

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

13 November 2017 / 07800 – 1630

14 November 2017 / 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: JAIME ANDERSON, 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 13, 2017

Section I:	Board Attendance
Section II:	Board Activities and Discussions
Section III:	Board Actions
Section IV:	Community College of the Air Force Subcommittee Minutes
Section V:	Air Force Institute of Technology Subcommittee Minutes

## **Section I: Board Attendance**

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

1. Mr. Fletcher Wiley, Chair
2. Dr. Ricardo Romo, Vice Chair
3. Dr. Rufus Glasper, CCAF Subcommittee Chair
4. Lt Gen (ret) Mark Shackelford, AFIT Subcommittee Chair
5. Col Robert Beasley, USAF, Ret
6. Dr. Judith Bonner
7. Dr. Ding-Jo Currie
8. Dr. Shirley Jackson (via conference call)
9. Dr. Ray Johnson
10. Gen (ret) Steven Lorenz
11. CMSAF #15 (ret) Rodney McKinley
12. Gen (ret) Duncan McNabb
13. Dr. Amy Zalman

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

1. Dr. Carolyn Dahl

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

- |  |                                       |
|--|---------------------------------------|
| 1. Lt Gen Steven Kwast                 | 2. Lt Gen Steven Kwast                |
| 2. Maj Gen Michael Rothstein, AU/CV    | 3. CMSgt Todd Simmons, AU/CCC         |
| 3. Col Jeffrey Donnithorne, CAO        | 4. RDML (ret) Kent Davis, CIO         |
| 5. Mr. Scott Baker, CIO                | 6. Michael Gray, CFO                  |
| 7. Mr. John Carter, AU/A3              | 8. Dr. Chris Cain, AU/A3A             |
| 9. Mr. Gaylon McAlpine, Faculty Senate | 10. Dr. Todd Stewart, AFIT Chancellor |
| 11. Brig Gen Billy Thompson, Holm/CC   | 12. Brig Gen Jeremy Sloane, AWC/CC    |
| 13. Col James Dryjanski, ACSC/CC       | 14. Jason Hanover, Barnes/CC          |
| 15. Col Timothy Cullen, SAASS/CC       | 16. Col Wayne Straw, SOC/CC           |
| 17. Col Scott Rizer, IOS/CC            | 18. Col Eric Shafa, 42d/CC            |
| 19. CMSgt Jason Lamoureux, Barnes/CCC  | 20. CMSgt Erica Shipp, 42d/CCC        |

### **D. Designated Federal Officer: Dr. Shawn P. O'Mailia, AU/A3AC**

## **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, 13 November 2017 in the Air University Commander's Conference Room, building 800 on Maxwell Air Force Base (MAFB) in Montgomery, Alabama. The Air University Board of Visitors Chair, Mr. Fletcher Wiley, called the meeting to order and chaired the meeting via teleconference. Dr. Glasper informed the Board that this formal meeting was open to the public and was advertised in Vol. 82, No. 179 of the *Federal Register* on 18 September, 2017. Dr. Shawn P. O'Mailia, Designated Federal Officer (DFO) for Air University, was present during the meeting and a quorum was met.

**B. Opening Comments:** Mr. Wiley thanked Board members for their time 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 Roberson, Lt Gen Steven Kwast and Maj Gen Rothstein to offer some remarks.

**C. Lt Gen Roberson's, Lt Gen Kwast's, and Maj Gen Rothstein's Discussion:** Lt Gen Roberson outline the current activities of CORONA, where the Force Development Commander and the Continuum of Learning concepts were addressed and approved. Both Lt Gen Roberson and Lt Gen Kwast further detailed these two concepts.

**D. CAO Update:** Col Jeffrey Donnithorne provided an update on Air Force / Air Education and Training Command Policy Impacts (Force Development Commander and Continuum of Learning (CoL)), Squadron Leadership Course, Consolidation of Functional Courses Within Air Command and Staff College (ACSC), Enterprise Educational Management System (EEMS), and Cyber College.

Col Donnithorne yielded the floor to Dr. Chris Cain whom provided updates on Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) Standards Update, AU's Compliance Audit, AU's Quality Enhancement Plan (QEP), and AU's new Education Program Review Process.

**E. Faculty Senate Luncheon:** Mr. Gaylon McAlpine, AU Faculty Senate President, welcomed the AU BoV Members to eat lunch and encouraged discuss with AU Faculty Senators.

**F. CFO Update:** Mr. Michael Gray, Air University's Chief Financial Officer, presented an update briefing on the AU's financial status.

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

**H. CCO Update:** RDML W. Kent Davis, Air University's Chief Communication Officer, presented an update briefing on AU's communications strategy.

**I. CCAF Subcommittee Report:** Dr. Rufus Glasper, CCAF Subcommittee Chair, provided the AU BoV main committee an update of the 22-23 February 2017 AU BoV CCAF Subcommittee

meeting and outline the various recommendations the subcommittee developed within the AU BoV CCAF Subcommittee meeting minutes. Dr. Glasper did note the normally scheduled April 2017 AU BoV meeting had not occurred and considerable time had passed since the CCAF Subcommittee had met. Dr. Glasper requested that the AU BoV accept the CCAF Subcommittee minutes and requested that they be included in the 13-14 November 2017 AU BoV meeting minutes. The AU BoV voted unanimously to accept and include the CCAF Subcommittee minutes as presented.

**J. AFIT Subcommittee Report:** Lt Gen (ret) Mark Shackelford, AFIT Subcommittee Chair, provided the AU BoV main committee an update of the 16-17 October 2017 AU BoV AFIT Subcommittee meeting and outline the various recommendations the subcommittee developed within the AU BoV AFIT Subcommittee meeting minutes. Lt Gen (ret) Shackelford requested that the AU BoV accept the AFIT Subcommittee minutes and requested that they be included in the 13-14 November 2017 AU BoV meeting minutes. The AU BoV voted unanimously to accept and include the AFIT Subcommittee minutes as presented.

**K. Meeting Adjournment:** The meeting adjourned at 1430 hours on Tuesday, 14 November 2017.

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

**A. Previous BOV Meeting Minutes:** The November 2017 BOV Meeting Minutes were approved and signed by Mr. Fletcher Wiley, Board Chair, on 16 December 2017.

**B. CCAF Subcommittee Meeting Minutes:** The February 2017 CCAF Subcommittee Meeting Minutes were approved by the main BOV committee on 14 November, 2017. They are included in Section VI of these minutes.

**C. AFIT Subcommittee Meeting Minutes:** The October 2017 AFIT Subcommittee Meeting Minutes were approved by the main BOV committee on 14 November, 2017. They are included in Section VI of these minutes.

**D. CCAF Voting Items Accomplished Via Proxy Vote:** The Board voted unanimously to approve the following CCAF recommendations via proxy vote on 2 May 2017:

1. Air Force Reserve Transportation Proficiency Center (TPC), Dobbins ARB, Atlanta GA.
2. Air Force Reserve Historian (HO) Training School, Robins AFB, GA.
3. 348th Reconnaissance Squadron (RS), 69th Reconnaissance Group, Grand Forks AFB, ND.

**E. Future Meeting Dates:** The Board approved the next meeting date of 16-17 April 2018. The April 2018 meeting will be held at HQ/AU, Maxwell AFB, AL.

**F. 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.

**G. Board Governance:** The Board's new requests, observations, and recommendations were presented to Gen Rothstein on Tue, 14 November 2017 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.

**H. Board Membership:** Mr. Wiley requested the AU BoV submitted AU BoV member nominees to Dr. Shawn P. O'Mailia prior to the April 2018 AU BoV meeting.

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

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

**K. Assessment with AU Commander and President:** The Board Chairperson and other senior members met with the AU Commander and President on 14 November 2017 to conduct their assessment (as required by the Southern Association of Colleges and Schools Commission on Colleges and the AU BOV Bylaws).

**Section IV: Community College of the Air Force Subcommittee Minutes**

**Air University (AU) Board of Visitors (BoV)  
Community College of the Air Force (CCAF)  
Subcommittee Meeting Minutes  
23 February 2017  
CCAF Commandant's Conference Room  
Maxwell Gunter Annex AFB, AL**

The report contained herein is based upon the CCAF Subcommittee's independent advice and assessment. The CCAF Subcommittee's requests, observations, and recommendations are based upon the consensus opinions 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 statements are attached to the final report for consideration by the Air University Board of Visitors' and the Department of the Air Force.

Respectfully submitted by: LELETTA V. TATUM, Recorder.

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

A handwritten signature in black ink, appearing to read "Rufus H. Harper", is written over a light gray rectangular background.

Approved: April 14, 2017

Section I: Subcommittee Attendance  
Section II: Subcommittee Activities and Discussions  
Section III: Subcommittee Requests and Recommendations  
Section IV: Subcommittee Group Photo  
Section V: Attachment

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

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

1. Dr. Rufus Glasper, Chair
2. CMSAF #15 Rodney McKinley
3. Dr. Julia Crutchfield, Affiliated Schools Advisory Panel (ASAP)  
Chair
4. Dr. Edward Hodge, Education Services Advisory Panel (ESAP) Chair

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

1. Dr. Judith Bonner

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

1. Lt Gen Steven Kwast, AU/CC
2. Dr. Matthew Stafford, AU/A3
3. CMSgt Juliet Gudgel, AU/CCC
4. Lt Col Nathan Leap, CCAF Commandant
5. Dr. Stephen Harris, CCAF Dean
6. CMSGT Rye Bavin, CCAF Vice Commandant
7. Mr. J.R. Breeding, CCAF Associate Dean, Academic Programs
8. Mr. William Nicholas, CCAF Associate Dean, Campus Relations
9. Mr. David Turner, Director of Enrollment Management
10. Dr. Chris Cain, AU/A3A
11. Dr. Leletta Tatum, AU/A3A

### **D. Designated Federal Officer: Dr. Shawn O'Mailia, AU/A3A**

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

**A. Call to Order:** Dr. Rufus Glasper called the meeting to order at 0800 on Thursday, 23 February 2017. He welcomed attendees to the Community College of the Air Force (CCAF) Subcommittee held in the CCAF Commandant's Conference Room, building 823 on Maxwell, Gunter Annex in Montgomery, Alabama. Dr. Rufus Glasper stated this was a public meeting and that Dr. Shawn O'Mailia, AU Designated Federal Officer, will be present throughout the meeting.

**B. Opening Comments:** Dr. Glasper opened the meeting by stating that he graciously accepted the opportunity to serve as Chair for this CCAF Subcommittee. He thanked CCAF for hosting this inaugural meeting and asked attendees to introduce themselves.

**C. CCAF Commandant's Discussion:** Lt Col Leap welcomed all attendees and thanked Dr. Glasper for agreeing to chair this new subcommittee. He stated the Subcommittee's oversight and advice are very important to the CCAF system. Lt Col Leap thanked the Subcommittee for taking the time to attend the ESAP and ASAP meetings that support CCAF mission and goals. The CCAF staff presented updates to the Air University Student Information System (AU SIS) and EPME Distance Learning (DL).

1. Dr. Harris provided an update to the Bedrock transition plan. He explained that the AU SIS roll out plan for AU schools will occur during the Jun/Jul – Aug timeframe rather than March., however, we should have full operations capabilities by Nov-Dec 2017. Security issues caused adjustment in projected dates, however, AETC provided approval authority for CCAF to continue STARS for 18 additional months.

2. Mr. Geidner provided background on the Enlisted Professional Military Education Distance Learning (EPME DL) program. He explained that the current Non-commissioned Officer (NCO)/Senior Non-commission Officer (SNCO) blended learning construct was approved by AETC in 2012 to reduce temporary duty (TDY) costs and offer self-paced asynchronous courses and a shorter resident course as an alternative method for developing leadership and professionalizing the Enlisted Corps. However, in 2014, the new blended courses were in execution before a new headquarters Air Force (HAF) policy required 100 percent of the enlisted force to accomplish EPME via distance learning and limiting resident attendance selection to Time in Service (TIS) gates. This new policy rendered the blended ineffective because it treated each phase of the blend as mutual exclusive. Further, the requirement to complete EPME DL within 12 months of enrollment notification placed an off-duty time burden on the force with penalties of promotion and re-enlistment ineligibility for non-completion. Additionally, the DL completion policy qualified Airmen as complete with developmental education resulting in underdevelopment of the force and no incentive to attend the resident program.

**D.** Lt General Kwast stated this newly formed Subcommittee serves an important advisory function to CCAF, the Air University Board of Visitors (AU BoV), and Air Force senior leaders. He stressed the expertise of these members provide recommendations and advice that enhance operations at the largest community college in the world. General Kwast asked the members to



provide feedback on how to better capitalize on their talents. After the group photo, the day continued with a tour of the CCAF Administration Center.

1. Student Services – *SSgt Bozarth* (Transcripts Section) and *MSgt Tudela* (Enrollment Management).
2. Program Flight – *SSgt Perthel* and *TSgt Hafemeister*
3. Curriculum Flight – *Mrs. Lee*
4. Education Services Flight – *MSgt Bay*
5. Campus Affiliation – *SSgt Melillo*
6. Media & Distance Learning – *Mr. Seawright*
7. Credentialing – *SSgt Holder*
8. AF Cool – *Mr. Gunter*

**E. Lunch with CCAF Students:** The CCAF staff hosted an ala carte lunch for Subcommittee members and CCAF students in the Commandant's Conference room. Subcommittee members were able to gain actual student perspectives about the college and CCAF program (Attendees listed in Section V).

**F. End of Day Recap:** After a productive and interactive lunch with CCAF students, the afternoon concluded with a recap of discussions and identification of potential topics for the upcoming BoV meeting. The Subcommittee's 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 their next scheduled meeting.

**G. Meeting Adjournment:** The meeting adjourned at 1400 hours on Thursday, 23 February 2017.

### **Section III: CCAF Subcommittee Requests, Observations, and Recommendations**

#### **A. Air University Student Information System (AU SIS) Transition**

Observation: The CCAF system must have a reliable student information system for education offices to counsel student, affiliated schools to update faculty records, and a means for senior raters to verify degree completion for SNCOs. It is important for the CCAF Administrative center to develop a transition plan and keep affiliated schools and education offices aware of milestones. Any SIS degradation during the transition could have an AF-wide impact. It is important for the SecAF to know about concerns as IT moves to a modern cloud based/server platform enterprise. AU/A6 update should be an agenda item. This issue has an impact throughout the Air Force and is an accreditation concern. We need secure and reliable access to student and instructor records.

Request: A one-page update on the AU SIS status.

Recommendation: AU/A6 develop a strategic communications plan that outlines the SIS transition to stakeholders.

#### **B. Other Service Instructors**

Observation: Due to the increased emphasis on training and education in a joint environment, it is essential that Sister Services increase their number of eligible instructors with AAS degrees to be able to teach at AF training schools. Sister Services should assign degreed instructors, or at least instructors nearing degree completion, to USAF school houses.

Recommendation: Assist other Services to meet standards for assignment to instructor positions at Air Force training schools and study the impact of law and guidance changes to allow CCAF eligibility for other Service students.

#### **C. AF Credentialing Opportunities Online (AF COOL)**

Observation: The program has grown considerably since its inception and now offers 1.2K civilian industry credentials mapped to Air Force specialties. In FY17, Airmen pursued 2K credentials worth \$1.7M using AF COOL funding; however, AF COOL certifications are not currently documented within the AF personnel system.

Recommendation: Consider increased marketing of AF COOL program with corresponding funding increase and consider documenting civilian industry credential on Airmen's Support of User Records and Files (SURF).

#### **D. Enlisted PME—Airmen's Time**

Observation: Emphasis on distance learning provides a strain on Airmen's time and creates a tension between mission accomplishment and education/training.

Recommendation: As the trend towards increased distance learning remains a major challenge, continue to monitor Airmen's Time to ensure balance and continuity.

#### **E. Request for Candidacy.**

Observation: The Air Force Transportation Proficiency Center, Dobbins ARB, Air Force Historian Training School, Robins AFB, and 348<sup>th</sup> Reconnaissance Squadron, 69<sup>th</sup> Reconnaissance Group, Grand Forks AFB all met CCAF candidacy requirements.

Recommendation: AU BoV approve these candidate schools.

#### **F. Notable observations from the meeting included:**

1. The Subcommittee members were impressed by Lt Dan Pitts' delivery of the strategic plan presentation on CCAF STARS to Bedrock transition. His presentation, analysis, and plan on how to track the resources and training for 2000+ worldwide users during the Bedrock transition was spot-on.

2. Subcommittee member attendance at both the 2016 Education Services Advisory Panel (ESAP) and the 2017 Affiliated Schools Advisory Panel (ASAP) meetings proved beneficial for the CCAF Subcommittee members. Both meetings provided a wealth of information for members to gain a clear understanding of the CCAF mission and challenges.

3. Subcommittee members request quarterly communication to keep everyone in the loop and connected to operations. In addition, the annual ESAP and ASAP meeting minutes and meeting presentations (power points) need to be forwarded as read a-heads a few weeks prior to the annual CCAF Subcommittee meeting.

**E. Future Meeting Dates:** Discussions determined that future meetings should be held on the second Thursday during each February. The Subcommittee approved the next meeting date of 8 February 2018 to be held at the administrative center, CCAF, Maxwell Gunter Annex, Alabama.

**G. Closed Meeting.** No portion of this meeting was closed.

#### Section IV: CCAF Subcommittee Group Photo



Attendees and Leadership in the group photo are as follows L to R:

Lt Col Nathan Leap, Commandant, Community College of the Air Force (CCAF); Dr. Stephen Harris, Dean Academic Affairs, CCAF; Mr. William Nicholas, Associate Dean, Campus Relations CCAF; Dr. Edward Hodge, Subcommittee Member; Dr. Julia Crutchfield, Subcommittee Member; Dr. Rufus Glasper, Chairman, Subcommittee; CMSAF # 15 Rodney McKinley, USAF-Ret, Subcommittee Member; Mr. David Turner, Associate Dean, Enrollment Management, CCAF; Lt Gen Steven Kwast, President and Commander, Air University; Mr. J.R. Breeding, Associate Dean, Academic Affairs, CCAF; CMSgt Juliet Gudgel, Command Chief, Air University; Dr. Matthew Stafford, Vice President for Academic Affairs, Air University; and CMSgt Rye Bavin, Vice Commandant, CCAF. (USAF Photo by Bud Hancock)

## **Section V: Attachments**

### **A. CCAF Students: Lunch w/ CCAF Subcommittee Thursday, 23 February 2017**

1. SrA Thomas R. Black
2. Amn Christian A. Bryan
3. A1C Hasia R. Clark
4. A1C Kellyn S. Connally
5. A1C Nathan R. Fasnacht
6. A1C Brendan I. Jackson
7. SrA Nicholas R. Humphreys
8. SrA Laverne D. Murphy


## **Section V: Air Force Institute of Technology Subcommittee Minutes**

**Air University (AU) Board of Visitors (BOV)  
Air Force Institute of Technology (AFIT)  
Subcommittee Meeting Minutes  
16-17 October 2017  
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: LT COL JAIME M. ANDERSON, Recorder.

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

  
MARK D. SHACKELFORD  
Lt Gen USAF (Ret)  
Chair, AFIT Subcommittee

Date Approved: 14 November 2017

Section I: Subcommittee Attendance  
Section II: Subcommittee Activities and Discussions  
Section III: Subcommittee Requests and recommendations



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

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

- (1) Lt Gen Mark Shackelford, USAF, Ret (Subcommittee Chair)
- (2) Lt Gen Robert Elder, Ph.D., USAF, Ret
- (3) Col Michael Heil, Ph.D., USAF, Ret
- (4) Dr. Jacqueline Henningsen
- (5) Dr. Ilana "Lani" Kass
- (6) VADM Ronald Route, USN, Ret

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

- (1) Lt Col Stephen Cross, Ph.D., USAF, Ret (Subcommittee Chair-Elect)
- (2) Dr. Victor McCrary

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

- (1) Dr. Todd I. Stewart
- (2) Dr. Sivaguru Sritharan
- (3) Dr. Chris Cain
- (4) Dr. Shawn P. O'Mailia (Designated Federal Officer)
- (5) Lt Col Jaime M. Anderson (AU BoV Facilitator)
- (6) Dr. Adedeji Badiru
- (7) Mr. Guy Frichman
- (8) Dr. Heidi Ries
- (9) Col William Robey
- (10) Col Craig Narasaki
- (11) Col Don Ohlmacher
- (12) Mr. Matthew Dever
- (13) Dr. Darryl Dever
- (14) Lt Col James Fee
- (15) Ms. Marina Miller
- (16) Mr. Michael Gessel (*member of the public*)

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

**A.** Lt Gen (Ret) Mark Shackelford called the meeting to order at 0800 hours on Monday, 16 October 2017. He welcomed attendees and had them introduce themselves. Next he overviewed the meeting's agenda. Lt Gen (Ret) Shackelford stated this was a public meeting and that Dr. Shawn P. O'Mailia, AU Designated Federal Officer, will be present throughout the meeting.

**B.** Dr. Todd Stewart welcomed AU and AFIT attendees to the October AU BoV AFIT Subcommittee meeting.

**C.** Dr. Chris Cain provided a briefing on the Air Force Continuum of Learning (CoL) and discussed the concept of the Force Development Commander role that the AETC Commander will acquire following the expected approval by the Fall CORONA. Dr. Cain also provided an update of the 2018 Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) re-affirmation for AU's Maxwell campus.

**D.** Dr. Stewart then presented a thorough Chancellor's Update briefing, which provided a review of open AFIT Subcommittee open action items.

**E.** The AFIT staff presented updates and overviews of their Centers and Schools highlighting statistics, accomplishments, and key issues.

1. Dr. Adedeji Badiru provided an update of the Engineering School's current activities, which includes the development of a hardback book titled *Additive Manufacturing Handbook* (edited by Badiru, Valencia, and Liu). Dr. Badiru also noted the development of the AFIT 2016 Annual Report of the Graduate School of Engineering and Management. He announced that the School of Engineering would be hosting a symposium of additive manufacturing (30-31 Oct 17) and the development of another handbook on *Defense and Innovation*, which is expected to be published in 2018. He extended an invitation to the BoV members to attend the symposium.
2. Dr. Heidi Ries updated the Subcommittee on current AFIT research.
3. Col Craig Narasaki discussed the Civilian Institutions (CI) program.
4. Following a break, Col Don Ohlemacher provided an update of the Civil Engineering program.
5. Col Bud Robey then discussed Strategic Force Studies.
6. Finally, Mr. Guy Frichman provided an update of Systems and Logistics.

**F.** The Subcommittee attended an interactive lunch with the AFIT Deans and Students.

**G.** Following lunch, the Subcommittee received a presentation of the Air Force Cyberspace Technical Center of Excellence (CyTCOE) by Mr. Matthew Dever.

**H.** Dr. Darryl Ahner provided an update of the Scientific Test and Analysis Techniques (STAT), Test and Evaluation, Center of Excellence (COE).



**I.** Following a break, Dr. Sivaguru Sritharan provided a Provost's Update, where he provided a faculty update, which included professional development, professional advancement and accomplishments. Dr. Sriharan also addressed Institutional Advancement and updated the Subcommittee on AFIT's accreditation, which is granted by the Higher Learning Commission of the North Central Association.

**J.** On Tuesday, 17 October 2017 Lt Gen (Ret) Shackelford provided a review of day 1 of the meeting and kicked off day. Following was a discussion on partnerships by Dr. Todd Stewart. Dr. Stewart transitioned to a discussion related to Strategic Advancement, which included process and guidance, as well as, challenges and opportunities.

**K.** Lt Col James Fee address the remaining Subcommittee open action items during his Mission Support Commander and Staff Update. Included were Mission Support, Financial Management, and Information Technology.

**L.** After a productive and interactive working lunch, the Tuesday afternoon concluded with discussions on report development. 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 13-14 November 2017 scheduled meeting.

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

1. The Subcommittee commends the Chancellor for the careful linkage of AFIT's mission to those of Air University, Air Education and Training Command, and the Air Force. AFIT is positioned to make significant contributions to the Air Force Science and Technology Strategy, the Core Competency Continuum of Learning, and the intellectual capacity of Airmen for critical thinking, data-driven decision making, and communication ability.
2. AFIT is taking a leading role in Innovation, the SECAF's #3 Priority, by:
  - a. Publishing an Additive Manufacturing Handbook
  - b. Hosting an Additive Manufacturing in the Aerospace and Defense Sector Symposium.
  - c. Publishing, in 2018, a Defense Innovation Handbook: Guidelines, Strategies, and Techniques
3. The Chancellor has made significant progress establishing partnerships permitting research and education synergies with Air Force Life Cycle Management Center, Air Force Research Laboratory, National Air and Space Intelligence Center, and the Naval Post-Graduate School.
4. External sponsors have funded over 85 per cent of Academic Year 2017 research theses providing customer-relevant topics to students and professors.
5. The Civil Engineering School continues to make commendable use of Distance Learning capabilities resulting in widespread availability of course material.
6. The School of Systems and Logistics has established prominence for education, research, and consultation of data analytics.
7. The Chancellor realigned, unified, and directs all AFIT Cyber activities under the Air

Force Cyber Technology Center of Excellence recognizing its importance and ubiquitous nature.

8. The Provost is leading an early, aggressive approach to preparing for Higher Learning Commission re-accreditation scheduled for 2020.
9. AFIT's Institutional Advancement Specialist created an excellent, inexpensive overview video that effectively communicates the AFIT story through interviews with its people.
10. The Information Technology Directorate is doing a commendable job operating and maintaining AFIT's online domain without base or higher headquarters support.

**I.** The meeting adjourned at 3:10 pm on Tuesday, October 17th, 2017. The next AFIT Subcommittee meeting is scheduled for October 15-16, 2018, at Wright-Patterson AFB, in Dayton, Ohio.



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

#### **A. Core Competency Education**

Observation: The Force Development emphasis recognizes the importance of Core Competencies in education. AFIT's Professional Continuing Education program is uniquely positioned to educate Airmen to think critically, make data-driven decisions, and communicate ideas to drive culture and organizational change in the key areas of Program Management, Risk Management, Data Analysis, and Cyber. To best leverage this capability, Professional Continuing Education requirements need to be recognized, consolidated, and funded.

Recommendation: Affirm the value of AFIT Professional Continuing Education in Airman Core Competency education. Direct implementation through the identification and funding of Professional Continuing Education requirements.

#### **B. Education as an Air Force Foundation**

Observation: The Air Force Vision identifies education as a foundational element, yet historically treats it as an offset when it comes to programming resources. Therefore, almost none of AFIT's resource requirements compete in the Program Objective Memorandum process. Air Force Science and Technology funding enjoys favored status as an "off the top" investment in that process. AFIT, as a research oriented educational institution, enjoys laboratory status equivalent to elements of the Air Force Research Laboratory and often shares facilities and synergies with the Laboratory. Thus, AFIT resource requirements could be included as a fractional element of Air Force Science and Technology budget, providing a stable, predictable, funding line to the institution for research-oriented education.

Recommendation: Program AFIT resource requirements within the Air Force Science and Technology budget.

#### **C. Scientific Test and Analysis Techniques**

Observation: The potential exists for up to \$2B annually of acquisition cost avoidance by expanding the availability of AFIT Scientific Test and Analysis Techniques, Test and Evaluation, Center of Excellence support to program offices across the Department of Defense. Such an expansion requires establishment of a stable funding mechanism. ASD (Research & Engineering) has recently budgeted \$2M per year toward the \$6.5M annual funding necessary to address all Acquisition Category 1 Major Defense Acquisition Programs and to institutionalize Scientific Test and Analysis Techniques, with the intent that the three service departments would each contribute \$1.5M annually.

Recommendation: SecAF direct the Air Staff to establish an annual \$1.5M funding line for the Scientific Test and Analysis Techniques, Test and Evaluation, Center of Excellence and request fellow service secretaries take similar action.

#### D. Manpower Authorities

Observation: Manpower policies hinder commanders across the Air Force from making the best use of available resources in today's budget constrained environment. For example, the National Security Space Institute operates at maximum capacity offering Professional Continuing Education at multiple classification levels to both U.S. and select foreign nationals. In recent manpower reductions, the AFIT Security Manager billet was lost, leaving a critical gap in security management. The AFIT Chancellor does not have the authority necessary to hire an Institute Security Manager in a timely manner generating unpredictable risk.

Recommendation: Give the AFIT Chancellor the necessary authorities to repurpose and/or move an internal manpower billet for the National Security Space Institute Security Manager. Consider granting commanders and directors, at appropriate organizational levels elsewhere in the Air Force, authority to make the best use of the resources available within their organizations, unhindered by manpower constraints.

#### E. Budget Scoring Policy

Observation: AFIT facility upgrades fall into a funding gap between the budget priorities of the Air Force Installation and Mission Support Center and the host base Wing. As a result, facility recapitalization is falling behind and facilities involved in cutting edge research are falling into disrepair. Off-base facilities, not government owned, are available at reasonable lease rates and do not require long term maintenance investments. Long term lease of such facilities is hindered by Budget Scoring Policy constraints, calling for first-year budget amounts to cover the entire lease period.

Recommendation: Seek relief from Budget Scoring Policy such that the AFIT Chancellor may pursue long-term lease of off-base research facilities.

#### F. Faculty Hiring

Observation: The Subcommittee recognizes the importance of maintaining agility and flexibility in faculty hiring and appointment. We support Air University's legislative change proposal to expand Title 10 faculty hiring authority to include all Air University programs rather than the current application only to the 10-month schools.

Recommendation 1: Authorize AFIT to recruit, develop, and retain faculty with the most current and relevant credentials in both General Service and Title 10 personnel structures.

Recommendation 2: Establish special hiring authority to ADs to improve competitiveness to hire quality academic faculty within timelines governed by academic year transitions.

Recommendation 3: Engage with AF/A1 and the Air Force Personnel Center to explore options to reduce the time required to advertise, recruit, hire, and on-board faculty and staff to support the educational programs at AFIT.



#### G. Reserve Officer Training Corps Advanced Cyber Education

Observation: The Advanced Cyber Education course provides Reserve Officer Training Corps cadets with hands-on exposure to cyber operations, which motivates them to pursue cyber careers, and gives them awareness of cyber vulnerabilities in whatever career fields they choose. The annual quota is limited to 50 cadets.

Recommendation: Consider increasing the funded quota to provide this valuable motivation and insight into cyber operations for more cadets.

#### H. AFIT Hiring Limitations

Observation: AFIT is unable to attract and hire high demand faculty and staff because of limited authorities provided by the Air Force Personnel System.

Recommendation: Consider use of Schedule B employees to allow more responsive hiring, particularly of term employees.

#### I. Communications with Air Force Leadership

##### Observation:

The Naval Post-Graduate School President reports directly to the Chief of Naval Operations, thus providing a direct channel of communication between the School and Navy leadership. There is no similar institutionalized process for information exchange between the AFIT Chancellor and Air Force Chief of Staff.

##### Recommendation:

Suggest the AFIT Chancellor draft and forward a quarterly report to CSAF (with a copy to the SECAF) through the Force Development Commander (with a copy to AU/CC) to give Headquarters Air Force his perspective on AFIT accomplishments, challenges, and opportunities and to provide a mechanism for the Chief and Secretary to offer feedback and guidance.

#### J. Nuclear Command, Control and Communications

Observation: The Air Force lacks an education program focused on national and nuclear Command, Control and Communications that includes all elements of the National Leader Command Capability (NLCC).

Recommendation: Develop and offer through the School of Strategic Force Studies a national and nuclear Command, Control, and Communications program mirroring existing nuclear, space, and cyber programs which focuses on situation understanding, planning and course of action development, decision making, force management, force direction, and secure, resilient communications.

## K. Nuclear Studies Topics

Observation: The School of Strategic Force Studies nuclear studies program does a great job addressing nuclear surety, safety, reliability, security, and deterrence, but could benefit from increased attention to other elements of strategic deterrence such as crisis management and escalation control employing non-nuclear forces.

Recommendation: Consider adding crisis management and escalation control operations to the nuclear studies courses.

