational concepts. Action plans for implementation should be presented at the next AFIT Subcommittee meeting. Examples might include thought experiments conducted by the innovation cell, seminars on emerging operational concepts that would influence thesis selection, a named seminar program supported by the AFIT Foundation, and a chaired position at AFIT held by a retired senior flag officer who would facilitate discussions between AFIT and the AU doctrine centers.

#### **B. Cutting Edge Research of Huge Warfighting Value**

Observations:

1. There are increasing opportunities to anchor strategic research requirements to USAF and Joint Requirements, to concepts such as the Third Offset and the efforts to sustain U.S. edge. Providing context would clarify the value and ROI of AFIT research.
2. Expanded communication and clear tasking, integration across research centers, and greater collaboration would reduce duplication of effort and, potentially, improve the use of precious resources.
3. Top notch scientists and engineers need support in management and administration. Too much time and mental capacity must be expended on management work because of vacant support and management positions.
4. There appear to be unnecessary layers of management which may lead to an overly conservative attitude that might prevent prudent risk taking.

5. The faculty appears to be over tasked. Most of JPME's focus is on teaching and education, not publish or perish. AFIT tries to satisfy both, which could result in suboptimal allocation of resources. Chasing "productivity" measured in number of publications might not be the right approach for the organization.

#### Recommendations:

1. Directly tie research to USAF and Joint Requirements, particularly those associated with the Third Offset.
2. Coordinate across Research Centers to enhance communications, avoid duplication of effort, and build case for Return on Investment.
3. Consider providing sufficient funded management and support positions to allow AFIT scientists and engineers to focus on research.
4. Streamline management layers and encourage prudent risk-taking in research.
5. Consider whether the focus on faculty publication is prudent in the context of a military institution of higher education.

#### **C. Integrating Cyberspace Research and Education**

Observation: The AFIT Center for Cyberspace Research and the Air Force Cyberspace Technical Center of Excellence (CyTCoE) deliver solid technical research while providing cutting edge graduate level education to students. However, the existence of several Cyber Command activities, AFRL cyber related programs, and the stand-up of Cyber College, potentially confuse roles and missions and presents possibilities for duplication of effort.

Recommendation: AF Cyber education and training would be enhanced by the development of AF level roles and mission schematics for oversight and development of Cyber policy, strategy, doctrine, and education.

#### **D. Civilian Personnel Policies**

Observation: Civilian Personnel policies have potential negative impacts on recruitment and retention of quality civilian faculty for Professional Continuing Education programs. GS-13 faculty members are Term rather than Permanent positions creating uncertainty for longevity and making them vulnerable to force downsizing actions. The lengthy Civilian Personnel hiring process takes months to fill vacancies. Quality prospects must wait for excessively long times awaiting hiring.

#### Recommendations:

1. Consider converting PCE faculty positions from Term to Permanent to give personnel greater job confidence.

2. Consider a program similar to Acq Demo or Lab Demo that would fill vacant positions more quickly than the normal Civilian Personnel hiring process.

#### **E. Expanding Collaboration with Wright-Patterson Air Force Base (WPAFB) Organizations**

Observation: As a key source of technically-educated Airmen for the Air Force, AFIT must ensure that its students gain the knowledge and critical thinking skills from their AFIT educational and research experiences to out-think and out-innovate America's adversaries. AFIT faculty and students are successfully addressing important Air Force issues and challenges through their research in the AFIT research centers. Through increased collaboration, AFIT can achieve greater synergies among the research centers, improve the AFIT student educational experience, and enhance AFIT's research contributions to the Air Force. AFIT should take full advantage of the collaborative opportunities available with the Air Force Research Laboratory (AFRL) and the Air Force Life Cycle Management Center (AFLCMC) offered by its location at the world's premiere military aerospace research and development complex (WPAFB).

#### Recommendations:

1. Expand engagement with AFRL's new Strategic Developmental Planning and Experimental (SPDE) Directorate that focuses on future multi-domain capabilities needed to support the Defense Department's Third Offset Strategy.
2. Consider increasing research sabbaticals for AFIT faculty in the AFRL Technology Directorates.
3. Consider increasing AFIT adjunct faculty opportunities for AFRL researchers.
4. Consider pursuing discussions with AFRL to offer sabbatical opportunities, exchange programs, chaired positions, etc. for select AFRL researchers as AFIT Professors of Practice/Research Professors.
5. Continue engagements to expand opportunities (with the Ohio Federal Research Network) for AFIT students and faculty to perform funded research on AFRL, NASIC, NASA Glenn Research Center, and Naval Medical Research Unit (NAMRU) priorities.

#### **F. Faculty Professional Development**

Observation: The quality of the current research, particularly its focus on support to real world problems, appears to be very good. The faculty could seek more opportunities to leverage "exploratory" research as a developmental tool such that professors may stay relevant in their professions as well as anticipate future Air Force education needs. The challenge is to provide professors a means to perform cutting edge independent research similar to the anticipatory Industry Research and Development (IRAD) conducted by commercial enterprises.

#### Recommendations:

1. Establish a mechanism to use sponsored research funds to provide a funding source for independent faculty research that will enable AFIT to anticipate future education requirements to meet Air Force needs, and brand AFIT as a technical innovation engine for the Air Force.
2. Consider other funding sources: AFIT Foundation, increased baseline allocation, AF Office of Scientific Research.

#### **G. Airman Professional Development**

Observation: Programs offered in the new School of Strategic Force Studies are impressive. There is great value in continuing education programs which focus on the professional development of personnel involved with the strategic (vice tactical) employment of Air Force capabilities. Knowledge of these capabilities would also be useful to Air Force members not directly involved in strategic force duties. National and nuclear command, control, and communications, largely provided by the Air Force and of increasing importance to the President and Secretary of Defense, appears to be insufficiently addressed.

#### Recommendations:

1. Expand opening participation in School of Strategic Force Studies courses to Airmen beyond those directly assigned to strategic force-related duties.
2. Investigate establishment of a national and nuclear command, control, and communications program as part of the School of Strategic Force Studies.

#### **H. Increasing Role for Institutional Advancement**

Observation: As AFIT approaches its 100th year of service having delivered many accomplishments in terms of education and research, it is being asked to deliver "more with less" with challenges in terms of budget and advocacy for the relevance of its mission. University foundation's play a strategic role in: i) raising funds for activities, providing an alternate source of revenue; (ii) keeping alumni aware of the organization's accomplishments and challenges; and (iii) advocating on behalf of the organization by virtue of its alums and their career status. The AFIT Foundation is not operating to the expectations raised by the aforementioned points. There are over 22,000 alumni who are either career Air Force or have moved on to other careers. This untapped potential should be leveraged for AFIT to enhance its programs and develop more professional opportunities into the future.

#### Recommendations:

1. Consider hiring an AFIT Director for Institutional Advancement who would plan and oversee the activities of the AFIT Foundation. (Chancellor Stewart stated this action is underway- the person should be in place by January 1, 2017).
2. Charge the Director of Institutional Advancement to develop a five-year strategic plan for alumni engagement to include:

- a. Reviewing the legal status and bylaws of the Foundation. What do the bylaws say about its relationship with AFIT (can it solicit and provide funding for scholarships, research, and discretionary activities?).
- b. Developing a comprehensive listing of AFIT alums by major, class, current job position, geographical region; update contact information using latest institutional advancement software.
- c. Setting fundraising targets for the Foundation for years 1-5.
- d. Developing a communications and marketing plan to alums (newsletters, e-mail blasts, alumni tours, alumni gathering events like graduation).
- e. Hiring development officers for both the PCE and Academic missions of AFIT.

3. Coordinate the strategic plan's activities with the Chancellor, Provost, Deans, and AU leadership.

#### I. Research – Carnegie Classification

Observation: Research is a key element of AFIT's mission to "be the internationally recognized leader for defense-focused technical graduate and continuing education, research and consultation." The quality of the research presented and the metrics compiled to illustrate AFIT's research prowess reflect favorably upon Provost Sritharan, Dean Badiru, and Dean Ries. The Carnegie Classification, is important because it is viewed by sponsors and others as a measure of an institution's research productivity, currently designates AFIT as R3 - Doctoral Research University - Moderate Research Activity. When AFIT's Carnegie Classification is reassessed in 2018, it would be important for AFIT to maintain at least its current R3 designation.

#### Recommendations:

1. Give the Dean of Research the authority to collect, maintain, and report the appropriate metrics annually to the National Science Foundation from which Carnegie obtains the data for its assessments.
2. Contact the Carnegie Institute to discuss AFIT's current classification and data on file (point of contact: Victor Borden - [vborden@iu.edu](mailto:vborden@iu.edu)).
3. Contact the National Science Foundation to see where AFIT falls on the Higher Education R&D Survey (point of contact: Rhonda Britt - [rbritt@nsf.gov](mailto:rbritt@nsf.gov)).
4. Aspire to elevate AFIT's Carnegie designation from R3 to R2 - Doctoral Research University - Higher Research Activity (as has the Naval Post Graduate School).
5. Sensitize Research Center Review Boards to Carnegie Classification and continue outstanding quarterly reports on research productivity metrics.

## Section IV: Subcommittee Group Photo





**Section VII: AU BOV Group Photo**



**1<sup>st</sup> Row:** *Dr. Amy Zalman, Gen (ret) Duncan McNabb, Dr. Ding-Jo Currie, Dr. Carolyn Dahl*

**2<sup>nd</sup> Row:** *Col (ret) Robert Beasley, Gen (ret) Steven Lorenz, CMSAF #15 (ret) Rodney McKinley, Dr. Rufus Glasper, Dr. Ronald Segal, Dr. Ray Johnson, Lt Gen Steven Kwast, AU/CC*

**Section VIII: Attachments**

**A. Officer Trainee Students: Lunch w/ AU BOV Monday, 14 November 2016**

Cadet Robert Burnett  
Cadet Matthew Holland  
Cadet John Garrard  
Cadet Brian George  
Cadet Joseph Kunz  
Cadet Michael Schuldt  
Cadet Bradley Stoudt  
Capt Box  
Capt Underwood

**B. Faculty Senate Members: Lunch w/ AU BOV Tuesday, 15 November 2016**

Dr. Angelle Khachadorian  
Lt Col Joshua Snow  
Maj Mike Hardwick  
Maj Mathew Carter  
Mr. Jeffrey Love  
Col James Rodriguez  
Dr. Howard Hensel  
Maj Sabine Peters  
Maj Andrea O'Connor  
Mr. Bob Arrington  
Col Shawn Cochran