

**The Air University (AU)**

**Board of Visitors (BOV)**

**Meeting Minutes**

**16 November 2020**

**0800 – 1100, AU/A3 Conference Room (B800)**

**1230 – 1500, AU/TLC (MSFRIC)**

**Open Meeting**

**Air University Headquarters**

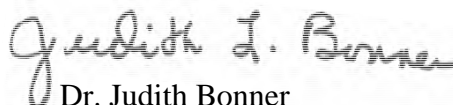
**55 LeMay Plaza South**

**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 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, they are attached to the final Board of Visitors' report for consideration by the Department of the Air Force.

Respectfully submitted by: Dr. Shawn P. O'Mailia, Designated Federal Officer

I hereby certify that, to the best of my knowledge, the minutes are accurate and complete. Approved as written:



Dr. Judith Bonner

Chair, AU Board of Visitors

November XX, 2020

- Section I: Board Attendance
- Section II: Board Activities and Discussions
- Section III: Board Actions (*Recommendations, Observations, Requests, and Commendations throughout Section II in conjunction to the respective topic*)
- Section IV: AFIT Subcommittee Minutes
- Section V: AU BOV Self-Assessments

## Section I: Board Attendance

### A. Board Members present (\* = via MS Teams or Telecon):

1. Dr. Judith Bonner, Chair
2. CMSAF #15 Rodney McKinley, USAF, Ret\*
3. Gen Stephen Lorenz, USAF, Ret\*
4. VADM Ann Rondeau, USN, Ret\*
5. Dr. Carolyn Dahl\*
6. Dr. Stephen Cross\*

### B. Air University and other personnel present \* = via MS Teams or Telecon):

1. Maj Gen Brad Sullivan, AU/CV and LeMay Center/CC
2. CMSgt Tamar Dennis, AU/CCC
3. Dr. Mark Conversino AU/CAO
4. Dr. Todd Stewart, AFIT Chancellor\*
5. Brig Gen Leslie Maher, Holm Center/CC\*
6. Brig Gen Michael Rawls, AWC/CC
7. Col Jeffrey Donnithorne, SAASS/CC\*
8. Col Lee Gentile, Jr., ACSC/CC\*
9. Col Ricky Mills, SOS/CC\*
10. Col Kathryn Brown, Barnes Center/CC\*
11. Col Terri Jones, Eaker Center/CC\*
12. Col Eugene Moore III, AU/DS
13. Lt Col Melanie Presuto, CCAF/CC
14. Dr. Heidi Ries, AFIT CAO (interim)
15. Dr. Yolanda Levell-Williams, AU/OAA
16. Dr. Shawn O'Mailia, AU/OAAB and DFO
17. Dr. Jendia Grissett, AU/OAAE\*
18. Mr. Jeff Geidner, AU/OAAU\*
19. Dr. Robert Farrell, AU/OAAI\*
20. Dr. Brian Selmeski, AU/OAAF\*
21. Mr. Anthony Douglas, AU/FM
22. Mr. Jeffrey Lush, AU/A6\*
23. Ms. Lisa Arnold, Member of the Public\*

## Section II: Board Activities and Discussions

A. **Convene Meeting and Federal Register Announcement:** The Air University (AU) Board of Visitors (BOV) meeting convened at 0800 hours on 16 November 2020 in the AU/A3 Conference Room (B800) Maxwell AFB, AL. Dr. Shawn O'Mailia, Designated Federal Officer, informed the Board members and AU personnel present that this meeting was open to the public and was advertised in the Federal Register on 23 October 2020 (Document Number: 2020-67529) and determined a quorum was met.

B. **Call to Order:** Dr. Judith Bonner called the meeting to order and thanked Lt Gen Hecker for

hosting the meeting.

**C. AU/CC State of the University:** Lieutenant General Hecker, AU/CC opened the meeting by thanking the Board for their dedication and loyalty to Air University. He also expressed his appreciation for the school commander/commandant's and other AU personnel for their attendance.

Lieutenant General Hecker addressed five (5) areas of focus for the group: 1) AU's continued response to COVID-19; 2) US Space Force Education; 3) SecDef's Great Power Competition effort; 4) AU's efforts regarding Diversity and Inclusion; and 5) AU/CC's Vision for Air University.

**CO-01-M-20201116:** *The AU BOV commends Lt Gen Hecker on his leadership of Air University in response to the COVID-19 pandemic while concurrently responding to demand signal for US Space Force Education and Great Power Competition.*

**OB-01-M-20201116 and RQ-01-M-20201116:** *The AU BOV observes AU's Graduate Technical Education (to include AFIT, Blue Horizons, and the like) needs to be articulated as to AU/CC's vision going forward. As well, how doctrinal innovation has kept pace with AU's evolution. The AU BOV requests a comprehensive look at these programs and AU/CC's vision.*

**OB-02-M-20201116 and RQ-02-M-20201116:** *The AU BOV observes there are possible benefits of moving enlisted education from Maxwell-Gunter Annex to Maxwell AFB. The AU BOV requests a comprehensive look at the pros and cons of this endeavor.*

**D. CAO Update:** Dr. Mark Conversino addressed the following: 1) Guidance Updates; 2) AUI 36-2602; 3) AU's new Educational Program Enhancement Process; and, 4) AU's Quality Enhancement Plan for SACSCOC.

**CO-02-M-20201116 and RQ-03-M-20201116:** *The AU BOV commends Dr. Conversino and the Academic Affairs staff on their response to external guidance and its incorporation into AU Policy (AUI 36-2602) to include the revised Educational Program Enhancement Process. The AU BOV requests a comprehensive look at this policy and program enhancement process.*

**E. Air University Financial Update:** Mr. Tony Douglas, AU/FM provided the AU BOV an updated on AU's financial status. Included in the discussion was the: 1) FY20 End of Year Review (a. Student Information System; b. AFIT Lab Equipment); c. LMS programmer support; d. EPME Interactive Learning; and e. Air purification systems); 2) AU SIS Update (provided by Mr. Jeffrey Lush, AU/A6); 3) FY20 – FY21 Comparison; 4) FY21 Outlook; 5) FY22-26 POM Update; and 6) FY23-27 POM Timeline.

**CO-03-M-20201116 and RQ-04-M-20201116:** *The AU BOV commends Mr. Douglas and his staff for their work to ensure AU's financial stability. The AU BOV further commends Mr. Douglas, Mr. Lush, and related AU Staff for their excellent work related to AU's Student Information System. The AU BOV requests an*

*update on the implementation of the SIS, along with its integration with AU's LMS (Canvas) and IMS (Watermark/TK20).*

**F. AFIT Subcommittee Update:** Dr. Steven Cross, AFIT Subcommittee Chair, provided an overview of the March 3-4, 2020 AFIT Subcommittee conducted at Wright-Patterson AFB, OH. Dr. Cross requested the Main Committee accept the AFIT Subcommittee Minutes, as written, into the 16 November 20 AU BOV Minutes. The Main committee unanimously accepted the AFIT Subcommittee Minutes, which are included in Section IV of these minutes.

Dr. Heidi Ries, AFIT Interim CAO provided an update regarding AFIT's reaffirmation efforts with the Higher Learning Commission. Completed actions included: 1) AFIT Assurance Agreement (11 Sep 20); 2) HLC Team Visit (19-20 Oct 20); 3) HLC Team Requests (a. Chancellor selection/renewal; b. CAO's role; c. Council and Committee Minutes; d. External reviews of degree programs; e. Student preparation and success; f. Financial working group details; and g. AFIT expenditures); 4) Next steps (a. HLC Team draft report; b. AFIT review draft report for errors of fact; c. Final report; d. AFIT Formal response to final report; e. Likely outcome: 10 year reaffirmation and possible policy requirement regarding CAO role).

**CO-04-M-20201116 and RE-01-M-20201116:** *The AU BOV commends Dr. Stewart and his staff on AFIT's reaffirmation efforts with the HLC. The AU BOV recommends AFIT preempt the possible HLC requirement by delineating the AFIT CAO's role within AFIT.*

**G. CCAF Update:** Lt Col Presuto addressed four areas for the BOV: 1) Key drivers for CCAF Changes; 2) Redefined CCAF Mission statement; 3) Academic policy changes; and 4) New degree offering. Key drivers for change were included: a. AU's accreditation reaffirmation; b. CCAF Task Force – CCAF Reimagined; c. NDAA 2020.

Lt Col Presuto provided an overview of the CCAF Reimagined lines of effort and tied them to CCAF's redefined mission, policy changes, and the creation of CCAF's proposed AAS in Military Technology and Applied Sciences Management (MTASM).

Dr. Bonner noted though the CCAF Subcommittee didn't meet officially, all members attended the January 2020 CCAF Policy Council meeting where the proposed CCAF Mission statement was discussed and refined. On 4 Oct 20 the members of the CCAF Subcommittee approved/endorsed the New CCAF Mission statement in an unanimous vote. Dr. Bonner requested the Main Committee accept the CCAF Subcommittee's vote on the CCAF Mission statement and include the action in 16 November 20 AU BOV Minutes. The Main committee unanimously accepted the CCAF Subcommittee Committee's vote on the CCAF Mission statement, which is as follows:

*Elevate the Enlisted profession by advancing technical and leadership capability across the career through degrees, credentials, and related programs to support recruiting, retention, career transition efforts and mission capability and readiness.*

**CO-05-M-20201116 and RQ-05-M-20201116:** *The AU BOV commends Lt Col Presuto and her*

*staff for their great work in redefining their mission statement, policy changes, and creation towards creating an AAS in Military Technology and Applied Sciences Management (MTASM). The AU BOV requests CCAF to keep the CCAF Subcommittee abreast of ongoing work toward implementing the MTASM degree.*

**H. Morning Session Conclusion and Dismissal.** Upon conclusion of the morning briefings and discussions, Dr. Bonner thanked Dr. O'Mailia, Dr. Grissett, and Mrs. Russell for creating the AU BOV Self-Evaluation, which the AU BOV unanimously voted to approve on 19 Oct 20. These self-evaluations, which are specific to each committee/subcommittee are provided in Section V of this report.

**CO-06-M-20201116:** *The AU BOV commends Dr. O'Mailia, Dr. Grissett, and Mrs. Russell for their excellent work assisting in the creation of the AU BOV Self-Evaluations, which encourage reflection and insight on the Board's strengths, weaknesses, and areas requiring attention. These insights will serve as a continuous improvement guide and will result in increased efficiency and effectiveness of Board operations.*

**I. Working Session and Report Formulation.** The AU BOV, DFO, and AU/CAA discussed the information they were presented with and began the process of formulating the meeting report. This AU BOV determined an avenue of support to AU/CC regarding ROTC Scholarship funding stability could come in the form of a letter of support to the SecAF on behalf of the AU BOV. Additionally, the commendations, recommendations, and requests found in Section II-C to II-G were part of the AU BOV Working Session.

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

1. **AC-01-M-20201116:** The Board unanimously approved the inclusion of the 3-4 March 2020 AFIT Subcommittee Minutes into the 16 November 2020 Main Committee Minutes (*See Section IV*).
2. **AC-02-M-20201116:** The Board unanimously accepted the CCAF Subcommittee's 4 Oct 20 electronic vote to approve/endorse the new CCAF Mission statement and its inclusion into the 16 Nov 2020 Main Committee Minutes (*See Section II-G*).
3. **AC-03-M-20201116:** The Board unanimously approved the inclusion of the AU BOV Self-Evaluations into the 16 November 2020 Main Committee Minutes, for the respective committees (main and subcommittees) of the AU BOV (*See Section V*). These AU BOV Self-Evaluations were unanimously approved on 19 Oct 2020 by all members of the Main Committee, AFIT Subcommittee, and CCAF Subcommittee.

The meeting was adjourned at 1500 on Monday, 16 November 2020.

**Section IV: AFIT Subcommittee Minutes**

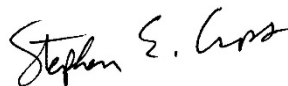
**Air University Board of Visitors AFIT Subcommittee  
Meeting Minutes  
Wright-Patterson Air Force Base, Ohio**

**March 3-4, 2020**

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: DR. YOLANDA WILLIAMS, Designated Federal Officer (DFO), Air University, Strategic Boards.

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



DR. STEPHEN CROSS  
Lt Col USAF (Ret)  
Chair, AFIT Subcommittee

Date Approved: 8 June 2020

Section 1: Subcommittee Attendance  
Section 2: Subcommittee Activities and Discussion  
Section 3: Subcommittee Requests and Recommendations

## **Section 1: Subcommittee Meeting Attendance**

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

- (1) Lt Col (Ret) Dr. Stephen Cross, AFIT Subcommittee Chair
- (2) Dr. Judith Bonner (*via telecom*)
- (3) Dr. Carolyn Dahl (*via telecom*)
- (4) Lt Gen (Ret) Dr. Robert Elder
- (5) Dr. Michael Freeman, NPS (Ex Officio Member)
- (6) Col (Ret) Dr. Michael Heil
- (7) Dr. Jacqueline Henningsen

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

- (1) Dr. Ilana (Lani) Kass

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

#### AU Attendees

- (1) Dr. Shawn O'Mailia, Chief, Curriculum Policy Coordinator
- (2) Dr. Jendia Grissett, Chief, Institutional Effectiveness
- (3) Dr. Yolanda Williams, Designated Federal Officer (DFO), Air University, Strategic Boards
- (4) Lt Col Danny Bolin, AU-USAFA Liaison

#### AFIT Attendees

- (1) Dr. Todd Stewart, Director and Chancellor
- (2) Dr. Heidi Ries, Interim Chief Academic Officer and Dean for Research, Graduate School of Engineering and Management
- (3) Col Paul Cotelleso, AU DET 1 Commander and Director of Staff
- (4) Dr. Adedeji Badiru, Dean, Graduate School of Engineering and Management
- (5) Col James Fee, Associate Dean, Graduate School of Engineering and Management
- (6) Dr. Jared Astin, Associate Dean, The Civil Engineer School
- (7) Col Craig Narasaki, Dean, School of Strategic Force Studies
- (8) Mr. Richard Sugarman, LSS Department Head, School of Systems and Logistics
- (9) Mr. Luke Whitney, Chief, Civilian Institutions Programs
- (10) Dr. Jim Petrosky, Professor of Nuclear Engineering, Graduate School of Engineering and Management
- (11) Dr. Andrea Bakker, Director of Institutional Research, Minutes



## **Section 2: Subcommittee Activities and Discussion**

### **Tuesday, 3 March 2020**

#### **A. Convene Public Meeting and Federal Register Announcement – Dr. Williams (8:15am)**

Dr. Williams convened the meeting. She noted that the meeting is open to the public and the public can make comments tomorrow. She outlined her role as the Federal Designated Officer (FDO), which includes, among other responsibilities, serving as the liaison between the board and agency and ensuring appropriate ethical regulations are followed.

#### **B. Call to Order, Welcome and Introductions – Lt Col (Ret) Dr. Stephen Cross (8:30am)**

Dr. Cross welcomed the Subcommittee, including Dr. Judith Bonner and Dr. Carolyn Dahl via telecom, chair and vice-chair of the AU BOV and new members of the AFIT Subcommittee. Neither Dr. Bonner nor Dr. Dahl have prior military/federal experience, consistent with Higher Learning Commission (HLC) guidelines that at least two members have no prior federal experience.

The last meeting was 18 months ago and resulted in 35 recommendations. The commander's guidance (AFIT Campaign Plan) included 4 Lines of Effort (LOEs) based on the Subcommittee recommendations as well as recommendations from the AFIT Task Force. Lt Gen Hecker recommended that AFIT stay the course when he assumed command, rather than creating new LOEs at this point in time. The goal of the Subcommittee is to produce 5 or 6 recommendations during this meeting that support the current LOEs, including ways to address resources/funding and ways to assist with accreditation.

Dr. Stewart provided a brief description of AFIT, including its structure, schools, enrollments, and accreditation (HLC).

#### **C. Air University Opening Remarks – Maj Gen Brad Sullivan, Vice Commander, Air University (via VTC, joined by Dr. Mark Conversino, AU Chief Academic Officer) (8:45am)**

Maj Gen Sullivan briefed the Subcommittee on the Space Force start-up and the potential for changes to AETC education as the result. Discussions have started at AU regarding what this will mean for AF education, but no decisions have been made officially. It is important to maintain continuity between Air and Space Forces. AU will need to address the tension between segregating Space Force education and integrating it.

Maj Gen Sullivan indicated that Lt Gen Hecker has been briefed on the AFIT Campaign Plan progress. Lt Gen Hecker is looking to demonstrate the value of faculty positions (military and civilian) to the Air Force. Maj Gen Sullivan hopes the BOV Subcommittee will help with continuity of the Campaign Plan direction.

AU is continuing to address quality of life issues that have become a concern for the SECAF.

**Discussion:** Dr. Cross reported that AFIT is doing a good job of being creative in addressing the LOEs. One issue is that sometimes students who are sent to AFIT don't match current program strengths. Dr. Elder highlighted the importance of integrating Space Force education, rather than separating it.

**D. AFIT Chancellor's Update – Dr. Todd Stewart (9:15am)**

- Overview of Commander's Campaign Plan for AFIT and mapping to 2018 Subcommittee minutes
- Address the Subcommittee's open recommendations
- New initiatives

Dr. Stewart reviewed AFIT's events in 2019, which was AFIT's centennial year, and upcoming events in 2020. Important for 2020 is that the HLC accreditation team is scheduled to visit in October. Dr. Stewart briefly discussed the potential for change stemming from the creation of the Space Force as well as the possibility for offering new types of academic appointments to provide additional opportunities for faculty. Dr. Stewart emphasized the continuing need for diversity and inclusion.

**Discussion:** Dr. Heil and Dr. Elder gave kudos for past and future events (e.g., the centennial celebration, the upcoming graduation ceremony speaker). The Subcommittee and Dr. Stewart discussed challenges to promote PME as well as structural changes that encourage/inhibit the creation of new faculty types.

**E. Commander's Campaign Plan for AFIT: LOE 1a (expand AFIT's non-traditional educational offerings), LOE 1c (Data Analytics for Airmen) and BOV Actionable First Steps #5 (anticipate emerging needs) (9:45am)**

**Briefer:** Dr. Darryl Ahner, Director, Scientific Test & Analysis Techniques Center

Dr. Ahner reviewed progress on LOE 1a (Expand Non-Traditional STEM Educational Offerings (1a) and 1c (Increase Data Analytics for Airmen). Part of LOE 1a was to highlight what AFIT is already doing and to address what more it can do. AFIT continues to look at how it can bring education to the AF, beyond the scientists who come to AFIT, and how it can better

communicate what AFIT does. LOE 1c allowed AFIT to review what data analytics is, how it differs from operations research and other fields, what the AF truly wants or needs when they say data analytics, and how AFIT can help the AF be more data driven. Funding continues to be a problem, even though a pilot data analytics certificate program has high demand (over 1000 applicants for only 100+ slots next quarter).

**Discussion:** The Subcommittee and attendees discussed potential strategies for obtaining funding, including approaching units with large numbers of students applying to the program. The Unfunded Requirement (UFR) process is also a possibility, while the Program Objective Memorandum (POM) process for additions to AFIT has been unsuccessful thus far. An additional challenge is that AFIT is not allowed to charge tuition to any AF personnel, including civilians. HLC will want to know how these programs will be supported in the future.

**F. Commander's Campaign Plan for AFIT: LOE 1b (program review status), LOE 2d (faculty sabbatical) and BOV Actionable First Steps #1 (mapping to warfighting areas) (10:10am)**

**Briefer:** Col James Fee

Col Fee discussed the process by which AFIT reviewed all academic programs during the past year. For Step One, program chairs reviewed their programs to look at a 5-year student flow, the manning model, their stakeholders' feedback on the program, and the program's "health," with a focus on the low-enrollment programs. In the Graduate School, AF needs must be considered, even with low enrollment programs. Chairs also reviewed whether there are equivalent programs at a CI and what would it look like if the program moved to CI only. For Step Two, which is in progress, department heads were asked to consider what their lowest priority program is and how they might move faculty to higher priority programs if there were funding decreases. For the final phase (not yet completed), stakeholders will be consulted, and discussion of possible program moves to CI will be discussed. They hope to be finished by the end of April, then will form COAs. One of the challenges is who is paying for a program, e.g., one of the low enrollment programs is almost entirely Marine Corps students, and those enrollments are paid for by the Marine Corps. Col Fee also indicated that, for LOE 2, AFIT is now allowing faculty to tie their sabbatical to their PDQ funding.

**Discussion:** The Subcommittee and attendees discussed the value of EN vs. CI programs, including a focus on DoD/military needs, engaged discussion among students, funding, and the inability to move faculty from one program to another if there are cuts to a program. AFIT is using the current review model to also outline a process for more regular business case analyses for programs. Dr. Heil encouraged faculty sabbaticals outside of the Dayton area, in addition to local sabbaticals.

**G. Commander's Campaign Plan for AFIT: LOE 3 (mission support; pursue access to 3600 funds) and BOV Actionable First Steps #4 (support and scale demonstrated relevance and excellence) (10:45am)**

**Briefer:** Col James Fee

AFIT reviewed what faculty spend time on and how some processes can be automated or made more efficient. AFIT has undertaken an "AD-21 Initiative" to provide faculty with a research or teaching assistant. The positions are salaried, part-time, one-year appointments (although there may be two, one-year appointments) and do not require a PhD.

AFIT is also addressing the IT Infrastructure, including transitioning to Office 365 and upgraded Wifi to support classroom use. AFIT is developing a definition of a .edu network for a brief to the DoD/CIO (Chief Information Officer) for relief from cybersecurity networks that prevent standard academic network access (e.g., access to academic journals, collaboration with colleagues at other academic institutions).

To address desired changes with 3600 funding, a one-page bullet background paper was provided to Lt Gen Hecker in January. Per Col Fee, it is difficult for AFIT to obtain 3600 funding since it is considered an "initiative" by the budget programmers, or if AFIT doesn't offer an offset (which there are no funds for).

**Discussion:** The Subcommittee and attendees discussed the challenges to .mil and .edu networks. The conversation focused on 3600 funding, and possible strategies for increasing funding access. Suggestions were made to partner with other units, such as AFRL, and do an MOU to obtain funding through AFRL, rather than AFIT doing POM initiatives on their own. The key is not simply to ask for money, but to find ways that AFIT can support the AF.

**H. Commander's Campaign Plan for AFIT: LOE 4 (outreach and partnerships) and BOV Actionable First Steps #3 (leverage civilian institutions supported by AFRL) (11:05am)**

**Briefer:** Col Tim Albrecht, Director, Center for Space Research and Assurance

Col Albrecht outlined three steps. Step 1 is to create a network of strategic, institutionally-codified partnerships. Previously, the function of developing partnerships was not managed strategically, nor at the institutional level. One major change is to create an associate chancellor for research and partnerships that would centralize the partnership functions. There are also new partnerships in the works. Step 2 is to connect AFIT with the AF Chief Scientist's Office (AF/ST) and the AF Warfighting Integration Capability (AFWIC.) Step 3 is the creation of an Innovation and Discovery Park. The CE school has been developing this concept over the past year and a half. It is still in TBD status.

**Discussion:** The Subcommittee suggested additional opportunities, such as an MOU with NASA or funding via Other Transaction Authority (OTA.) Dr. Ries suggested that the 3600 initiative that AFIT is working on will have a positive impact on partnerships, since it will provide both authorities and resources.

**I. Lunch (11:45am)**

The Subcommittee attended lunch with AFIT Student and Faculty Advisor Teams.

**J. Status of the Air Force S&T Strategy; how AFIT is responding to this strategy (1:00pm)**

**Briefer:** Lt Col Ed Cadua, USAF S&T 2030 Strategy Program Manager, AFRL Plans and Programs Directorate (AFRL/XPOP)

Lt Col Cadua reviewed the AF Science and Technology Strategy and implementation status. There are currently six Implementation Product Teams (IPTs), and some have AFIT members on them (including Col Fee and Col McQuade). There is an AFWIC partnership working towards Objective 1 (to develop and deliver transformational strategic capabilities). To achieve Objective III:1. (to deepen and expand the AF S&T enterprise workforce), they are working to connect partnerships to the enterprise. Objective III.2. is to deepen and expand the AF S&T enterprise partnerships.

There is an IPT tasked with finding out which commands need senior leaders with a PhD. They've been looking at developing a pipeline of airmen – for example, identifying ways to ensure airmen have the leadership opportunities they need to progress to the higher ranks while simultaneously pursuing a PhD. They've connected with the PhD Management Office for assistance.

**Discussion:** The Subcommittee and attendees discussed former Secretary Wilson's desire to increase the number of AF officers with STEM doctorates and the challenges to doing so. A clearer pipeline to the PhD is needed, including leadership opportunities during that pipeline, lower level positions requiring degrees that feed into the higher level positions, and refined STEM career opportunities so that PhD holders aren't funneled solely into faculty positions. The possibility of CI partnerships, including funding for AF student research at Civilian Institutions, was also discussed.

**K. AFWERX partnership and BOV Actionable First Steps #2 (rapid response to SECAF/CSAF) (1:30pm – originally scheduled for 11:25am)**

**Briefer:** Maj Levi Thomas, Professor of Aeronautics and Astronautics

An AFWERX partnership idea was originally prompted by Secretary Wilson. The basic idea is to be more agile in acquisitions and to formalize the connections between AFWERX and AFIT that already happen informally. Examples of current AFIT/AFWERX connections were identified. AFIT leadership took the last Subcommittee's recommendations and decided to make this a systemic process, rather than being dependent solely on faculty/students initiative. AFIT faculty will now be sent on 10 week TDY's (PDQ) to work at one of the AFWERX hubs. AFWERX representatives are visiting AFIT two weeks from now.

**Discussion:** Dr. Elder asked if the point of Small Business Innovation Research (SBIR) is to be commercialized. Lt Col Amy Cox indicated that their measure of success concerns whether the developments go from the AF to small companies.

**L. Higher Learning Commission Comprehensive Visit Planning; Update on AFIT Quality Initiative for reaffirmation cycle (1:45pm)**

**Briefer:** Dr. Betsy Grimes, Director, Faculty Development

Dr. Grimes reviewed AFIT's accreditation process and status. AFIT is on the open pathway option for accreditation, which is a ten-year cycle. The focus is on institutional improvement. Open Pathways requires a Quality Initiative Project (QIP), which was completed in 2016-2018. There were multiple committees involved in the QIP, which resulted in five thrust areas and six core initiatives, which are now being addressed.

Dr. Grimes reviewed the five criterion all HLC institutions need to address. AFIT assigned a champion for each criterion, as well as a committee. Committees were formed in 2017 and gathered the info while the champions began writing the assurance argument. The full assurance argument is due to HLC this year and is in the final stage of editing. The final version will be sent to Dr. Todd Stewart on May 1 and will also be shared with the AFIT community prior to upload to HLC. AFIT also has to upload a federal compliance report, which covers the nuts and bolts (e.g., how we assign credit). We're adhering to our timeline and are pleased with the progress.

The HLC visit will be October 19-20. The HLC visiting team will prepare a response and send it to AFIT. AFIT will prepare a response, and then a final recommendation to HLC will be made by the visiting team.

**Discussion:** The Subcommittee inquired whether they would be asked to meet with the HLC visit team. Dr. Ries indicated that it is up to the HLC visit team chair, and AFIT will notify the AFIT Subcommittee as soon as they know. The Subcommittee asked how HLC and ABET differ. Dr. Ries explained the similarities and differences. Dr. Cross asked if the current percentage of faculty with an AFIT degree is problematic, or if there are other things that are problematic. Dr. Ries indicated that the faculty percentage is not problematic, and that the biggest challenge is in explaining AFIT's chain of command, which differs from non-military schools but may be comparable to state schools under a state system of higher education. Another issue is ensuring AFIT has the right composition for the AFIT Subcommittee of the AU BOV. Going forward, she thinks we are on track with the Subcommittee issue and is looking for BOV feedback on what can be improved at AFIT.

#### **M. AFIT Initiatives (2:00pm)**

**Briefer:** Col Cotelleso

- **Diversity and Inclusion**

Dr. Alice Grimes gave the briefing. Dr. Ries and Col Cotelleso co-chair the AFIT Diversity and Inclusion Working Group, which started in May 2019. There are currently 27 participants, although membership keeps expanding. There are three subcommittees – education and outreach, facilities and accessibility, and demographics. There is also a website (Sharepoint) for sharing documents and information. The committee surveyed structures and identified areas where accessibility could be improved. AFIT has spent \$30,000 on modifications so far. There is good feedback from the AFIT community on the improvements. The committee also conducted two mental health workshops, created a diversity and inclusion speaker series, launched a book club, and has started a film series. Dr. Grimes suggested that whatever programs AFIT offers, it at least sends the message that AFIT values diversity and inclusion. Dr. Grimes shared the AFIT Statement on Diversity and Inclusion and welcomed feedback on the statement.

**Discussion:** The Subcommittee asked about the processes used by the committee to determine which issues to address, and suggested potential future analyses. Dr. Elder asked whether the committee's primary concern is adherence to the law or improving understanding of diversity at AFIT. Both Col Cotelleso and Dr. Stewart emphasized that the committee exists because AFIT has and values a diverse population.

- **Mission statement – Lt Col Ben Hartlage**

Lt Col Hartlage led the process to review and revise the AFIT mission and vision statement. The motivation for reviewing the statements was to make sure AFIT is aligned with 2018 NDS

priorities and with guidance from CSAF and AU, and to acknowledge AFIT's support to the U.S. Space Force. AFIT is not advocating for a fundamental change of anything at AFIT, but rather is clearly articulating and elaborating on what AFIT already does well. AFIT wanted to make sure the different schools saw their mission reflected in AFIT's overall mission, and to ensure there is a process in place for future reviews and revisions.

Lt Col Hartlage sent a survey to the internal constituents that asked how constituents perceive the alignment of their school mission with the AFIT mission, allowed constituents to select a preferred statement, and provided an opportunity for open-ended feedback.

The briefing passed to Dr. Todd Stewart, who indicated that AFIT was as inclusive as possible in obtaining feedback and guidance. There are now two separate orgs under the Air Force – Air Force and Space Force, with AETC supporting both.

**Proposed mission statement:** “Educate our Total Force military and civilian defense professionals to innovatively accomplish the deterrence and warfighting missions of the U.S. Air Force and U.S. Space Force...today and tomorrow.”

**Proposed Vision:** AFIT is widely-known and highly respected as:

- A premier institution for defense-focused education, research, and consulting assistance
- The students' first choice for advanced academic education and career-long professional continuing education.
- A great place to serve

**Discussion:** Dr. Freeman expressed concern that the proposed vision statement is all about how others perceive AFIT, vs. what AFIT is. He asked why not just say that AFIT is a premier institution, vs. AFIT is widely known and respected as a premier institution? Dr. Stewart acknowledged this suggestion, while also indicating that he wants AFIT to be widely-known. Specific details of the statements were discussed, including appreciation for including “deterrence,” the appropriate length for a statement, and whether “today and tomorrow” is replicative. The Subcommittee requested additional time to consider the mission and vision statements. The Subcommittee agreed to postpone the vote on approving the statements until tomorrow (4 Mar 2020).

- **Strategic Planning**

The briefing was provided by Dr. Stewart. He identified how the DoD and AF inform where AFIT should be going. Additional guidelines from HLC, the AU campaign plan, DoD planning, programming, budgeting, execution rules, and HQ Air Force are all considered as AFIT forms strategic goals and priorities.



**N. Pre-Departure**

Prior to departure for the NEAT Center, Dr. Cross stated that this is one of the better meetings the AFIT BOV Subcommittee has had so far. The information is focused, digestible, and organized strategically. It's connected to previous work, and shows progress and commitment. He applauds AFIT. Time tomorrow is very limited. At 10am, he would like to quickly call for the vote on the mission statement – it is needed. He wants members to think about 2 laurels, and 2 recommendations to make, in preparation for tomorrow's meeting.

**O. Nuclear Expertise for Advancing Technologies (NEAT) Center for Specialized Research Tour (2:45pm)**

**Briefer:** Dr. Jim Petrosky, Center Director

At 2:30pm, the Subcommittee departed for a tour of the NEAT Center (starting at 2:45pm).

**Wednesday, 4 March 2020**

**P. Call to Order – Lt Col (Ret) Dr. Stephen Cross (8:30am)**

Missing: Dr. Bonner and Dr. Dahl

A vote was called to elect Lt Gen (Ret) Dr. Robert Elder as vice-chair. There was unanimous consensus. This recommendation then goes to AU commander.

There was a brief discussion regarding whether BOV Subcommittee members need security clearance. The Subcommittee does not typically receive classified info, but the need for clearance could be reviewed on a case by case basis.

**Q. Logistics Education Initiatives (8:35am)**

**Briefer:** Lt Col Chris Randall, Deputy Department Head, Logistics Management

Lt Col Randall provided examples of initiatives in departments and ways in which they increased efficiency in AF. Starting in December, they provided coursework that can be used for functional communities. They are trying to integrate training and education across A4, which have previously been disparate and haven't worked together effectively, including restructuring of the way in which they train and education officers. Previously it was task-based, and now it's moving towards a competency model. There are opportunities to change education not only in content, but in methods of delivering education. They're looking to improve the quality of

distance learning coursework and to provide “on command” and “on demand” training. They’re also working on developing cross-functional areas.

They’re engaged with other parts of AFIT to improve PCEs in data science/analytics. They have their eyes on non-functional experts – people who don’t need to be experts in data analytics, but need to know a little about data analytics. This is currently unfunded – it did not make the POM.

**Discussion:** Lt Col Randall and the BOV Subcommittee discussed ways in which logistics can be of assistance to the AF. The Subcommittee asked about connections and cost-sharing between the different schools’ DL programs. Although the schools do collaborate, business models inhibit some DL funding improvements. Lt Randall and the Subcommittee discussed the value in a competency-based training compared to a time-based training model. Dr. Ries and Dr. Stewart discussed the challenge to finding advocates for skills, such as data analytics, that are applicable to many AF stakeholders, rather than a specific stakeholder. The Subcommittee acknowledged the value of logistics and data analytics across the AF. Funding strategies were discussed, such as approaching each MAJCOM to provide partial funding for needed workshops and PCEs.

## **R. School of Strategic Force Studies Update (8:50am)**

**Briefer:** Col Narasaki

Col Narasaki reviewed the mission and vision of the School of Strategic Force Studies (EX). The school was formed in 2016 and is a recognized, named activity under AFIT. Col Narasaki provided details on EX organization; there are four employees, an AF Nuclear College, a Nuclear Distance Learning Program, a Cyberspace PCE Department, and a Nuclear Command Control Communication. EX takes lessons from partners in LS. The DL program is similar to a scholarship shop. EX needed to provide DL opportunities, and reviewed how other similar programs do it. They vet applicants and put them into a program. There are multiple levels available – certificate, MS, and PhD programs. They’re working with the 2210s and how they want to handle their PCE. Most of their \$2.9M budget is not from AETC – it’s from the AF NC3 center at Barksdale for DL. They are ready to expand, if needed. They’re small enough that they can also change direction quickly, if needed. EX declared IOC after one year and are heading towards FOC.

**Discussion:** The Subcommittee discussed EX’s mission and vision, and suggested it may be too narrow. Col Naraski indicated that both are under review, and will be aligned with the national defense strategy. The Subcommittee asked about collaboration with other units. Col Narasaki identified several partnerships and collaborations that occur with other AFIT units, including ENP, the NEAT Center, ENG, and the space community (of particular importance, given the

creation of the Space Force). Col Narasaki clarified that although they can easily add more students, there is a limit, in order to thoroughly vet schools at which DL students are placed.

#### **S. Administrative Matters and Subcommittee Group Discussion (9:10am)**

Dr. Stewart answered additional questions about the fit between the mission statement and AFIT's organizational structure. Dr. Stewart thanked everybody prior to leaving.

Dr. Williams thanked everybody for agreeing to be (re)appointed and stated that the new AU Commander will be sending out info to the Subcommittee soon. Members will be asked to send documents to Dr. Williams.

The Subcommittee discussed potential new members. There can be up to 15 members for the Subcommittee. Per Dr. Ries, they've gathered a list of names from faculty and staff for Subcommittee member recommendations. They'll be looking to ensure that they nominate a proper diversity of backgrounds based on tech expertise, DL expertise, academic expertise, etc.

Dr. Williams stated that the White House liaison contacted her and they do plan to make recommendations, although the people recommended won't necessarily have an interest in serving and/or a relevant background. There will be an opportunity to provide explanations for why recommended appointments may or may not fit. All recommended members need to be sent to the SECAF; after SECAF approval, it goes through the White House liaison for additional review, after which it goes up to DoD level.

Dr. Cross expressed concern that Dr. Bonner and Dr. Dahl haven't been officially appointed to the Subcommittee by the DoD yet. Dr. William will do what she can to move the process along. Dr. Ries suggested that if they are not officially appointed in a timely manner, they could be labeled as "nomination pending" (or something similar) to accurately display their status. Dr. Ries wants to ensure accuracy in how AFIT Subcommittee members are identified.

Dr. Williams and Dr. Elder recommended adding someone with a space background to the board. The possibility of new members from industry was also discussed, while paying attention to possible conflicts of interest. Dr. Heil suggested Gwynne Shotwell (SpaceX). Per Dr. Ries, AFIT is required by HLC to have members that have no prior federal experience. She interprets this as at least two members.

Dr. Williams stated that the AU BOV charter, including the AFIT Subcommittee, will be reviewed and approved by April. There is a five year schedule for the AU Board meetings. The AFIT Subcommittee typically meets in October, but could be moved. After discussion, the members agreed that they would like to move the main meeting to early March, with a brief

meeting in the fall (via telecom/VTC) to discuss status updates on recommendations made at the previous meeting. This will require moving when the AFIT BOV Subcommittee is discussed on the main Board of Visitors agenda (from fall to April), as well as ensuring that minutes are completed in time for the April BOV meeting.

The Subcommittee was asked to keep Oct. 19-20 open, in case the HLC visit team wants to meet with them. Dr. Cross and Dr. Ries agreed that HLC is likely to have questions about continuing of government/secession plans for the chancellor. It's good practice to consider these plans and should be discussed within AFIT.

**T. Public Comment, Board Member Feedback (9:30am)**

Dr. Cross: No members from the public are here today.

**U. Formulate recommendations, draft report and complete self-evaluation (10:00am)**

The Subcommittee requests and recommendations are published in section III of these minutes.

**V. Wrap-up and Closing Remarks (11:00am)**

Dr. Cross stated his appreciation for the subcommittee members and AFIT personnel for a very successful meeting. He adjourned the meeting at 11:00am.

**W. Executive Session and Out-brief – *Subcommittee Chair, Chancellor and Chief Academic Officer* (11:15am)**

Section III provides an overview of the subcommittee's observations, requests, and recommendations in an executive session with Chancellor Stewart and Dr. Reis.

## **Section 3: Subcommittee Observations, Requests, and Recommendations**

### **X. General Observations**

AFIT is to be commended for its outstanding leadership and effective and hard work of its faculty and staff. The subcommittee observed that AFIT has a renewed sense of purpose and that it is moving as quickly as possible to address the campaign plan. There are constraints and issues beyond AFIT's control, discussed in these minutes, that hinder progress. Yet, the esprit de corps is palpable and commendable. AFIT personnel are excited about what they are doing. There is significant synergy and collaboration between the degree granting schools and schools focused on PCE. This interdependency illustrates how AFIT can best address high priority, defense related, degree focused education (including greater leverage of civilian institutions) while expanding the number of air and space professionals able to obtain timely continuing education. In short, AFIT is "knocking it out of the park" with respect to "on command and on demand" education.

### **Y. AFIT Vision and Mission Statement**

The subcommittee endorsed the new AFIT vision and mission statement.

**Observation 1:** The inclusive process used to craft these statements is commendable as is recognition of the importance of the word 'deterrence.' The subcommittee had some comments that it suggested be considered over time, but it endorsed the statements as presented because of the thorough and inclusive process followed in the crafting of these statements and the alignment with the campaign plan and previous subcommittee recommendations.

### **Z. AU Commander's Campaign Plan for AFIT**

#### **LOE 1 - Portfolio of Academic Programs.**

**Observation 2:** The subcommittee suggests that reviews of AFIT be more holistic in the future. Its degree granting schools compliment the parts of AFIT focused on managing personnel assigned to civilian institutions and the schools focused on professional continuing education (PCE) including delivery via distance learning (DL). Greater synergy between these parts is the key to effectively and efficiently achieving the LOE 1 objectives. For example, data analytics has been integrated into the graduate curriculum as well as PCE courses by faculty from across the Institute working together to achieve the guidance in the campaign plan. It is also noted there has been a significant uptick in demand for PCE courses over the past 5 years. It is the opinion of the subcommittee that AFIT is achieving the goals of LOE 1 with a renewed sense of purpose and increased synergy across the Institute.

**Observation 3:** AFIT is constrained at achieving the guidance with respect to diversified and amplified continuing education because it lacks an effective resource mechanism to recover costs. For example, the School of Strategic Force studies outsources much of the PCE program in nuclear and cyber content to civilian institutes (for which tuition expenses are billable), but they lack such a cost recovery mechanism for the defense specific portions they retain inhouse. The subcommittee noted the potential to further diversify and amplify offerings if these issues could be addressed. It also noted a near-term opportunity to expand logistics education to the operational community.

**Recommendation 1:** Work with AETC (through AU) to create sustainable command funded support for the growing demand for AFIT PCE (and high priority graduate) courses, including delivery via DL, in high priority areas.

**Recommendation 2:** Consult with AFMC about a possible logistics PCE program for operators.

**Observation 4:** AFIT will soon complete a review of its current degree programs to ensure alignment with AF STEM needs. AFIT should improve how it communicates the relevance of the programs it proposes to continue and the new programs it proposes to initiate. This is particularly important at this time as the AF has defined six officer career categories for which educational requirements are not yet defined. It was noted by the NPS representative to the subcommittee that the Navy has created the position of Chief Learning Office (CLO) to define education requirements for naval personnel. While this definition in the AF is an A1 responsibility, AFIT should be proactive in the definition of graduate and PCE education requirements. The subcommittee discussed how AFIT is constrained in being as proactive and agile in meeting AF needs for strategically important, high priority, degree-focused STEM education as the requirements they must meet are defined by an educational assignment process that significantly lags the technology change cycle. This has been an issue for decades and it has been noted in every past set of minutes by the subcommittee. It is also noted that AFIT no longer offers an IDE option, despite the campaign plan guidance to so do, because no one has been assigned to AFIT to pursue IDE for some time. AFIT can demonstrate greater agility and innovation in response to high priority AF STEM needs through a pilot Commander's Program with a small number of qualified officers selected by their commands for midcareer cross training. This could also help revitalize an IDE program at AFIT. Three recommendation are provided.

**Recommendation 3:** To underscore AFIT's commitment to support the new Department of the Air Force structure, annotate every org chart with "Support for Air and Space Warfighting."

**Recommendation 4:** AFIT map existing programs to officer career categories.

**Recommendation 5:** AFIT be authorized to pursue a Commander's Program whereby a small number of qualified officers are selected by their commands for cross training assignment in high priority technology areas.

### **LOE 2 – World-class Faculty**

**Observation 5:** The subcommittee is confident that AFIT is making good progress., Three notable examples are greater use of non-tenured faculty, improvements to the promotion and tenure process, and TDY support for faculty in support of high priority AF programs such as AFWERX.

### **LOE 3 – Mission Support**

**Observation 6:** The subcommittee believes AFIT is making good progress but that it is constrained both by the lateness in the fiscal year in which previous assessments are made available. It is also constrained by access to 3600 funding (RDT&E funding). AFIT's defense-focused research centers continue to provide high quality, defense focused research and education that are not easily replicated in civilian institutions. For example, the subcommittee toured the newest research center, the Nuclear Expertise for Advancing Technologies (NEAT) Center. Of the 40 nuclear programs in US universities, this is the only one focused on defense needs whereas civilian

institutes typically focus on energy and/or nuclear medicine. The subcommittee believe this work is commendable, as is the associated work of a model shop which provides students with a valuable opportunity for interdisciplinary experiential learning. The subcommittee offers 2 recommendations. It is believed these recommendations will also help achieve the partnering guidance provided in LOE 4.

**Recommendation 6:** Create an AETC-AFMC MOU that promotes faculty research.

**Recommendation 7:** Establish a 3600 funding line from AFMC to AFIT.

#### **LOE 4 – Outreach and partnerships**

**Observation 7:** AFIT is doing an admirable job at establishing new and strengthening existing partnerships inside the AF and externally. The new plan to support TDY for faculty in support of AFWERX is commendable.

#### **AA. Higher Learning Commission (HLC) Accreditation Visit**

The Higher Learning Commission (HLC) will conduct AFIT’s next accreditation in October 2020. AFIT is required to submit read ahead materials to the HLC by September 2020. The subcommittee discussed two issues that will likely be addressed during the accreditation visit.

The first issue relates to the HLC requirement that an advisory board include “... *representation by individuals who do not have a current or previous employment or other relationship with the federal government or any military entity.*” (Ref: *HLC policy manual*). As was discussed prior to the meeting, the BOV Chair and Vice Chair met the requirement and they agreed to join the AFIT Subcommittee, at least until new BOV members can be added who satisfied the requirement. However, the DFO announced at the meeting that additional members to a BOV subcommittee, including previously approved BOV members, required HAF approval. It is the subcommittee’s view that this is a policy interpretation that should be challenged. The decision is not consistent with the AU BOV by-laws or the understanding of the AU BOV leadership.

**Request 1:** AU should clarify the process for assigning BOV members to BOV subcommittees. It should verify with HAF that previously approved AU BOV members may serve on AU BOV subcommittees at the request of the AU BOV Chair.

A second issue is succession planning for senior AFIT leadership. In particular, the AFIT Chancellor has authorities that cannot be delegated to other AFIT leadership. The AFIT Chancellor serves a five-year term. The process for selecting and renewing a term of a chancellor needs to be reviewed and explicitly stated. It is likely that the current AU/CC will need to enact this process during his tenure.

**Request 2:** The process for selecting a new chancellor and for renewing a chancellor’s term should be reviewed at AU and included in HLC read ahead materials.

#### **BB. Air Force Science and Technology 2030 Strategy**

**Observation 7:** Direct participation by AFIT faculty in the development of this strategy increases the awareness of AFIT and aids in achieving the objectives stated in the campaign plan

CC. Appointment of a subcommittee vice chair

Dr. Cross noted that the subcommittee traditionally has had a vice chair. The subcommittee unanimously endorsed that Lt Gen Robert Elder (USAF, Ret) be recommended to the AU/CC to serve as the AFIT subcommittee vice chair.

**Request 3:** It is requested the AU BOV Chair make this recommendation to the AU/CC at the next BOV meeting.

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**Section V: AU BOV Self-Assessment**

# AU BOV Self-Evaluation – Main Committee

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 – 9), select your level of agreement with each statement.

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	The Board roles and responsibilities are clear, allowing the Board to accomplish its published charter.					
2	The Board structure (main committee and subcommittees) is effective and appropriate to the work of the Board.					
3	The Annual Financial Disclosure (OGE 450) and Ethics Training, per the Federal Advisory Committee Act, are sufficient in managing/addressing potential conflict of interest.					
4	The Board Bylaws sufficiently addresses the process by which Member Removal/Dismissal shall take place.					
5	The Board periodically reviews and evaluates AU’s policies and procedures.					
6	The Board regularly reviews the mission, vision, and strategic goals of AU.					
7	The Board is adequately informed on the financial health of Air University.					
8	The Board is adequately informed on the educational programs of Air University.					
9	The Board regularly evaluates the Air University Commander and President, as well as the Chief Academic Officer.					
<b>Open Ended (Items 10 -12, provide as much detail as possible.)</b>						
10	What are the major accomplishments of the Board in the past year?					
11	What are areas in which the Board could improve?					
12	What should the Board focus their attention within the next two years?					

# AU BOV Self-Evaluation – AFIT Subcommittee

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 – 9), select your level of agreement with each statement.

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	The Board roles and responsibilities are clear, allowing the Board to accomplish its published charter.					
2	The Board structure (main committee and subcommittees) is effective and appropriate to the work of the Board.					
3	The Annual Financial Disclosure (OGE 450) and Ethics Training, per the Federal Advisory Committee Act, are sufficient in managing/addressing potential conflict of interest.					
4	The Board Bylaws sufficiently addresses the process by which Member Removal/Dismissal shall take place.					
5	The AFIT Subcommittee periodically reviews and evaluates AFIT’s policies and procedures.					
6	The AFIT Subcommittee regularly reviews the mission, vision, and strategic goals of AFIT.					
7	The Board is adequately informed on the financial health of Air University, to include AFIT.					
8	The Board is adequately informed on the educational programs of AFIT.					
9	The Board regularly evaluates the AFIT Chancellor and Chief Academic Officer.					
<b>Open Ended (Items 10 -12, provide as much detail as possible.)</b>						
10	What are the major accomplishments of the AFIT Subcommittee in the past year?					
11	What are areas in which the AFIT Subcommittee could improve?					
12	What should the AFIT Subcommittee focus their attention within the next two years?					

# AU BOV Self-Evaluation – CCAF Subcommittee

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 – 9), select your level of agreement with each statement.

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	The Board roles and responsibilities are clear, allowing the Board to accomplish its published charter.					
2	The Board structure (main committee and subcommittees) is effective and appropriate to the work of the Board.					
3	The Annual Financial Disclosure (OGE 450) and Ethics Training, per the Federal Advisory Committee Act, are sufficient in managing/addressing potential conflict of interest.					
4	The Board Bylaws sufficiently addresses the process by which Member Removal/Dismissal shall take place.					
5	The CCAF Subcommittee periodically reviews and evaluates AFIT’s policies and procedures.					
6	The AFIT Subcommittee regularly reviews the mission, vision, and strategic goals of CCAF.					
7	The Board is adequately informed on the financial health of Air University, to include CCAF.					
8	The Board is adequately informed on the educational programs of CCAF.					
9	The Board regularly evaluates the CCAF Commandant and Dean.					
<b>Open Ended (Items 10 -12, provide as much detail as possible.)</b>						
10	What are the major accomplishments of the CCAF Subcommittee in the past year?					
11	What are areas in which the CCAF Subcommittee could improve?					
12	What should the CCAF Subcommittee focus their attention within the next two years?					