


**Air University Board of Visitors  
Meeting Minutes  
Maxwell Air Force Base, Alabama**

**April 4-5, 2023**

The following report and recommendations are the result of an independent assessment by the Air University Board of Visitors (AU BoV) of the facts presented by the Department of the Air Force and Air University. The recommendations presented reflect the consensus opinion of the members and were reached without any influence from interested parties. If committee members disagree with the majority position, they are encouraged to submit Minority Statements.

Respectfully submitted by: DR. SHAWN P. O'MAILIA, Designated Federal Officer (DFO), Air University.

I certify, to the best of my knowledge, that the subsequent minutes are accurate and complete.

  
DR. JUDITH L. BONNER  
Chair, Air University Board of Visitors  
Date Approved: XX APRIL 2023

Section 1: AU BoV Meeting Attendance

Section 2: AU BoV Activities and Discussions

Section 3: AU BoV Actions, Recommendations, Requests, Observations, and/or Commendations

Section 4: 14-15 Feb 23 CCAF Subcommittee Minutes

Section 5: AU BoV Self-Evaluation

## **Section 1: AU BoV Meeting Attendance**

### **A. AU BoV Members Present:**

- 1) Dr. Judith L. Bonner, Chair
- 2) Lt Gen Robert J. Elder, Jr., USAF, Ret; AFIT Subcommittee Chair
- 3) Col (Dr) Richard J. Bailey, USAF, Ret
- 4) Dr. Wayne T. Davis
- 5) Maj Gen Sharon S.K. Dunbar, USAF, Ret
- 6) Dr. Mildred Garcia
- 7) Dr. Elane K. Seebo

**B. AU BoV Members Absent:** Dr. Ruben M. Flores, CCAF Subcommittee Chair

**C. Public Attendees:** No public attendees

**D. Designated Federal Officer:** Dr. Shawn P. O'Mailia

### **E. Air University Attendees:**

- 1) Lt Gen Andrea D. Tullos
- 2) Maj Gen William G. Holt II, AU/CV and LeMay/CC
- 3) Dr. Mark J. Conversino, AU/CAO
- 4) CMSgt Stefan Blazier, AU/CCC
- 5) Brig Gen Houston Cantwell, Holm/CC
- 6) Dr. Walter F. Jones, AFIT/CL
- 7) Col Anthony D. Babcock, Barnes/CC
- 8) Col Kelli R. Moon, AF/AIDL (Attended Virtually)
- 9) Dr. Heidi R. Ries, AFIT/CAO (Attended Virtually)
- 10) Lt Col Kevin Pond, CCAF/CC
- 11) CMSgt Alexis Reid, CCAF/CV
- 12) Mr. Herman Abbey, AU/FM
- 13) Mr. Gary Alexander, AU/FM
- 14) Dr. Yolanda Williams, AU/OAA
- 15) Dr. Patricia Maggard, CCAF/DE
- 16) Dr. Ella M. Temple, AU/OAAI
- 17) Dr. Tony V. Klucking, AU/OAAG
- 18) Dr. Christine M. Ross, AU/OAAE

## **Section 2: AU BoV Activities and Discussions**

**Tuesday, 4 April 2023**

### **A. Convene Public Meeting and Federal Register Announcement – Dr. O’Mailia, DFO**

Dr. Shawn P. O'Mailia opened the meeting by explaining that the AU BoV is a federal advisory committee that operates in compliance with the Federal Advisory Committee Act. He highlighted the importance of openness and transparency as two key components of the Federal Advisory Committee Act. Dr. O'Mailia informed the attendees that the meeting had been published in the Federal Register on March 31, 2023, in line with the Act's transparency requirements. He then proceeded to explain the roles and responsibilities of the AU BoV and his own duties as the Designated Federal Officer.

### **B. Call to Order, Welcome, and Introductions – Dr. Judith L. Bonner, Chair**

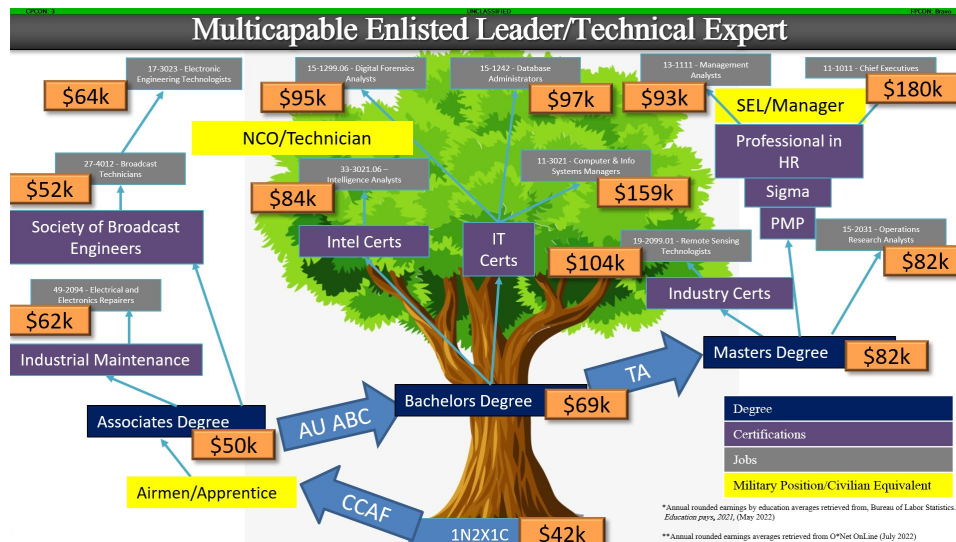
Dr. Bonner greeted the members of the AU BoV and expressed gratitude to Lt Gen Tullos and everyone else in attendance. After making these brief comments, she requested that all AU BoV members introduce themselves. Following the introductions of the BoV members, Dr. Bonner requested that all individuals present in the room, including AU staff members, introduce themselves.

### **C. Air University Opening Remarks, Charge to AU BoV, and State of the University – Lt Gen Andrea D. Tullos, Commander and President, Air University**

Lt Gen Tullos expressed gratitude to the members of the AU BoV for their service and provided some brief comments regarding AU activities since the last meeting in November 2022. She emphasized that the Air Force Officer Accessions, particularly AFROTC, were AU's top priority and primary focus. Lt Gen Tullos concluded her remarks by asking the AU BoV to identify two recommendations they could present to the Secretary of the Air Force during their annual report.

### **D. CCAF Subcommittee Report and Discussion – Dr. Elane K. Seebo, AU BoV Member and CCAF Subcommittee Meeting Attendee**

Dr. Seebo presented an overview of the CCAF Subcommittee Meeting held on February 14-15, 2023, at the Robert Gaylor Non-commissioned Officer Academy (NCOA) on Lackland AFB, TX, to the AU BoV. She described the tours provided by Basic Military Training, Technical Training, and Professional Military Education at the NCOA and highlighted the topics addressed by CCAF and the key findings of the CCAF Subcommittee. Dr. Seebo then invited the AU BoV members to ask questions or discuss anything related to the presentation. Lt Col Pond, CCAF/CC, was given an opportunity to display the "Multi-capable Enlisted Leader/Technical Expert" diagram, which illustrates how various career fields' earning potential increases with increasing levels of education, training, certifications, and experience.



After the discussion, Dr. Seebo requested that the AU BoV approve the 14-15 February 2023 CCAF Subcommittee Minutes as presented. The AU BoV unanimously approved and accepted the CCAF Subcommittee Minutes to be included in this report (See Section 4: 14-15 February 2023 CCAF Subcommittee Minutes).

**Vote:** Approved

**E. CAO Update and Discussion – Dr. Mark J. Conversino, AU Chief Academic Officer**

Dr. Conversino gave an update to the AU Board of Visitors (AU BoV) about the Commander's Mission Analysis and Review (CMAR) in response to the board's specific request (RQ-06-P-20221116). He discussed the Institutional Effectiveness Outcomes Report that was created by Dr. Christine Ross, the Air University Academic Affairs Chief of Institutional Effectiveness. Additionally, Dr. Conversino addressed the AU BoV's recommendation (RE-07-P-20221116) to prevent overclassification of AU content, which could exclude International Officer participation. Finally, he responded to the AU BoV's recommendation (RE-11-P-20221116) about outcomes-based military education and AU's collaboration with Sister Service counterparts.

**F. Luncheon – Center and School Deans/Academic Advisor, Academic Affairs Staff, AU/CAO and DFO**

**G. AU Financial Overview and Discussion – Mr. Herman Abbey; Chief, Financial Management Branch and Mr. Gary Alexander; Chief, AU Programs and POM Development**

Mr. Herman Abbey presented an End of Year (EOY) review for FY22, revealing that Air University (AU) had executed \$30.4 million by closeout. He also provided an update on the Education FY22 EOY funding of \$21.4 million, which was allocated as follows:

- Technology/Innovation (\$10.1M);
- Equipment/Supplies/Furnishings/Textbooks (\$5.7M); and
- Education Production (\$5.6M).

Additionally, the 42nd Air Base Wing EOY amounted to \$9.0 million for facility projects. Mr. Abbey then compared FY22 with FY23, which is illustrated below.



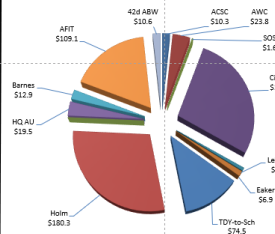
## FY 22 – FY 23 Comparison Air University / 42<sup>nd</sup> Air Base Wing



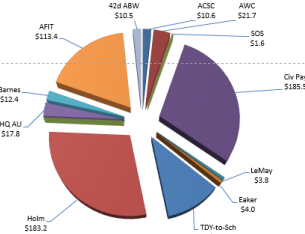
**FY22 EOY Obligations (AETC): \$661M**

Org	FY22 EOY	FY23 ID	Delta
42 ABW	\$14,613	\$10,539	-\$4,075
ACSC	\$9,890	\$9,730	-\$160
AFIT	\$128,488	\$123,379	-\$5,109
AWC	\$23,128	\$21,009	-\$2,119
Barnes	\$12,321	\$12,082	-\$239
Eaker	\$10,736	\$8,709	-\$2,026
Holm	\$183,043	\$197,655	+\$14,612
HQ AU	\$36,776	\$15,969	-\$21,107
LeMay	\$4,635	\$7,484	+\$2,849
SOS	\$2,149	\$1,434	-\$715
TDY-to-Sch	\$61,288	\$71,475	+\$10,187
Total Non-Pay	\$488,184	\$479,165	-\$9,018
Civ Pay	\$172,764	\$185,507	+\$12,743
<b>Total</b>	<b>\$660,948</b>	<b>664,672</b>	<b>3,724</b>

**FY22 Execution Plan: \$626.5M**



**FY23 Execution Plan: \$633.5M**



Mr. Gary Alexander provided an update on the Program Objective Memorandum (POM) for FY24-28, stating that Accessions would maintain the status quo while Professional Continuing Education (PCE) would be funded to meet demand. He also mentioned that 24 civilian Regional Directors for Air Force Reserve Officer Training Corps (AFROTC) are expected to be funded. However, as of yet, two items have not been funded for FY24 POM: 1) AFJROTC mission baseline disconnect (\$69.3M), and 2) Professional Military Education (PME) Temporary Duty Yonder (TDY) disconnect [Squadron Officer School (SOS) / Non-Commissioned Officer Academy (NCOA)] (\$145M). The Department of the Air Force rejected Air Education and Training Command proposed Air University offsets. Mr. Alexander then shifted his discussion to FY25-29 POM, with anticipated funding for: 1) AFIT critical lab equipment (\$23.5M) and 2) PME student TDY disconnect [SOS/NCOA] (\$82.4M). AU Programs that are not likely to be funded include: 1) AFJROTC mission baseline disconnect (\$104.3M) and 2) LeMay Center Air Force Lessons Learned Civilian Pay (6 positions).

### H. Department of the Air Force Developmental Education and Talent Management – Col Kelli R. Moon, AF/A1DL

Colonel Moon presented an overview of Officer Professional Military Education (OPME) and Graduate Education in the Department of the Air Force (DAF). She provided a detailed explanation of the PME Boarding processes and utilization. Additionally, Col Moon discussed the DAF Air Force Education Requirements Board (AFERB) program stakeholders and their roles. Finally, she concluded her discussion by describing the AFERB tiers and education programs.

### I. Holm – Re-Imagining Officer Accessions | AFROTC Detachment Viability – Brig Gen Houston R. Cantwell, Holm Center Commander

Brigadier General Cantwell briefed the AU BoV on the viability of Air Force Reserve Officer Training Corps (AFROTC) detachments, which was a continuation of AU/CC's "Re-imagining Officer Accessions" discussion and charge to the AU BoV. He outlined the AFROTC detachment assessment process and presented a list of 28 non-viable AFROTC detachments for FY18-22. He then presented 15 AFROTC detachments which were non-viable from FY14-18 and FY18-22. Brig Gen Cantwell addressed the AU BoV's observation (OB-02-P-20221116) and recommendations (RE-02-P-20221116) regarding smaller detachments being disadvantaged. He noted that the data did not suggest that detachments at small universities are disadvantaged and provided a number of charts to support his assertion.

**J. AU BoV Executive Time and Discussion – Dr. Judith L. Bonner, Chair**

After AU personnel left, Dr. Bonner and the AU BoV discussed their thoughts on the topics covered. Dr. Bonner then explained the process they would follow to craft their recommendations, requests, observations, actions, and commendations the next day.

Dr. O'Mailia, the DFO, informed the AU BoV that the initial "AU BoV Self-Evaluation" they approved during the 16 Nov 20 meeting needed to be revised due to the SecDef's stand-down of DoD Advisory Committees and Zero-based Review. The revised "AU BoV Self-Assessment" would help satisfy SACSCOC Principle 4.2 and ensure that the AU BoV effectively consults the Secretary of the Air Force and Air University Commander and President. Dr. Bonner asked the AU BoV to approve the revised self-evaluation, and they unanimously accepted it to be included in the report (See Section 5: AU BoV Self-Evaluation) after the discussion.

**Vote:** Approved

**K. Dinner – AU BoV, AU/CAO, AFIT/CL, AU/OAA, and DFO**

**L. Adjourn for the Day**

**Wednesday, 16 November 2022**

**M. Call to Order – Dr. Judith L. Bonner, Chair**

Dr. Bonner commenced the meeting and extended a warm welcome to everyone for Day 2. She also expressed her gratitude to Dr. Conversino, who was filling in for Lt Gen Tullos, for hosting the dinner the previous night and providing staff support for the meeting.

**N. Wargaming Discussion and Demonstration – Maj Gen William G. Holt II, LeMay/CC**

The AU BoV Members were welcomed by Maj Gen Holt and led to the Wargaming Center. After discussing the recent hosting of the Schriever Wargame by the LeMay Center, Mr. Lisle Babcock presented a briefing on wargaming concepts and the LeMay Center's approach. The AU BoV then engaged in a board-game-based wargame and learned how officers, enlisted personnel, sister-service members, and international officers have utilized this type of wargame, along with others.

**O. Virtual Reality Demonstration – Dr. Mehmed Ali; Director, Academic Services and Dr. Megan J. Hennessey; Director, Teaching and Learning Center**

Dr. Ali welcomed the AU BoV and showcased the Air University Library's various VR and other technologies available for AU faculty and students. The group then proceeded to the Air University Teaching and Learning Center (AU-TLC), where Dr. Hennessey gave a brief introduction before her staff demonstrated the center's diverse VR media offerings, such as culture and language and suicide awareness.

**P. Working Lunch and Drafting of Minutes – Dr. Judith L. Bonner**

After dismissing the AU attendees, Dr. Bonner and the AU BoV Parent Committee began drafting the actions, recommendations, requests, observations, and commendations based on the information presented during the meeting. These are detailed in **Section 3: AU BoV Actions, Recommendations, Requests, Observations, and/or Commendations** of this report.

**Q. Meeting Adjournment – Dr. Judith L. Bonner**

Dr. Bonner restated that she would collaborate with Dr. O'Mailia, the DFO, to complete the minutes of the Air University Board of Visitors meeting held on April 4-5, 2023. She also mentioned that before the minutes are signed, members of the AU BoV will have a chance to examine and agree with the final version.

### **Section 3: AU BoV Actions, Recommendations, Requests, Observations, and/or Commendations**

**AC-01-P-20230405:** The AU BoV Parent Committee unanimously approved the inclusion of the 14-15 February 2023 CCAF Subcommittee Report in the 4-5 April 2023 AU BoV Parent Committee Report. For more information, please see Section 4: 14-15 February 2023 – AU BoV CCAF Subcommittee Report.

**AC-02-P-20230405:** The Board unanimously approved the amended AU BoV Self-Evaluations and their inclusion in the 4-5 April 2023 AU BoV Parent Committee Minutes. Please refer to Section 5 for more details.

The AU BoV observes (**OB-01-P-20230405**) registrar activities for Air University are complex due to factors such as decentralized functions, a large Community College of the Air Force with widely distributed activities, and the need for data exchanges with external databases outside AU control. The AU BoV recommends (**RE-01-P-20230405**) AU accelerates the consolidation of the Registrar functions to improve access to accurate information for students, faculty, and the Air Force.

The AU BoV observes (**OB-02-P-20230405**) the SECAF spent three hours at the Wargaming Center for a Space Exercise the week prior to the AU BoV meeting. The Board sees this as an opportunity to provide the SECAF with information that will enable him to fully utilize the capabilities of AU education programs.

The AU BoV observes (**OB-03-P-20230405**) access to diverse talent remains a challenge, both from a faculty and student perspective. Therefore, the Board recommends (**RE-02-P-20230405**) the Air Force increases its focus on adequately staffing AU's OTS, SOS, and ACSC programs.

The AU BoV observes (**OB-04-P-20230405**) social wellness is a widespread issue in the United States and that it is affecting Air University programs. Therefore, the Board recommends (**RE-03-P-20230405**) the Air Force and AU evaluate their efforts in the social wellness realm and make adjustments where necessary.

The AU BoV commends (**CO-01-P-20230405**) the Community College of the Air Force (CCAF) for its initiatives to implement "stackable credentials" to assist Airmen with transitioning to civilian life. The Board believes that these initiatives could also serve as a recruiting incentive. Therefore, the AU BoV recommends (**RE-04-P-20230405**) CCAF works closely with AF Recruiting Services to ensure that they are aware of these incentives.

The AU BoV also commends (**CO-02-P-20230405**) CCAF for involving industry in their credentialing initiatives to ensure they are relevant in the civilian communities. However, the Board notes that the increasing costs of credentialing pose a challenge. Therefore, the AU BoV recommends (**RE-05-P-20230405**) the Air Force provide relief from the \$4500 career limit and allow Airmen and Guardians latitude for spending AFSC-related funding to pay for credentialing. Additionally, the AU BoV recommends (**RE-06-P-20230405**) CCAF reassess the \$4500 career limit policy and determine whether the funding level is adequate since this amount has likely not kept pace with the increasing cost of career field-related credentialing.

The AU BoV commends (**CO-03-P-20230405**) CCAF for creating and utilizing their "Multi-capable Enlisted Leader/Technical Expert" diagram. The Board recommends (**RE-07-P-20230405**) CCAF share all AFSC specific career field diagrams with AF Recruiting Service.

The AU BoV observes (**OB-05-P-20230405**) tracking over 6,500 CCAF faculty with an approximate 2,000 per year turnover rate poses significant accreditation challenges. Therefore, the Board recommends (**RE-08-P-20230405**) the AU Office of Academic Affairs and CCAF determine courses of action to address this challenge. The AU BoV requests (**RQ-01-P-20230405**) a detailed discussion during the 14-15 November 23 meeting and



further requests (**RQ-02-P-20230405**) updates to be provided to the CCAF Subcommittee and AU BoV until such accreditation challenges have been resolved.

The AU Board of Visitors commends (**CO-04-P-20230405**) CCAF for its innovative steps to address two major obstacles hindering students from completing CCAF Associate degrees, namely public speaking and math. The Board recommends (**RE-09-P-20230405**) CCAF follow through with these initial steps.

The AU Board of Visitors recognizes AU's efforts to address the substantial demands for effectiveness reporting by implementing an Outcomes Reporting System to continually measure institutional effectiveness. However, the Board observes (**OB-06-P-20230405**) the difficulties associated with obtaining graduate and student assessments of education effectiveness based on observations after departing AU. Therefore, the Board recommends (**RE-10-P-20230405**) that AU investigate ways to increase the response rate for such data.

The AU Board of Visitors commends (**CO-05-P-20230405**) the Chief Academic Officer and Academic Affairs for their creation of a handbook to guide the CMAR process and their development of an institutional effectiveness outcomes report form.

The AU Board of Visitors observes (**OB-07-P-20230405**) AU's initiatives to address funding shortfalls related to AFJROTC and under-performing (non-viable) AFROTC detachments, including the reimagining of the approach from AFROTC detachments to AFROTC programs at universities. The Board also recognizes that non-viable AFROTC detachments may result from candidates' inability to meet the minimum requirements on the Air Force Officer Qualifying Test (AFOQT). Therefore, the Board recommends (**RE-11-P-20230405**) the Air Force investigate establishing preparatory courses to help prospective diversity candidates prepare for the AFOQT and draft a plan to address chronically non-viable AFROTC detachments to determine the best way forward. The Board requests an update on this matter at its November 2023 meeting.

The AU Board of Visitors commends (**CO-06-P-20230405**) the Air Force's efforts to identify top-quality IDE and SDE candidates to attend AU. The Board recommends (**RE-12-P-20230405**) the Air Force formalize and document the selection process to ensure top-quality IDE and SDE candidates are chosen to attend AU.

The AU Board of Visitors observes (**OB-08-P-20230405**) the importance of Joint Professional Military Education (JPME) accreditation for IDE and SDE programs, as well as SACSCOC accreditation. Therefore, the Board recommends (**RE-13-P-20230405**) AU explore options to bring the faculty-to-student ratio into alignment with standards.

The AU Board of Visitors commends (**CO-07-P-20230405**) the LeMay Center's Wargaming Center for leading the way in the Wargaming arena among other services. The Board also commends (**CO-08-P-20230405**) the Muir S. Fairchild Library and AU Teaching and Learning for their innovative approaches to virtual reality education.

**Section 4: 14-15 February 2023 – AU BoV CCAF Subcommittee Report**

**Section 5: AU BoV Self-Evaluation**

## AU BOV Self-Evaluation – Parent Committee

AU SCN: 2022BOV260902

This Air University Board of Visitors (AU BOV) Self-Evaluation encourages reflection and shall inform constructive dialogue on the Board’s strengths, weaknesses, and areas requiring attention. This self-evaluation is a continuous improvement guide to increase the efficiency and effectiveness of Board operations.

For each item (1 – 8), select your level of agreement with each statement.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<b>1</b> The Board roles and responsibilities are clear, allowing the Board to accomplish its published charter.					
<b>2</b> The Board structure (Parent Committee and subcommittees) is effective and appropriate to the work of the Board.					
<b>3</b> The Annual Financial Disclosure (OGE 450) and Ethics Training, per the Federal Advisory Committee Act, are sufficient in managing/addressing potential conflict of interest.					
<b>4</b> The Board Bylaws sufficiently addresses the process by which Member Removal/Dismissal shall take place.					
<b>5</b> The Board periodically reviews and evaluates AU’s policies and procedures.					
<b>6</b> The Board regularly reviews the mission, vision, and strategic goals of AU.					
<b>7</b> The Board is adequately informed on the financial health of Air University.					
<b>8</b> The Board is adequately informed on the educational programs of Air University.					
<b>( Over )</b>					

**Open Ended (Items 9 – 11, Provide as much detail as possible).**

**9** What are the major accomplishments of the Board in the past year?

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**10** What are areas in which the Board could improve?

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**11** What should the Board focus their attention within the next two years?

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