

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

24 July 2012 / 1:30 – 3:30 pm
Open Meeting
Commander's Conference Room (B800)
Maxwell Air Force Base, AL 35112

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 of Visitors members, if they disagree with the majority position, are encouraged to submit Minority Statements and, when submitted, they are attached to the final Board of Visitors' report for consideration by the Department of the Air Force.



NORMAN R. AUGUSTINE
Chair, AU Board of Visitors
August 11, 2012

Section I: Board Attendance
Section II: Board Activities and Discussions
Section III: Board Requests, Observations, and Recommendations
Section IV: AFIT Subcommittee Meeting Minutes

Section I: Board Attendance

A. Board Members attending the meeting:

1. Mr. Norman Augustine
2. Col Robert Beasley, USAF, Ret
3. Mrs. Mary Boies
4. Maj Gen Stephen Condon, USAF, Ret
5. Ambassador Gary Cooper, Maj Gen, USMC, Ret
6. Dr. Ding-Jo Currie
7. Mr. Henry Fong
8. Dr. Stephen Fritz
9. Dr. Mildred Garcia
10. Dr. Rufus Glasper
11. Dr. Jack Hawkins
12. Dr. Muriel Howard
13. Dr. Joe Lee
14. CMSgt Karl Meyers, USAF, Ret
15. Dr. Ann Millner
16. CMSAF Gerald Murray, USAF, Ret
17. Vice Adm Daniel Oliver, USN, Ret
18. Maj Gen Richard Paul, USAF, Ret
19. Maj Gen Ron Segal, USAF, Ret
20. Dr. Eugene Spafford

B. Members of the AU BOV absent:

1. Dr. Terry Alfriend
2. Rev William Beauchamp
3. Gen Charles Boyd, USAF, Ret
4. Adm Vern Clark, USN, Ret
5. Gen Patrick Gamble, USAF, Ret
6. Dr. Benjamin Lambeth
7. Brig Gen Clifton Poole, USA, Ret
8. Mr. Fletcher Wiley

C. Air University and other personnel attending the meeting:

1. Lt Gen David Fadok, AU/CC
2. Maj Gen Thomas Andersen, AU/CV
3. Dr. Bruce Murphy, AU/CF
4. Dr. Todd Stewart, AFIT
5. Col Tammy Knierim, AU A4/6
6. Col Timothy Lawrence, AFIT/CC
7. Dr. Chris Cain, AU/CFA
8. Dr. Marlin Thomas, AFIT
9. CMSgt Lonnie Slater, AU/CCC
10. Mrs. Diana Bunch, Designated Federal Officer

Section II: Board Activities and Discussions

A. The Air University (AU) Board of Visitors (BOV) meeting convened at 1:30 p.m. on 24 July 2012 in the AU Headquarters' Conference Room at Maxwell Air Force Base, AL. Mr. Norman Augustine chaired the meeting. The meeting was open to the public and was advertised in the Federal Register on 25 May 2012 (Vol. 77, No. 102). Mrs. Diana Bunch, Designated Federal Officer for the Board, was present during the meeting and a quorum was met.

B. This meeting was conducted via a conference call; however, the following board members attended the meeting on site:

- Ambassador Gary Cooper, Maj Gen, USMC, Ret
- Dr. Jack Hawkins, Jr.
- CMSAF Gerald Murray, USAF, Ret

C. The purpose of this meeting was to allow the BOV committee to discuss the recent Air Force Institute of Technology (AFIT) Subcommittee meeting and recommendations as well as discuss the progress of the Learning Air Force concept.

D. At the start of the meeting, Ms. Carly Hall, SECAF Personnel Office, administered the Oath of Office to finalize the reappointment process for several members.

E. Maj Gen (ret) Condon, the Chair of the AFIT Subcommittee, provided a subcommittee outline to the full board for review and discussion. The subcommittee meeting minutes are reflected in Section IV and the approved recommendations are reflected in Section III of these minutes.

F. Mr. Augustine informed the board of an Ad Hoc group consisting of Dr. Jack Hawkins, Ambassador Gary Cooper, and CMSAF (ret) Gerald Murray that met on Monday, 23 July 2012, with Maj Gen Thomas Andersen to gather details regarding the concept of the Learning Air Force (LAF), Transformation and Reorganization. Members of the Ad Hoc group each provided comments of their assessment concerning the LAF concept. After the Ad Hoc group discussions concluded, Maj Gen Thomas Andersen provided an update of the Learning Air Force, Transformation and Reorganization concept.

G. The board was encouraged by the LAF vision and commented that this was a step in the right direction and congratulated the AU leadership for their efforts to create more efficiencies and reduce duplication.

H. The Board's requests and recommendations were presented to Gen Fadok on Tuesday, 24 July 2012, and are included in Sections III of these minutes.

I. Mr. Augustine welcomed any comments from the public. There being none, he asked for additional comments. There being none, the meeting was adjourned at 3:30 p.m. on Tuesday, 24 July 2012.

Section III: Board Requests, Observations, and Recommendations

(Numbering Key: MM/YYYY/##)

A. Requests:

Request 07-2012-08: The Higher Learning Commission (HLC) identified four recommendations to be addressed by AFIT. AFIT is to report the actions taken to the HLC by December 2012. Request a summary of the report of HLC recommendations to the AFIT Subcommittee at the time of submission to the HLC.

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

Request 07-2012-10: There appears to exist a mismatch between AFIT's education capacity, available external research funding and student availability. For example, the ability of AFIT to receive payment for classes delivered is restricted in certain cases. Request AFIT provide the subcommittee information on the requirements, regulations and policy environment that is enabling or restricting the efficient delivery of advanced degreed graduates in-residence and through distance learning.

Request 07-2012-11: Request an update on the status of the AFIT AFERB recommendations at the November 2012 meeting.

B. Recommendations:

Recommendation 07-2012-07: This proposal is in line with the BOV's discussion with the Secretary of the Air Force in January 2012 that outlined directions for Air Force education.

The BOV supports the concept of the development of the College of Leadership Development (CLD) and encourages the President of Air University to develop the concept of operations required to implement the CLD. Further, the President of AU is encouraged to present the concept and the CONOPS to General Rice. With the concurrence of General Rice, the Chair of the BOV will present the concept to the Secretary of the Air Force.

Recommendation 07-2012-08: Recommend the concept of operations include a focus on consolidation of like functions such as IT and other support functions, which will eliminate duplication and maximize efficiency and effectiveness of resources.

Recommendation 07-2012-09: Some specific resource reduction allocation decisions affecting AFIT have been made from outside of the organization. This has the potential of suboptimization and unnecessarily impacting the ability of AFIT to execute its mission. In some cases, decisions that make perfectly good sense for many organizations are harmful to organizations, such as AFIT, that do not fit the conventional mold. To the maximum extent

practical, recommend AFIT be allowed to determine how best to allocate manpower and other resource reductions levied upon it. In cases where entire programs are proposed for elimination, allow AFIT to provide an impact assessment before a final decision is made.

Recommendation 07-2012-10: The downward directed mandate to reduce support personnel has resulted in severe cuts to administrative support for the faculty. Some departments have no administrative support. This means the faculty must perform these duties. The result is the faculty either have to work more hours to perform the same job or be less efficient in their primary duties of teaching and research. Even though this may be a viable short term solution, the long term effects, in addition to the reduced efficiency, could create problems in faculty retention and faculty recruitment, both of which affect the quality of AFIT. Recommend AFIT a) assess the long term impact of this policy, and b) investigate other approaches to resolving this problem, even if it means not filling faculty positions.

Recommendation 07-2012-11: During the AFIT Subcommittee's sessions with the students and faculty, there was strong and consistent feedback regarding inadequacy of the IT system. Complaints were wide-ranging, and included long wait times to fix computers, poor cell reception, inadequate bandwidth to support video streaming, un-renewed and lost software licenses, and onerous firewalls and security measures that made unclassified educational research difficult. It was also reported that the .edu domain at AFIT was overly restrictive because .mil domain policies had been applied to the .edu domain. As a result, many students reported they were forced to operate from home using their personal computers and internet connectivity to accomplish much of their day-to-day tasks and course-related research. Recommend AFIT establish a task force to catalog the full set of IT problems, determine the level at which each problem could be addressed (e.g., locally at AFIT, base level, AU level, command level, etc.), and then develop an action plan to address local problems and forward the others to higher levels as appropriate for action.

Recommendation 07-2012-12: The number of coded billets requiring advanced degrees in some key strategic areas for the Air Force appears to be very limited. For example, in the area of cyberspace, the number of individuals slotted for attending advanced degree programs is very small for FY13. The AFIT subcommittee is aware that AU is addressing recommendations that came out of the AFERB AFSSO21 event in February 2012. Recommend a personnel system that manages critical skills and advanced degree needs in these fields more in an "inventory" based construct rather than the current "billet-only" based construct.

Section IV: AFIT Subcommittee Meeting Minutes

Air University (AU) Board of Visitors (BOV)
45th Air Force Institute of Technology (AFIT)
Subcommittee Meeting Minutes

14-15 May 2012 0800-1700
AFIT Director's Conference Room
Wright-Patterson AFB, OH

Section I: Subcommittee Attendance

A. Members of the subcommittee attending the meeting:

- (1) Maj Gen Stephen P. Condon, Ph.D., USAF, Ret
- (2) Dr. Kyle T. Alfriend, Ph.D.
- (3) Vice Adm Daniel Oliver, USN, Ret
- (4) Maj Gen Richard Paul, USAF, Ret
- (5) Maj Gen Ron Sega, Ph.D., USAF, Ret

B. Members of the subcommittee absent:

- (1) CMSgt Karl Meyers, USAF, Ret
- (2) Dr. Eugene Spafford, Ph.D.

C. Other attendees at the meeting:

- (1) Dr. Todd I. Stewart, Director and Chancellor
- (2) Dr. Bruce Murphy, AU Vice President for Academic Affairs
- (3) Col Timothy J. Lawrence, AFIT Commandant
- (4) Dr. Marlin Thomas, Dean, Graduate School of Engineering and Management
- (5) Dr. Thomas F. Christian, Director, Air Force Center for Systems Engineering
- (6) Col Timothy J. Fennell, Dean, School of Systems and Logistics
- (7) Dr. Steven Fiorino, AFIT Center for Directed Energy
- (8) Dr. Nancy Giles, AFIT Nuclear Program
- (9) Col Rodger G. Schuld, Dean, Civil Engineer School
- (10) Col Jeffery White, AF/A1D
- (11) Mrs. Diana Bunch, Designated Federal Officer
- (12) LT Stephanie Brown, Naval Post Graduate School

Section II: Subcommittee Discussions

A. Maj Gen (ret) Pat Condon called the meeting to order and welcomed the other subcommittee members as well as the AFIT leadership in attendance. General (ret) Condon congratulated Dr. Todd Stewart on his recent selection as AFIT's first Director and Chancellor and welcomed him to the meeting. Mrs. Diana Bunch, AU Designated Federal Officer, was present throughout the meeting.

B. Dr. Todd Stewart briefed the mission of AFIT is to advance air, space, and cyberspace power for the Nation, its partners, and the armed forces by providing defense-focused technical graduate and continuing education, research, and consultation. He also informed the subcommittee that AFIT educates more than 6,000 students daily through in-residence, on-site, and distance learning courses offered by its three schools: the Graduate School of Engineering and Management, the School of Systems and Logistics, and The Civil Engineer School.

Colonel Timothy Lawrence briefed various AFIT highlights in regards to graduate education, professional continuing education, and research. In addition, Col Lawrence provided a summary of the North Central Association Higher Learning Commission (HLC) reaffirmation visit in April 2011. The HLC identified several areas requiring a formal follow-up from AFIT by December 2012. Col Lawrence also briefed the impact of the reduced manning decisions.

The subcommittee was also given status updates regarding the Graduate School of Engineering, School of Systems and Logistics and was provided an opportunity to meet with students and faculty.

In addition, the subcommittee reviewed the current status of the Secretary of the Navy (SECNAV) and Secretary of the Air Force (SECAF) memorandum of agreement (MOA) for the Naval Post Graduate School (NPS) and AFIT.

On Tuesday, 15 May 2012, the subcommittee received status updates regarding the Civil Engineer School, AF Center for Systems Engineering, Space Systems, Nuclear Program, and the Center for Directed Energy.

In the afternoon, the subcommittee toured the various laboratories to include the space, satellite, advanced navigation, nuclear, and rocket propulsion facilities.

C. The subcommittee's requests, observations, and recommendations are included in Section III of these minutes and will be presented to the AU Board of Visitors on the next scheduled committee meeting.

D. The next subcommittee meeting is scheduled on 11-12 March 2013 at AFIT in Dayton, OH.

Section III: Subcommittee Requests, Observations, and Recommendations

A. Higher Learning Commission Action Items.

Background: The Higher Learning Commission (HLC) identified four recommendations to be addressed by AFIT. AFIT is to report the actions taken to the HLC by December 2012.

Request: AFIT provide a summary of the report of HLC recommendations to the AFIT Subcommittee at the time of submission to the HLC.

B. Department of the Navy/Department of the Air Force MOA Review.

Background: The subcommittee reviewed the current status of the SECNAV/SECAF MOA and associated memorandum of understanding (MOU) and understand AFIT and NPS leadership are reviewing both documents for possible changes.

Request: Request AFIT provide a status update of the SECNAV/SECAF MOA and MOU during the next scheduled AFIT sub-committee meeting.

C. Flexibility in Resource Allocation.

Background: Some specific resource reduction allocation decisions affecting AFIT have been made from outside of the organization. This has the potential of suboptimization and unnecessarily impacting the ability of AFIT to execute its mission. In some cases, decisions that make perfectly good sense for many organizations are harmful to organizations, such as AFIT, that do not fit the conventional mold.

Recommendation: To the maximum extent practical, allow AFIT to determine how best to allocate manpower and other resource reductions levied upon it. In cases where entire programs are proposed for elimination, allow AFIT to provide an impact assessment before a final decision is made.

D. Support Personnel Reduction Impact.

Background: The downward directed mandate to reduce support personnel has resulted in severe cuts to administrative support for the faculty. Some departments have no administrative support. This means the faculty must perform these duties. The result is the faculty either have to work more hours to perform the same job or be less efficient in their primary duties of teaching and research. Even though this may be a viable short term solution, the long term effects, in addition to the reduced efficiency, could create problems in faculty retention and faculty recruitment, both of which affect the quality of AFIT.

Recommendation: AFIT should a) assess the long term impact of this policy, and b) investigate other approaches to resolving this problem, even if it means not filling faculty positions.

E. Information Technology Accessibility.

Background: During the Subcommittee's sessions with the students and faculty, there was strong and consistent feedback regarding inadequacy of the IT system. Complaints were wide-ranging, and included long wait times to fix computers, poor cell reception, inadequate bandwidth to support video streaming, un-renewed and lost software licenses, and onerous firewalls and security measures that made unclassified educational research difficult. It was also reported that the .edu domain at AFIT was overly restrictive because .mil domain policies had been applied to the .edu domain. As a result, many students reported they were forced to operate from home using their personal computers and internet connectivity to accomplish much of their day-to-day tasks and course-related research.

Recommendation: AFIT establish a task force to catalog the full set of IT problems, determine the level at which each problem could be addressed (e.g., locally at AFIT, base level, AU level, command level, etc.), and then develop an action plan to address local problems and forward the others to higher levels as appropriate for action.

F. Strategic alignment of priorities of the Department of the Air Force with programming of graduate education requirements.

Background: The number of coded billets requiring advanced degrees in some key strategic areas for the Air Force appears to be very limited. For example, in the area of cyberspace, the number of individuals slotted for attending advanced degree programs is very small for FY13. The subcommittee is aware that Air University is addressing recommendations that came out of the AFERB AFSO21 event in February 2012.

Recommendation: Consider a personnel system that manages critical skills and advanced degree needs in these fields more in an "inventory" based construct rather than the current "billet-only" based construct.

Request: Air University provide the AU board of visitors with an update on the status of the AFERB recommendations at the November 2012 meeting.

G. Flexibility to Deliver Technical Graduate Education in the Modern Air Force

Background: There appears to exist a mismatch between AFIT's education capacity, available external research funding and student availability. For example, the ability of AFIT to receive payment for classes delivered is restricted in certain cases.

Request: AFIT provide the subcommittee information on the requirements, regulations and policy environment that is enabling or restricting the efficient delivery of advanced degreed graduates in-residence and through distance learning.